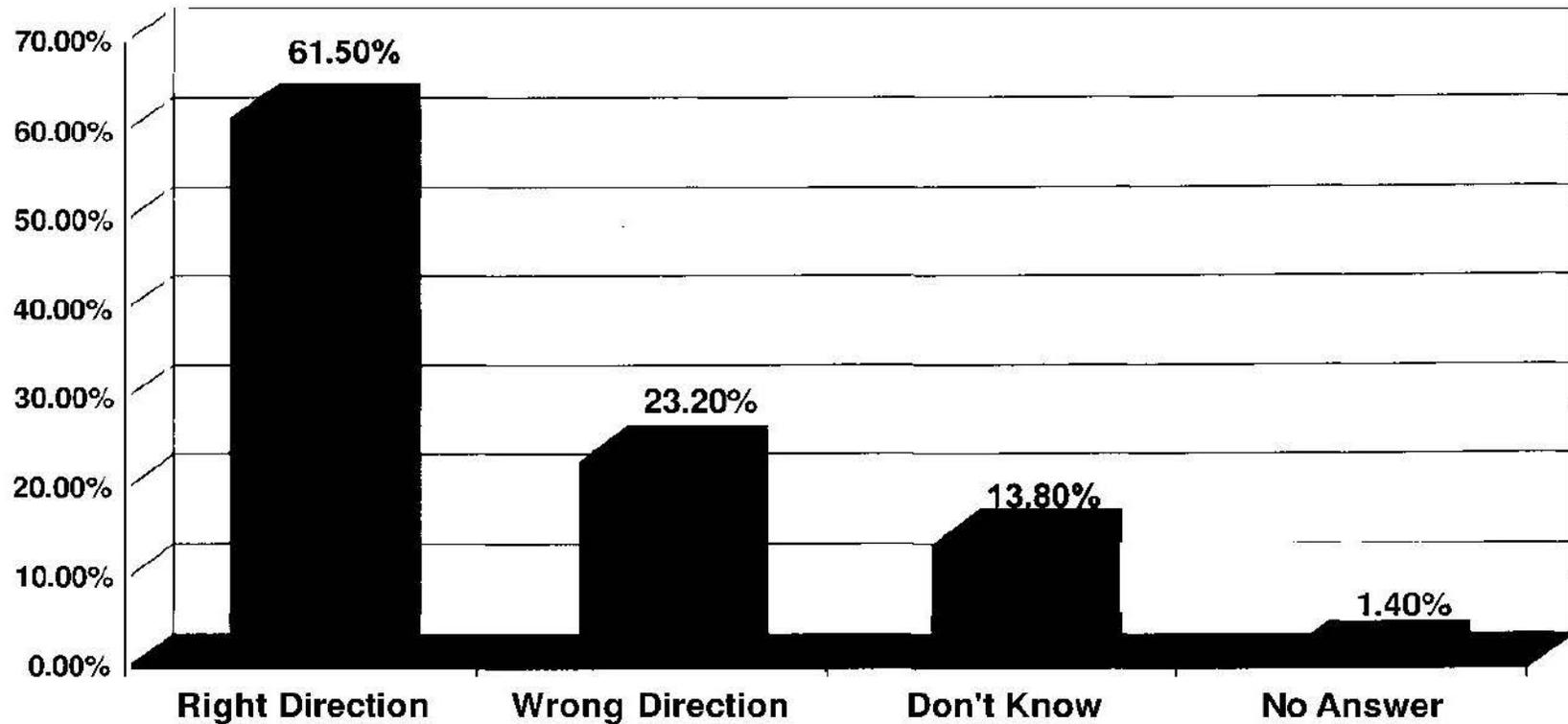




Do you think that Iraq today is generally headed in the right or wrong direction?



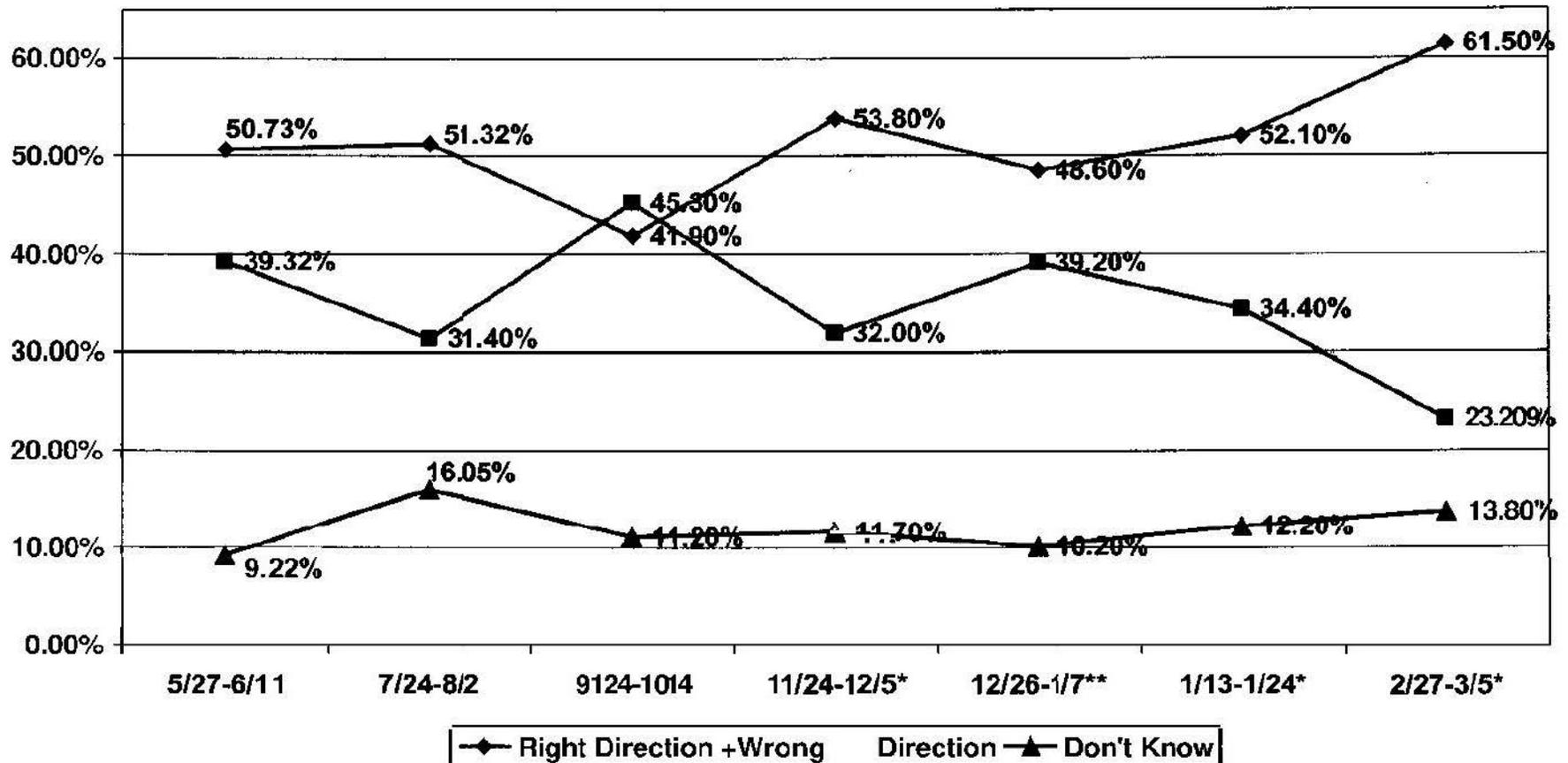
*Sample does not include Mosul, Ramadi and Dohuk.*

*n=1967*

*International Republican Institute, February 27 – March 5, 2005*

# Do you think that Iraq today is generally headed in the right or wrong direction?

*Trends: May 2004 - March 2005*



\* Does not include Mosul, Ramadi and Dohuk/ \*\*Does not include Mosul and Dohuk

International Republican Institute, February 27 - March 5, 2005

# Why do you think Iraq is heading in the right/wrong direction?

## Right Direction

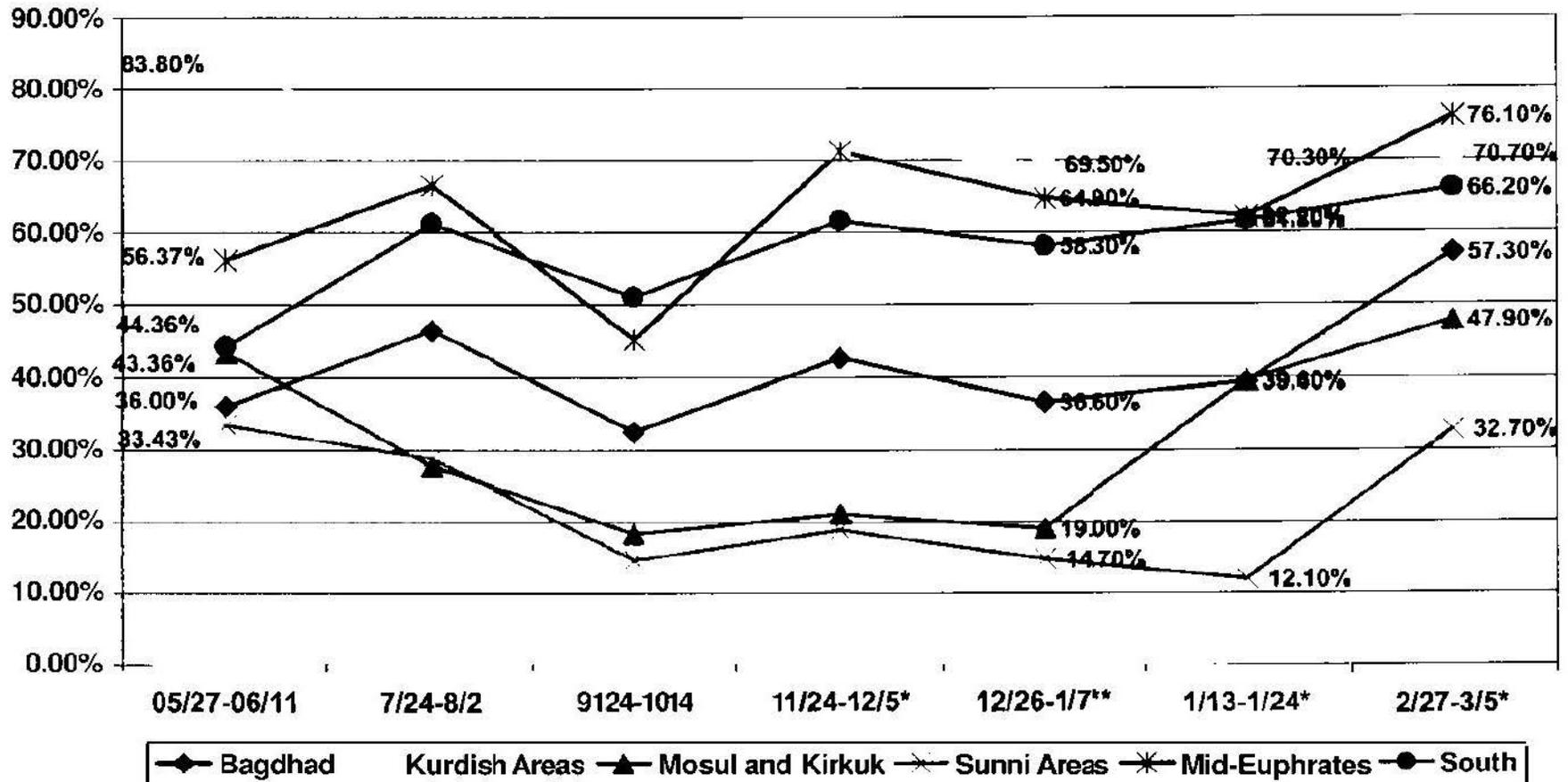
<b>Replacement of Interim Government</b>	<b>16.0%</b>
<b>Improving General Conditions</b>	<b>13.4%</b>
<b>Holding Elections</b>	<b>11.7%</b>
<b>Removing the Past Regime</b>	<b>10.9%</b>
<b>Increased Freedoms</b>	<b>10.1%</b>
<b>Maintaining Security</b>	<b>9.8%</b>
<b>Improving Economy</b>	<b>8.9%</b>

n=1210

<b>Poor Security Situation</b>	<b>60.2%</b>
<b>Presence of Occupation Forces</b>	<b>12.9%</b>
<b>Imbalanced General Conditions</b>	<b>9.2%</b>
<b>Infrastructure Issues</b>	<b>3.9%</b>
<b>Bad Economic Situation</b>	<b>3.1%</b>
<b>Divisions Between Iraqis</b>	<b>2.4%</b>
<b>Unemployment</b>	<b>1.5%</b>

n=457

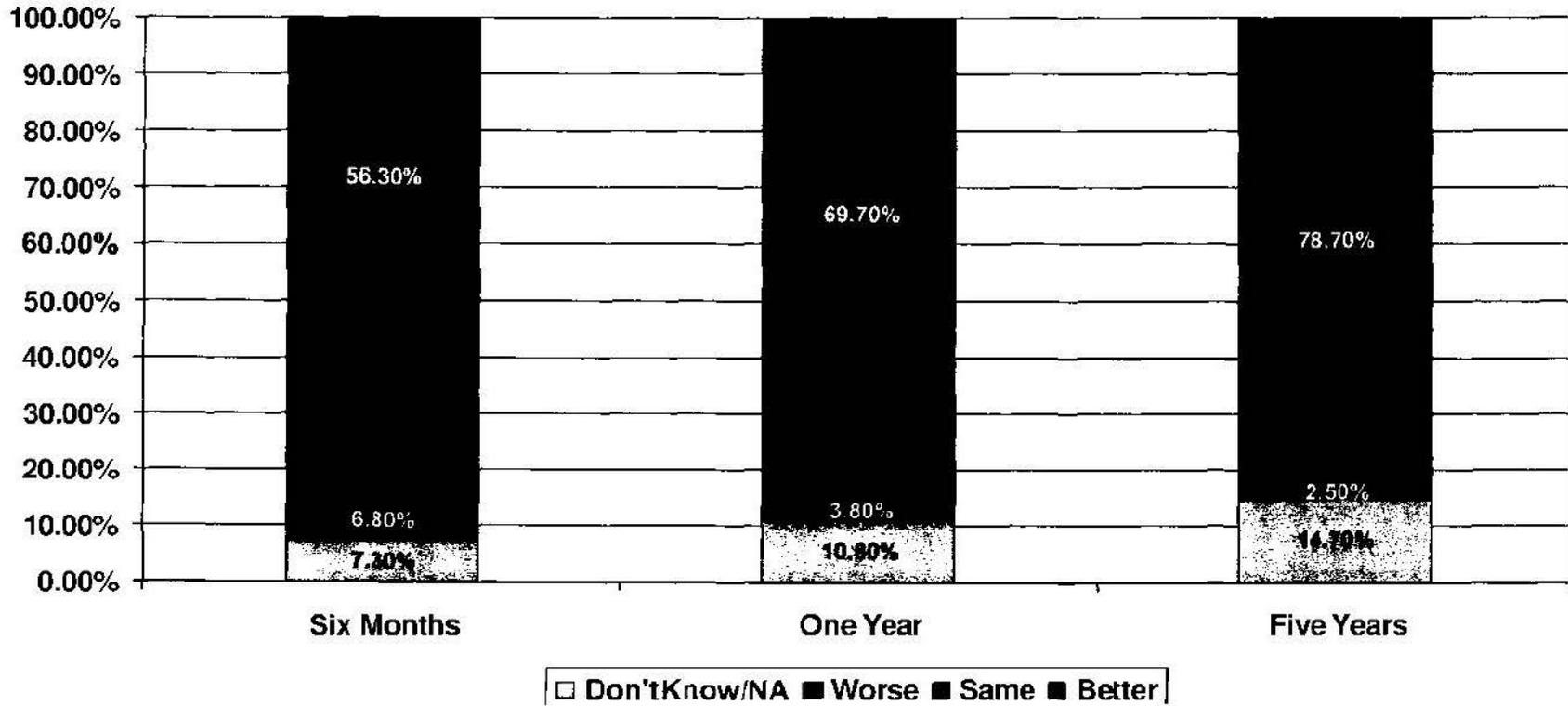
## Right Direction: Regional Trends



\* Does not include Mosul, Ramadi and Dohuk / \*\*Does not include Mosul and Dohuk

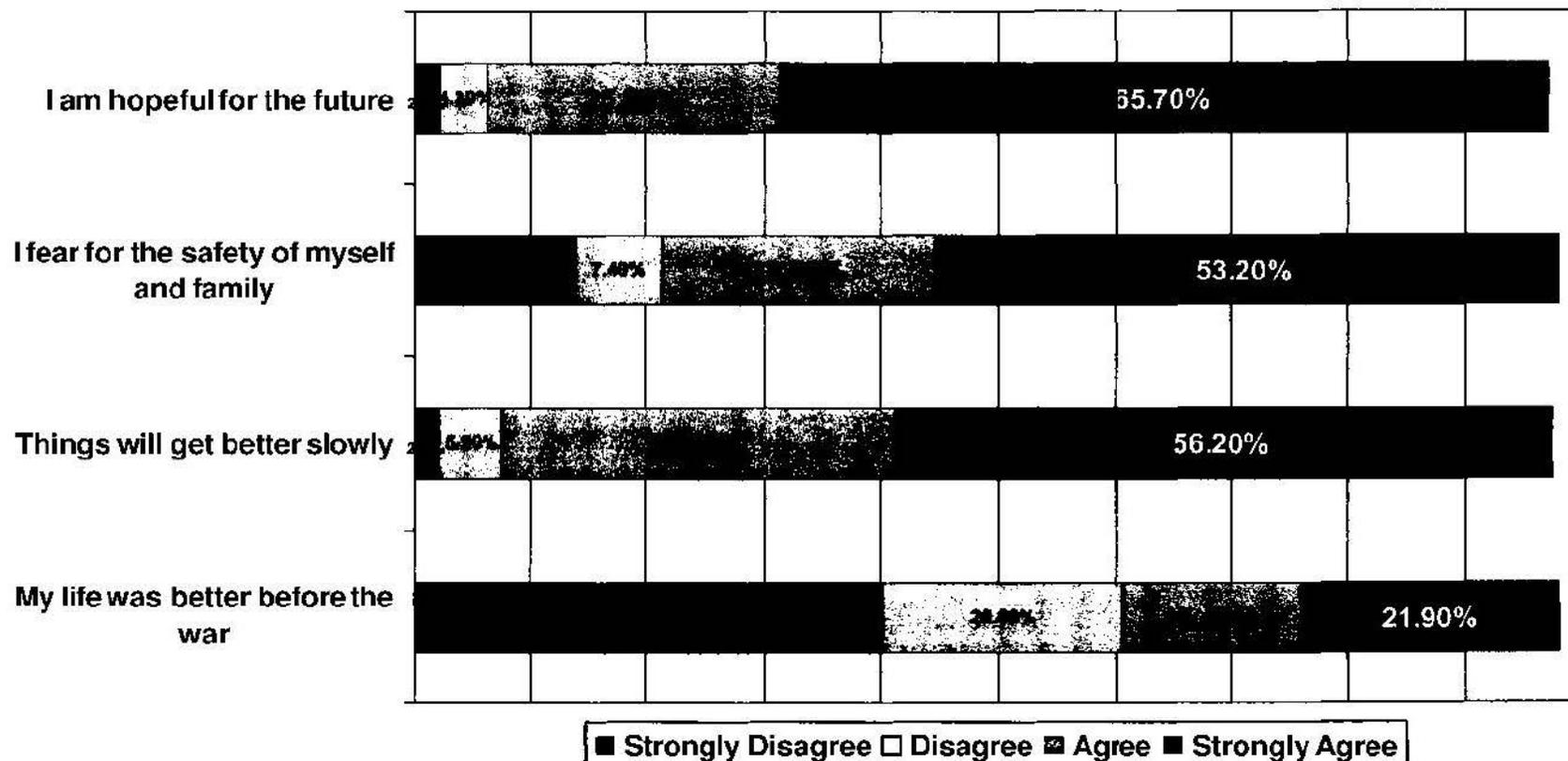
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Thinking about the future, do you feel that things will be better, the same or worse in:



n=1967

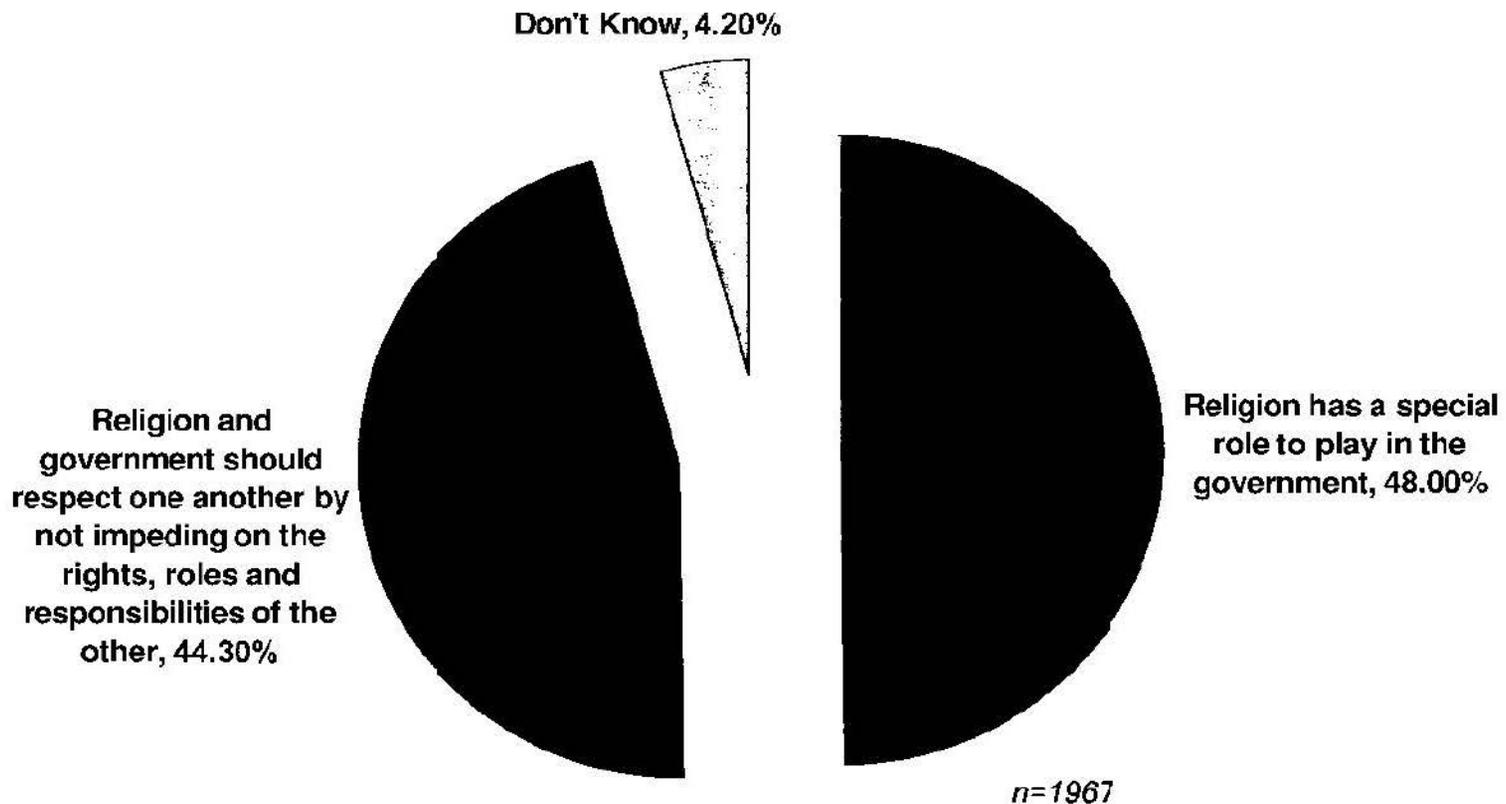
Thinking about your life today, please tell me to what extent you agree or disagree with each of the following statements:



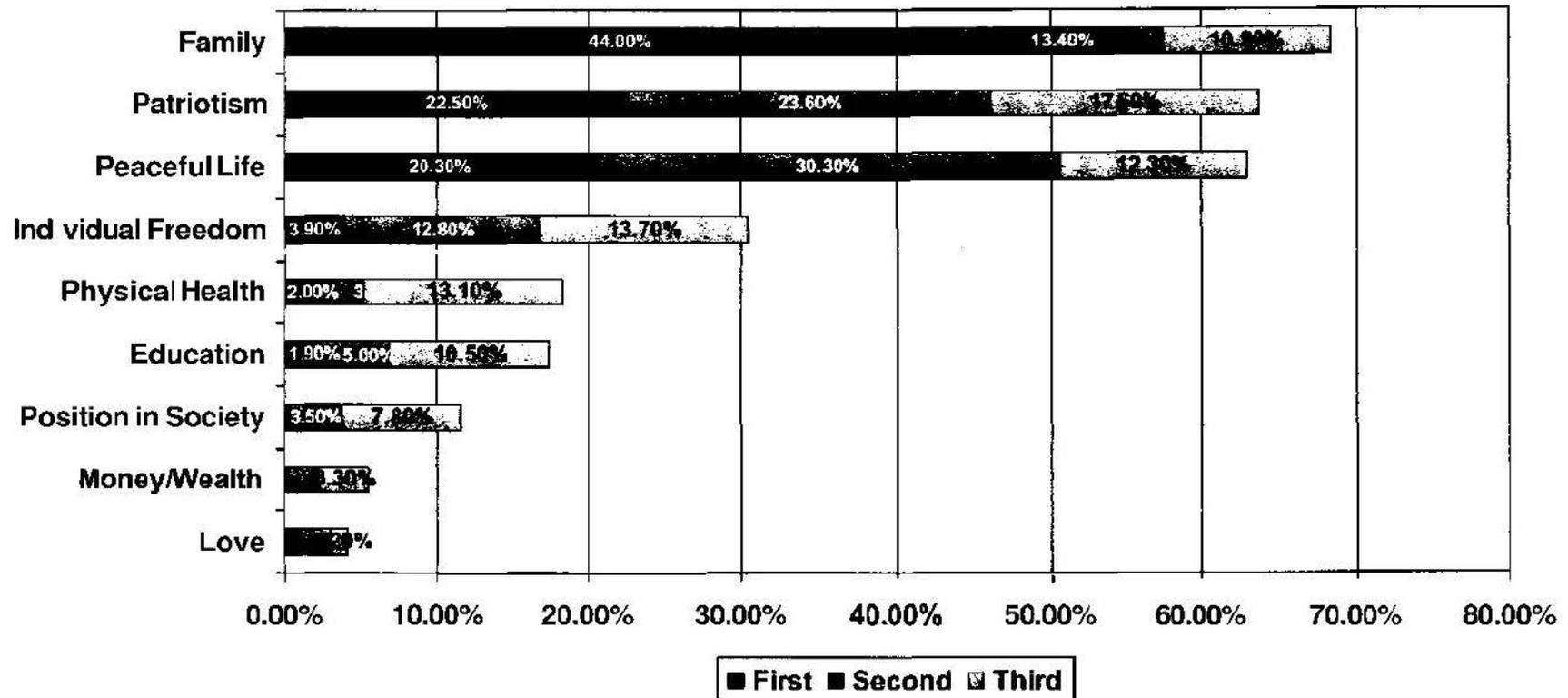
n=1967

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Some people say that religion has a special role to play in the government today, while others believe that religion and the government should respect one another but remain separate. Do you believe that:

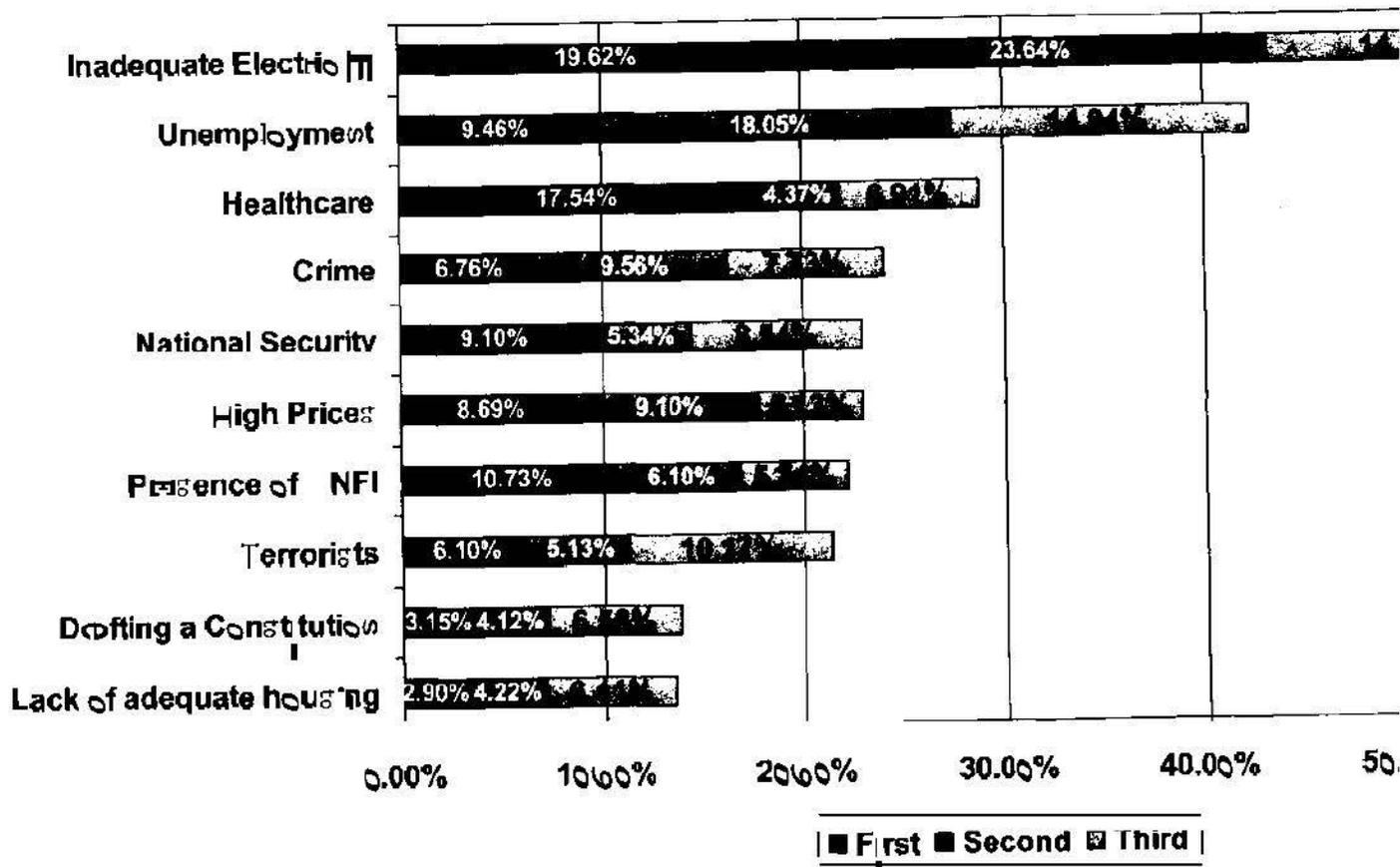


Everyone has certain values that are important to them. Among the values listed below, please indicate in priority order which among the following are the three most important to you personally?



n=1967

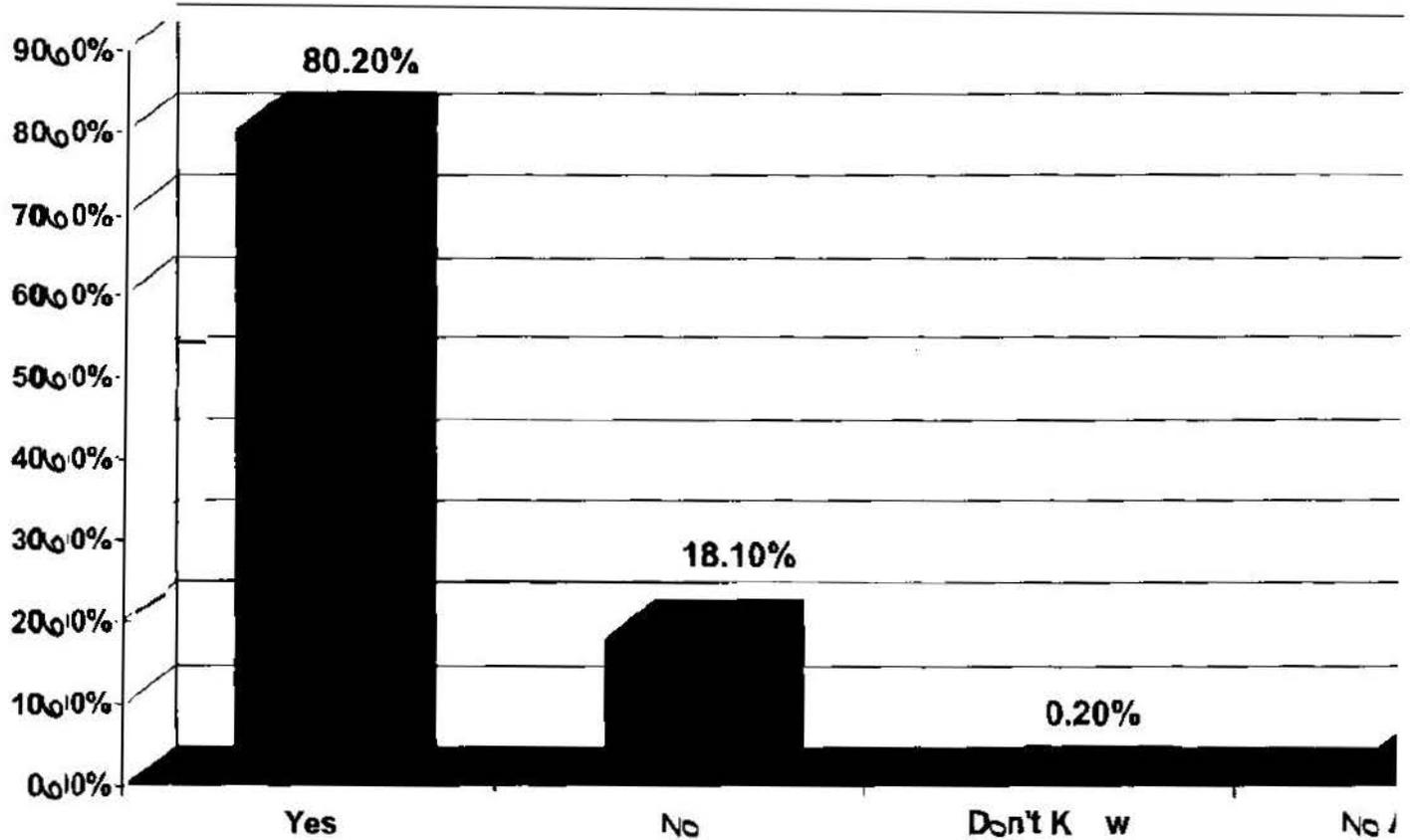
In order of importance, which of the following do you most important issue requiring a political or government solution?



International Republican Institute, February 27 – March 5, 2005

11-L-0559/OSD/48374

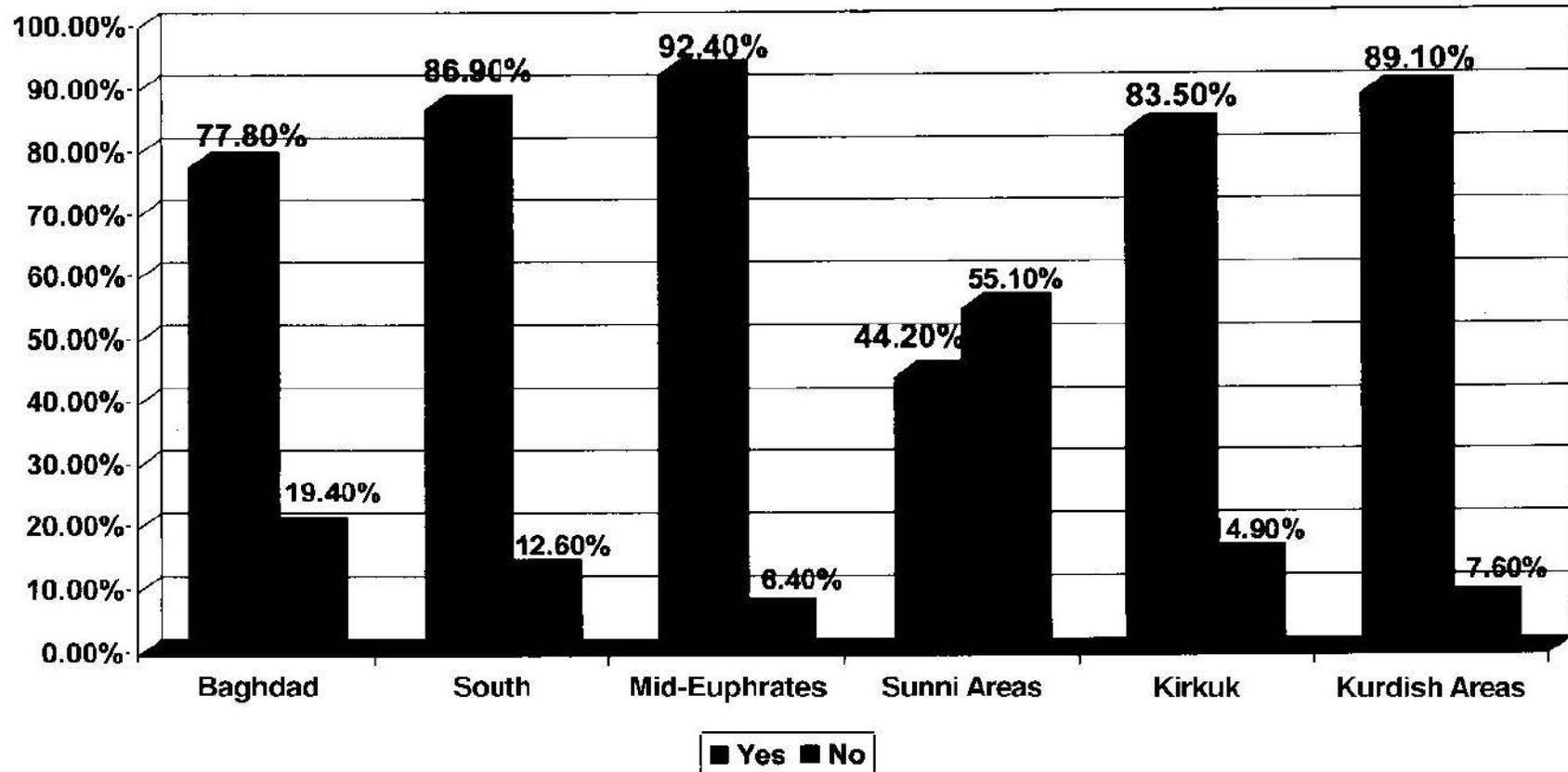
# Did you vote in Iraq's January 30 election for the Transitional National Assembly?



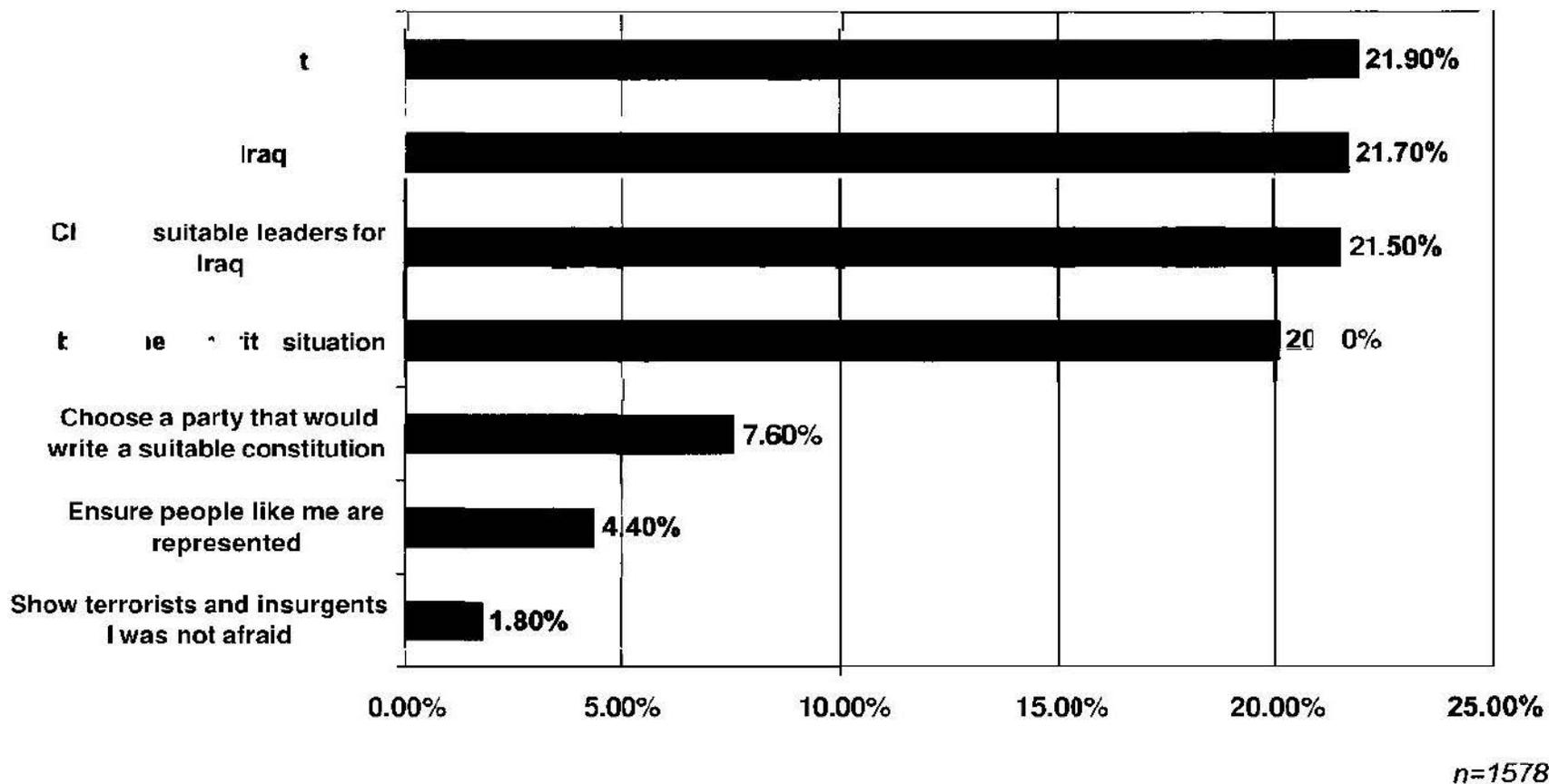
*International Republican Institute, February 27 – March 5, 2005*

11-L-0559/OSD/48375

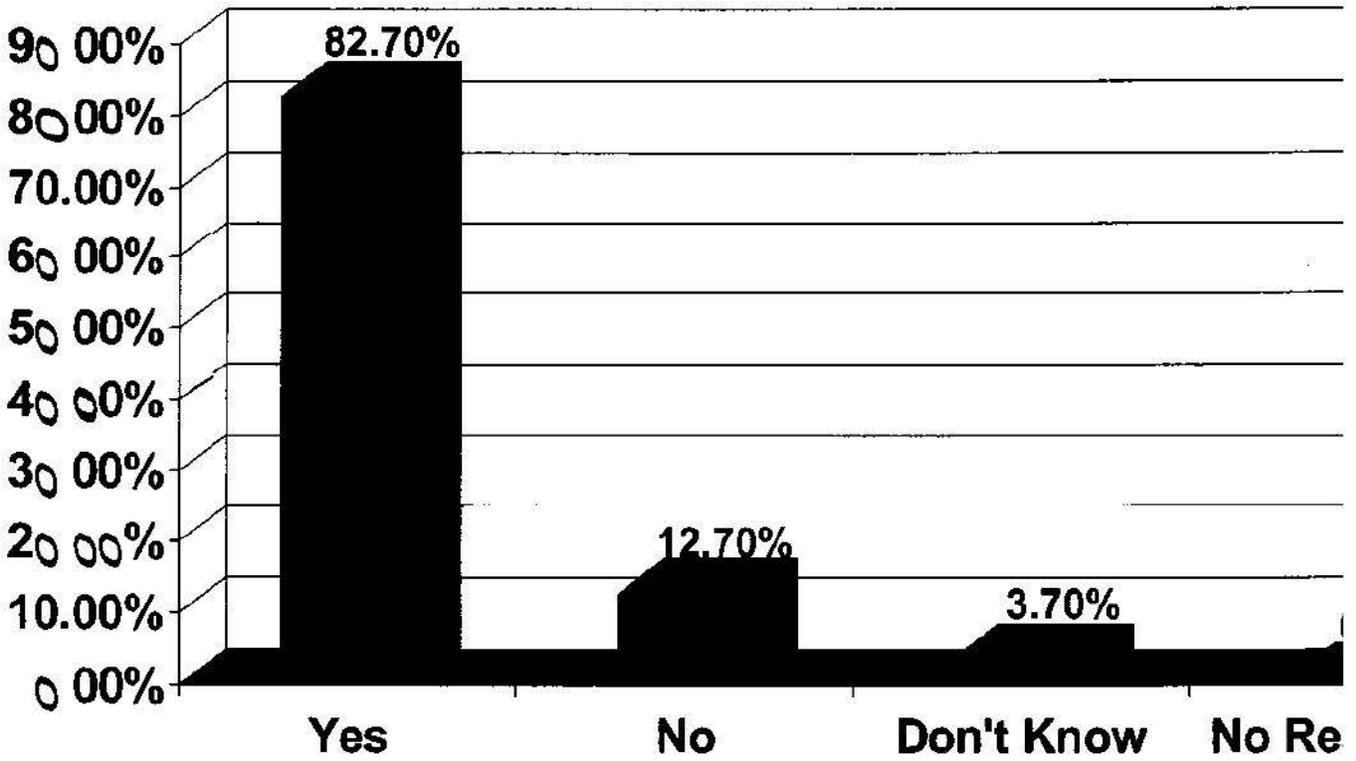
Did you vote in Iraq's January 30 election for the Transitional National Assembly?  
*Breakdown by Region*



If you did vote, which of the following best describes the reason why?



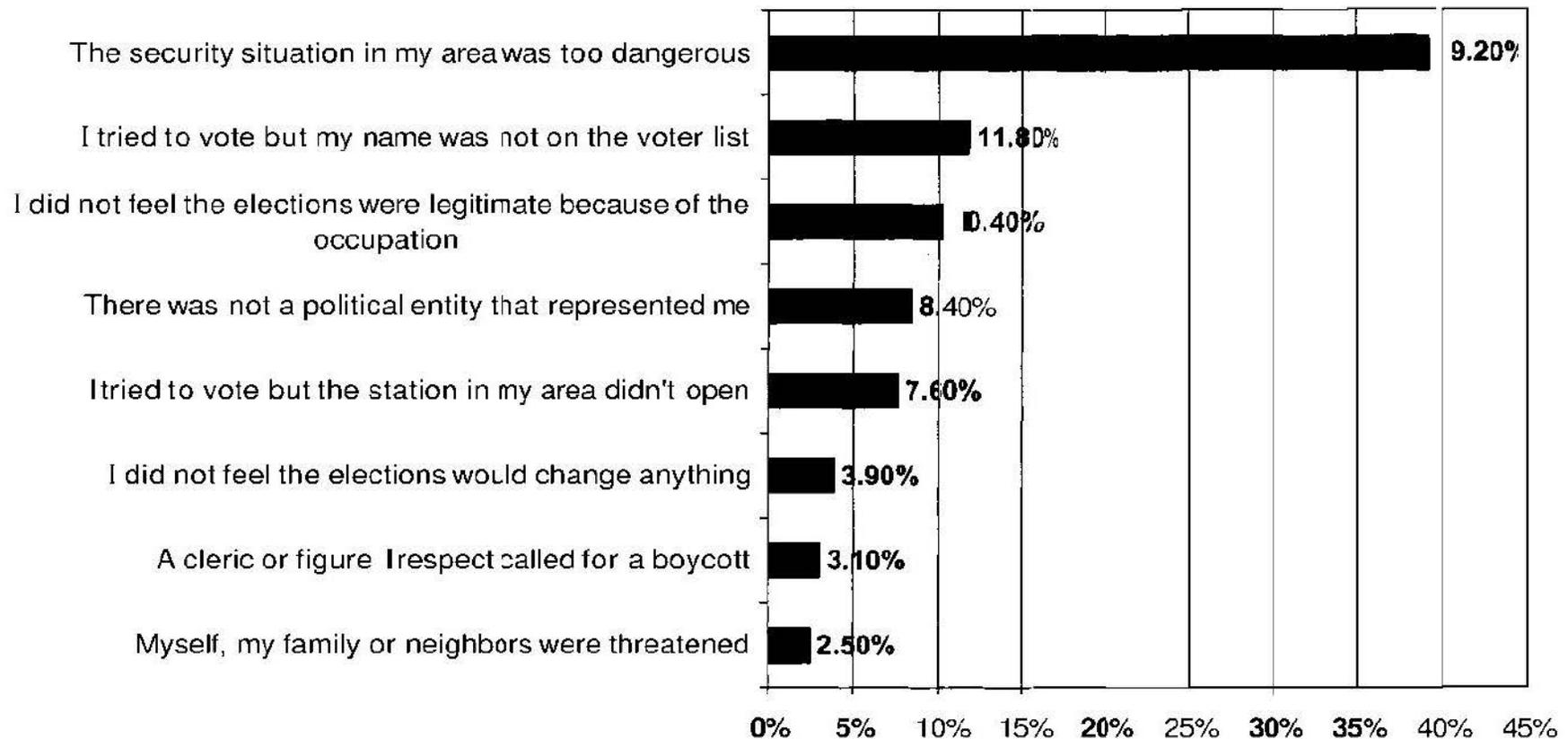
If you did vote, do you feel that the election results reflect the choices of the Iraqi people?



*International Republican Institute, February 27 – March 5, 2005*

11-L-0559/OSD/48378

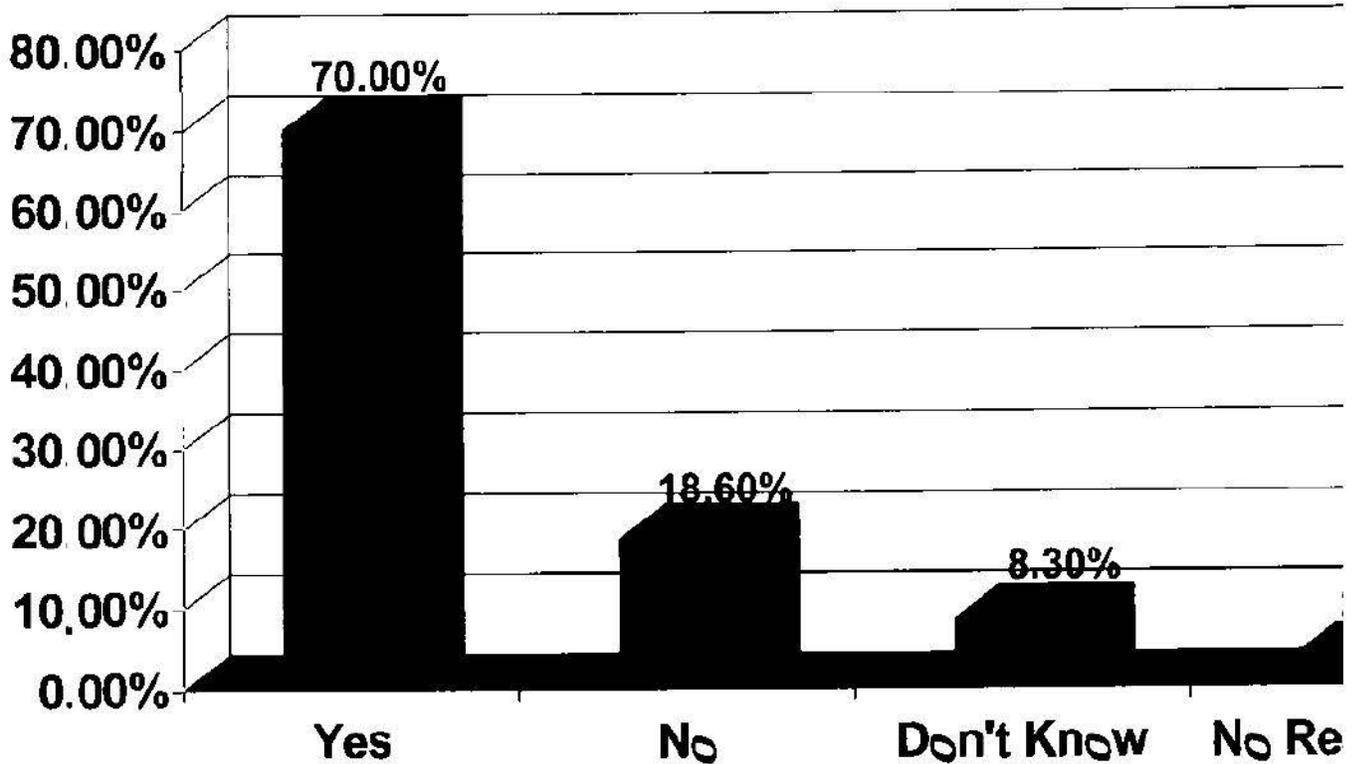
## If you did not vote, which of the following best describes the reason why?



n=357

*International Republican Institute, February 27 – March 5, 2005*

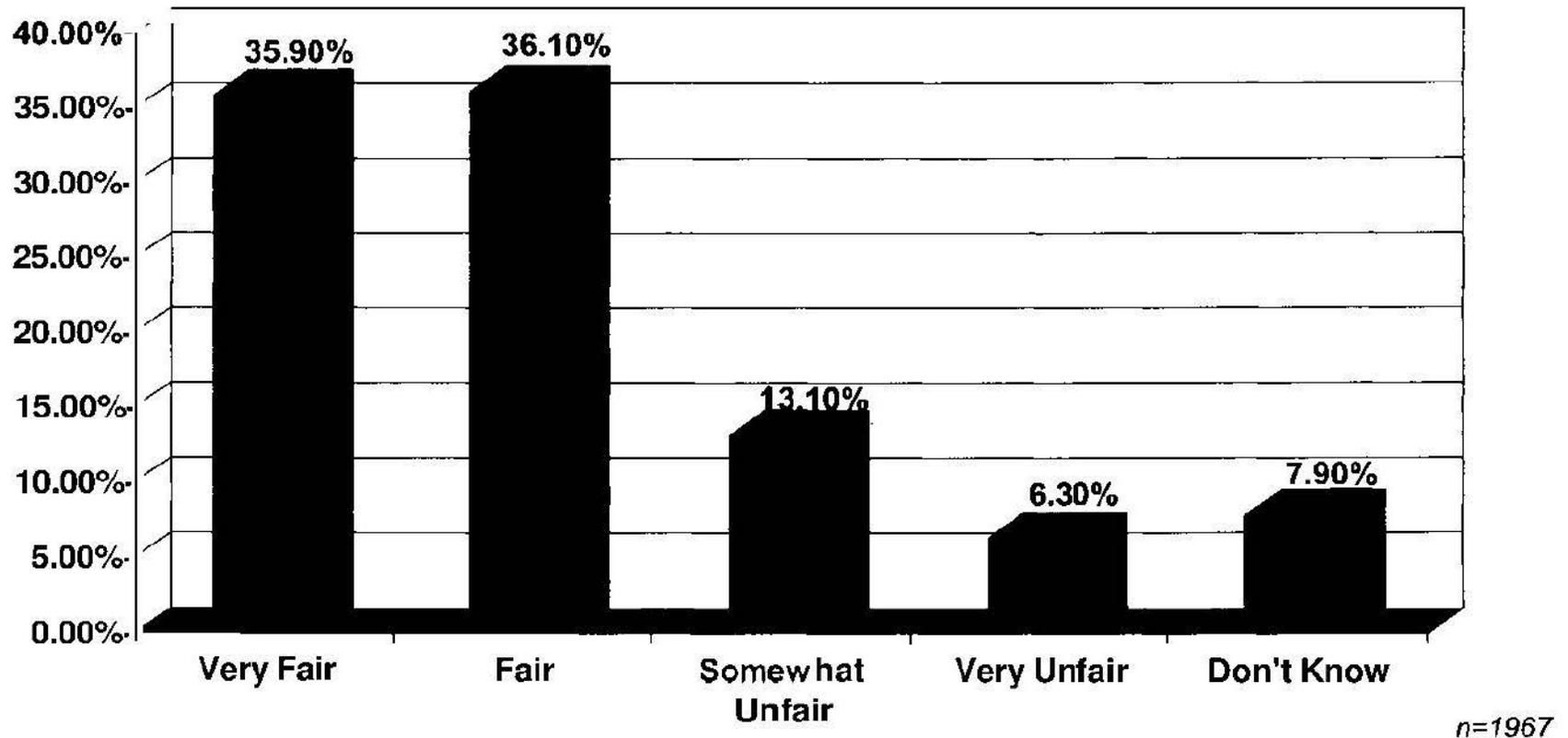
Regardless of whether or not you voted, do you feel the Transitional National Assembly will represent the Iraqi people as a whole?



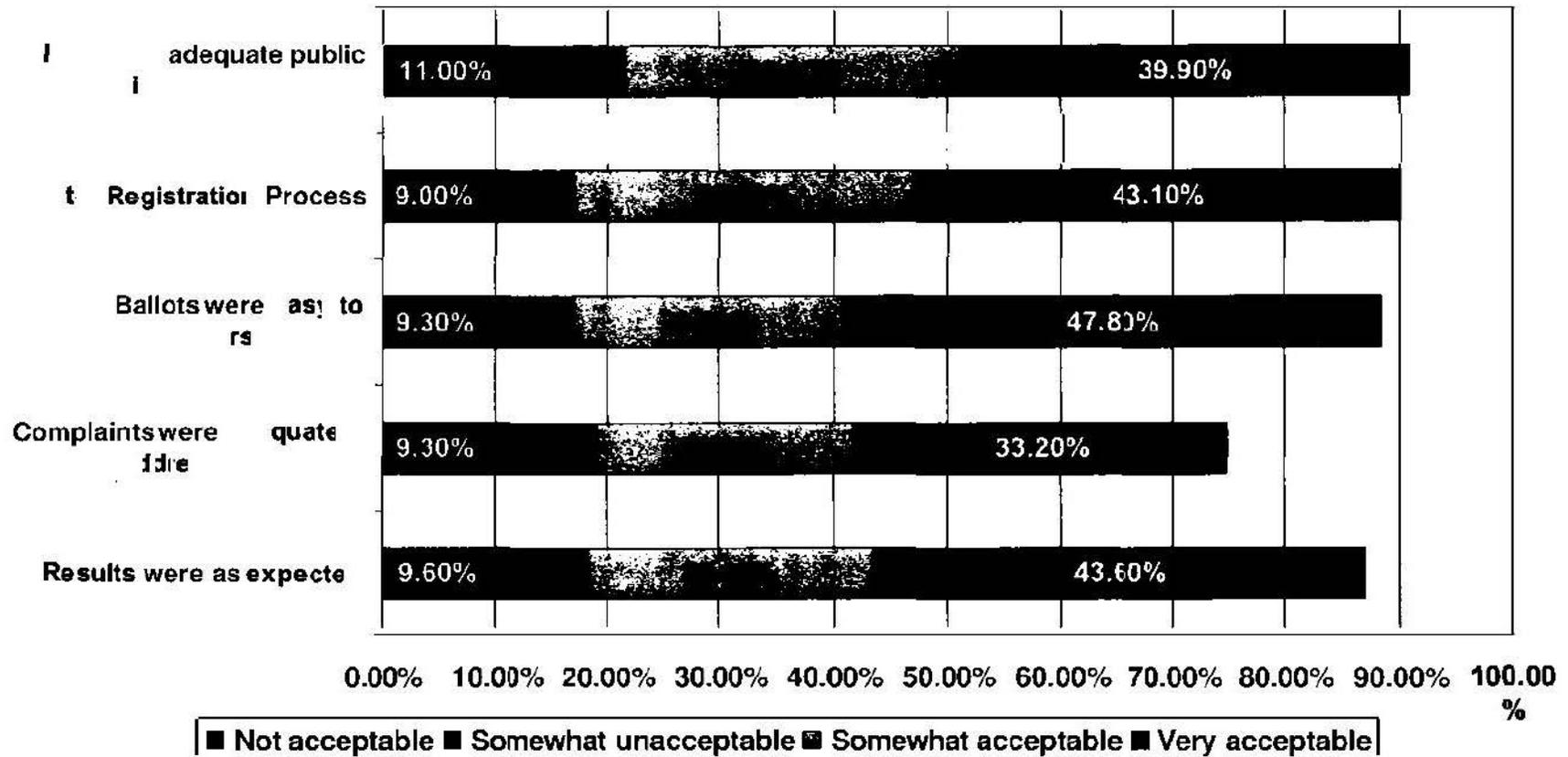
*International Republican Institute, February 27 – March 5, 2005*

11-L-0559/OSD/48380

The Independent Electoral Commission of Iraq (IECI) was responsible for ensuring that the election was held on January 30. To what degree do you feel that the election was fair and impartial?

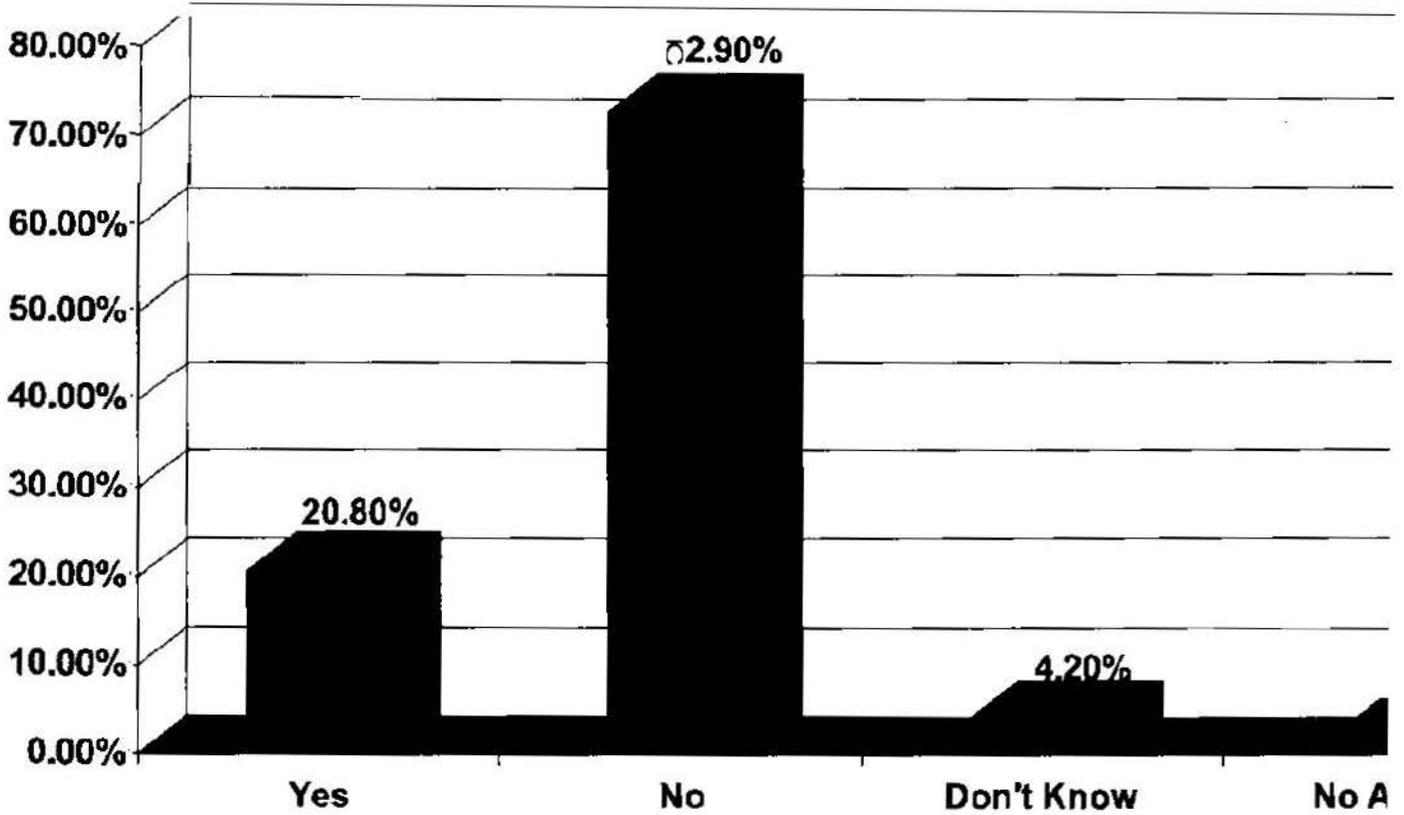


For each of the following aspects of the election, please tell me how you would rate the performance of the IECI?



n=1967

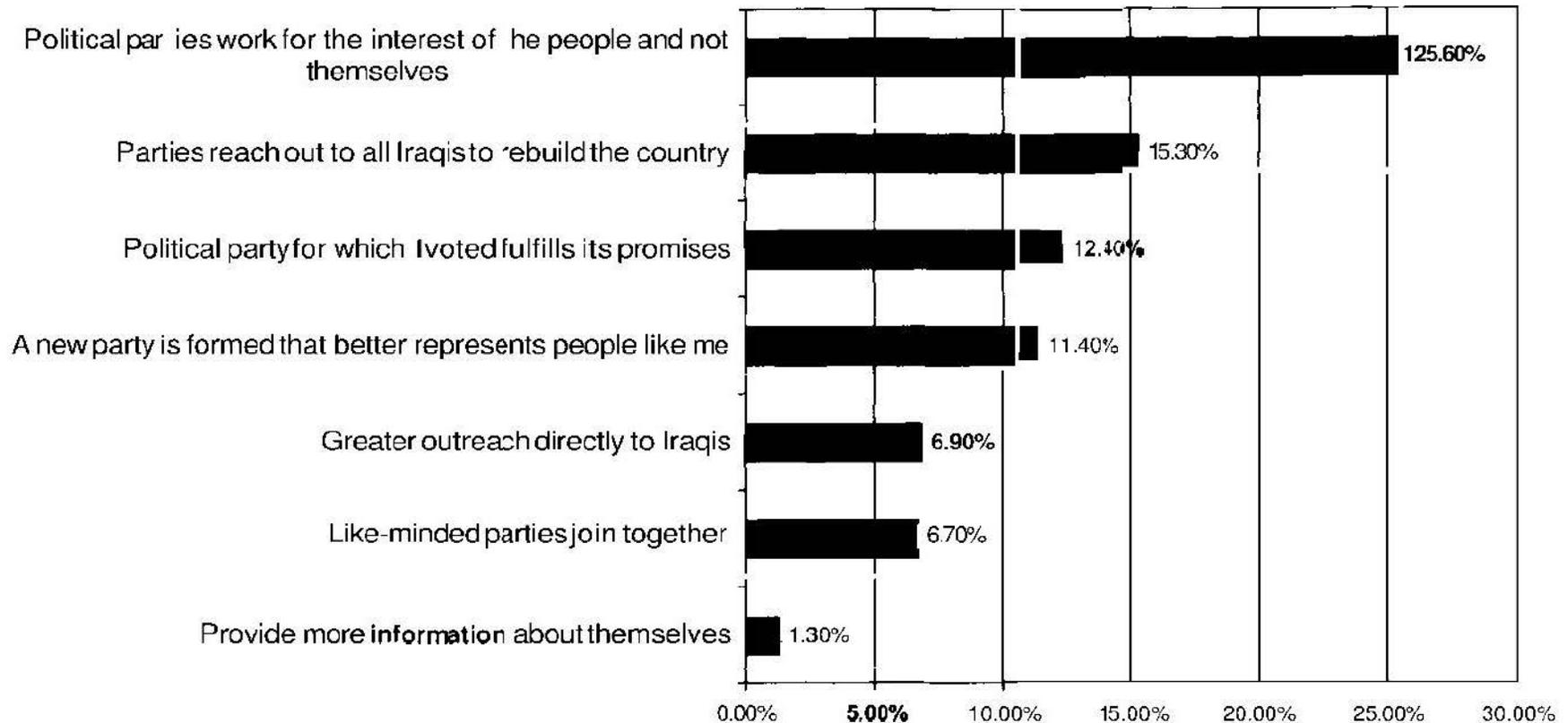
Is there a political party or figure that you currently support or feel shares your own values or ideology?



Intern Rep In tu February Ma

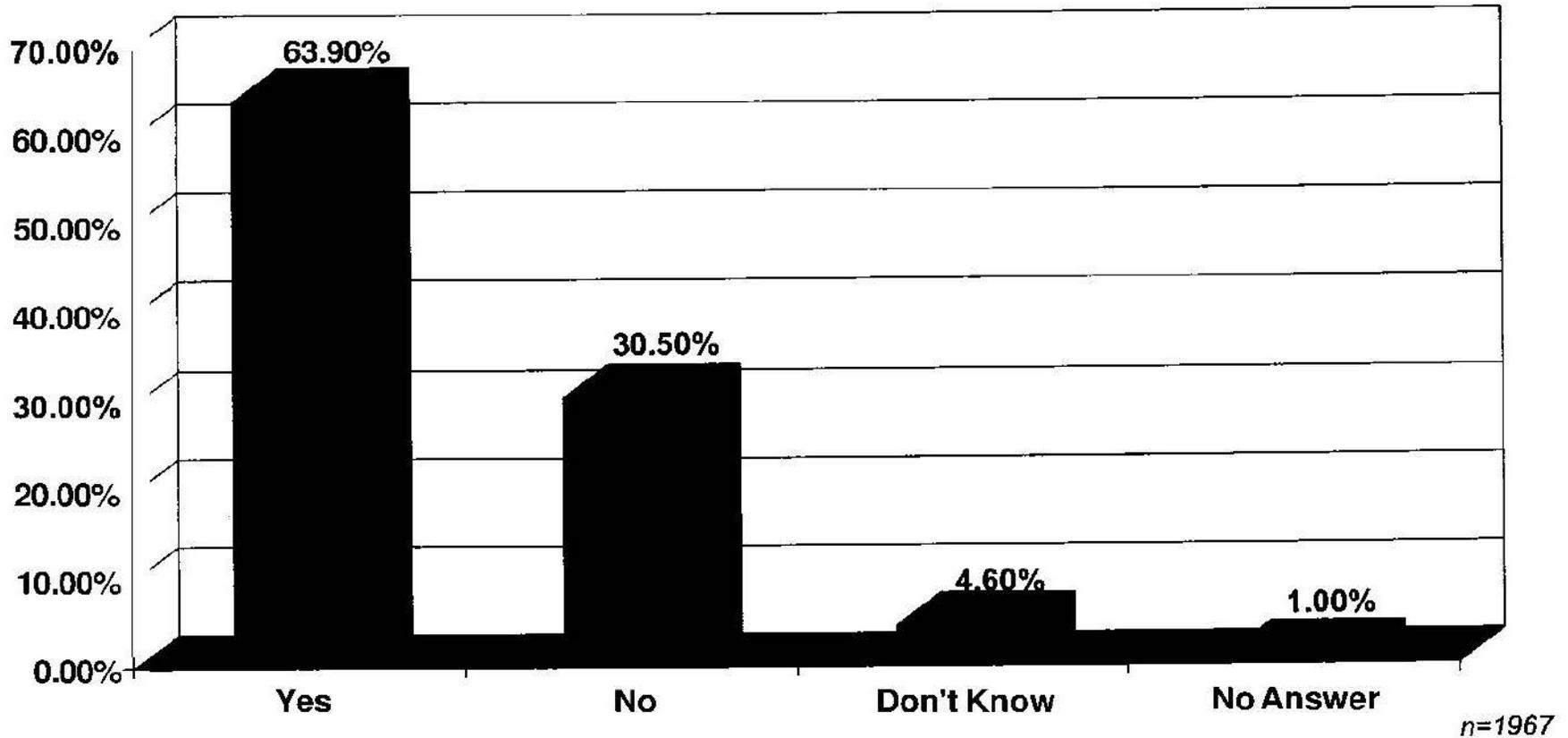
11-L-0559/OSD/48383

## Which of the following activities would make you more likely to support a political party or figure in a future election?

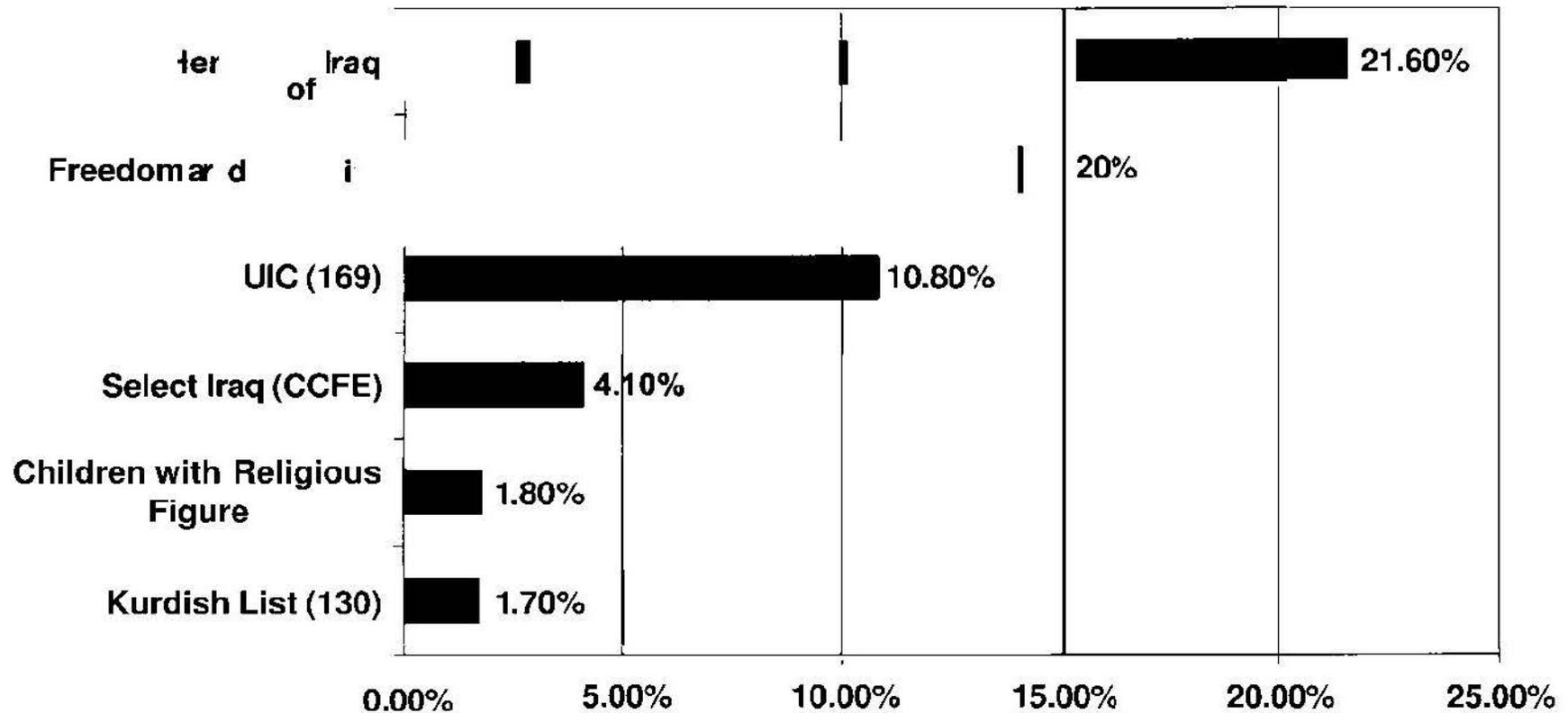


n=1967

In the lead up to the election (between December 1 and January 30), did you see, read or hear advertisements or programs that attempted to encourage Iraqis to vote?

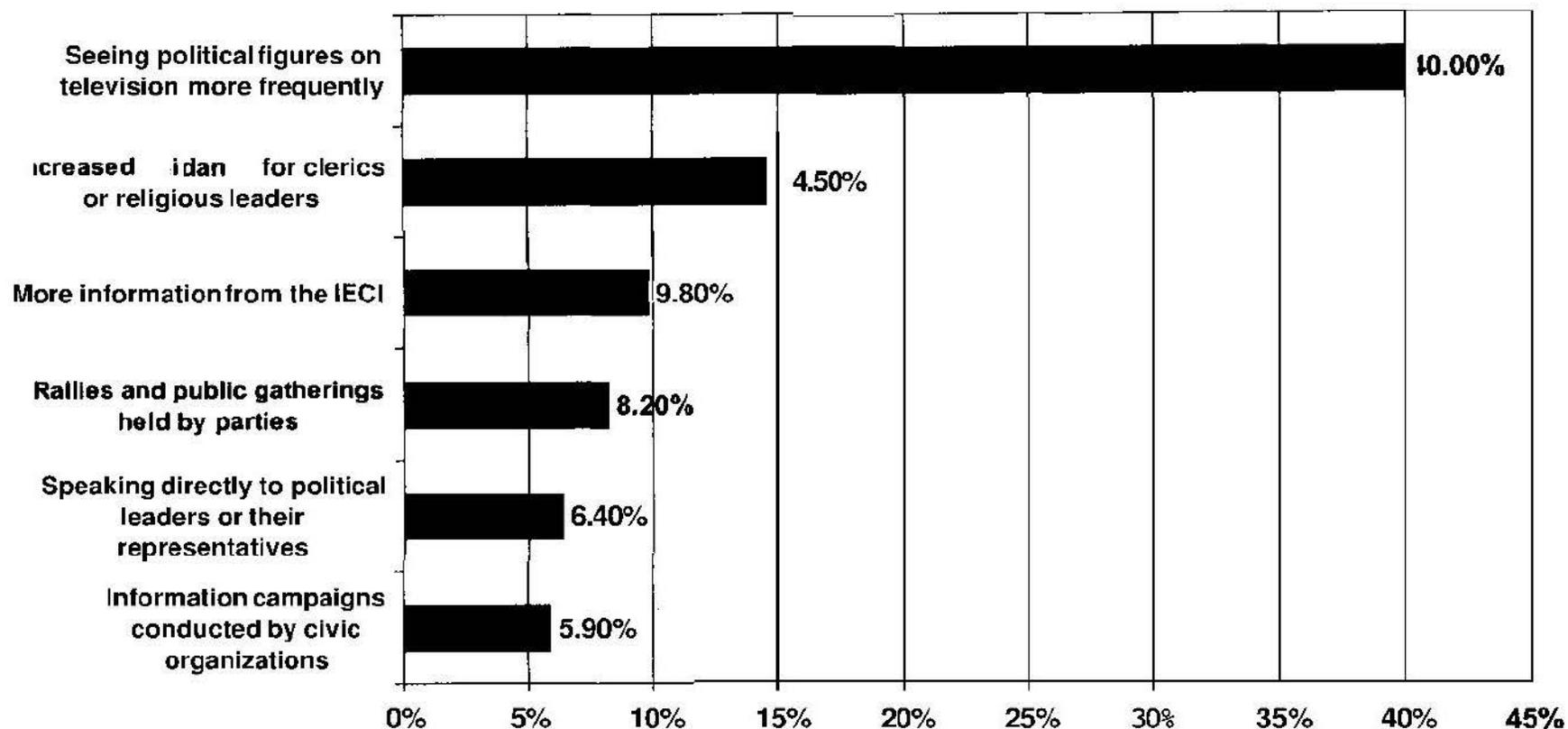


If you did see any advertisements that encouraged Iraqis to vote, was there one that you remember in particular or that you liked more than the others?



n=1257

Which of the following do you feel would be most effective in getting more Iraqis to participate in future elections?



n=1967

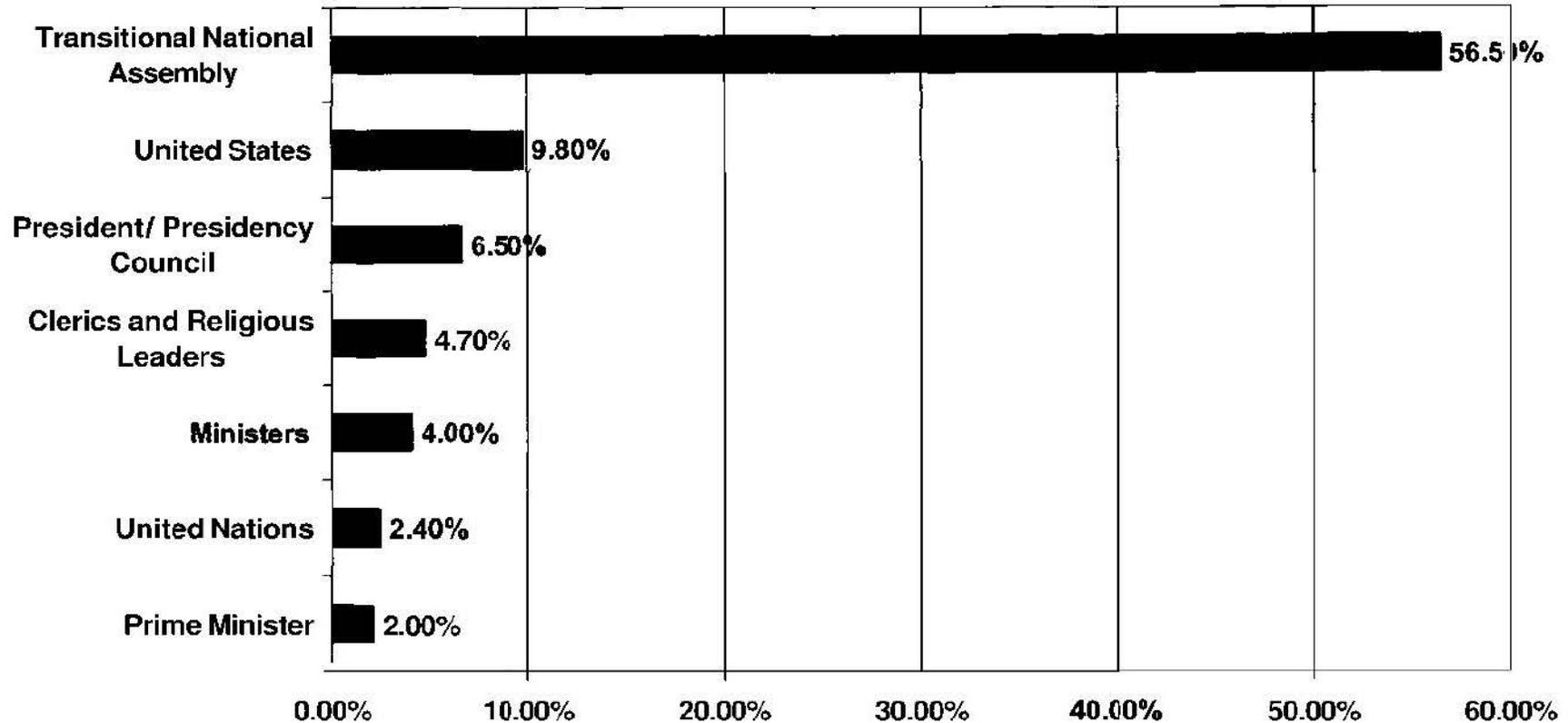
On a scale of 1 to 10, please rank the level of trust you have in information about the election and political process coming from each of the following sources (Median Scores):

<b>Religious Figures</b>	<b>7.81</b>
<b>IECI</b>	<b>7.29</b>
<b>Iraqi TV</b>	<b>7.20</b>
<b>Friends, family or neighbors</b>	<b>7.07</b>
<b>Civil Society Organizations</b>	<b>6.23</b>

Satellite TV (Outside Iraq)	6.11
Radio	6.00
Newspapers	5.74
Tribal Sheikhs or Organizations	5.70
Political Parties	5.68

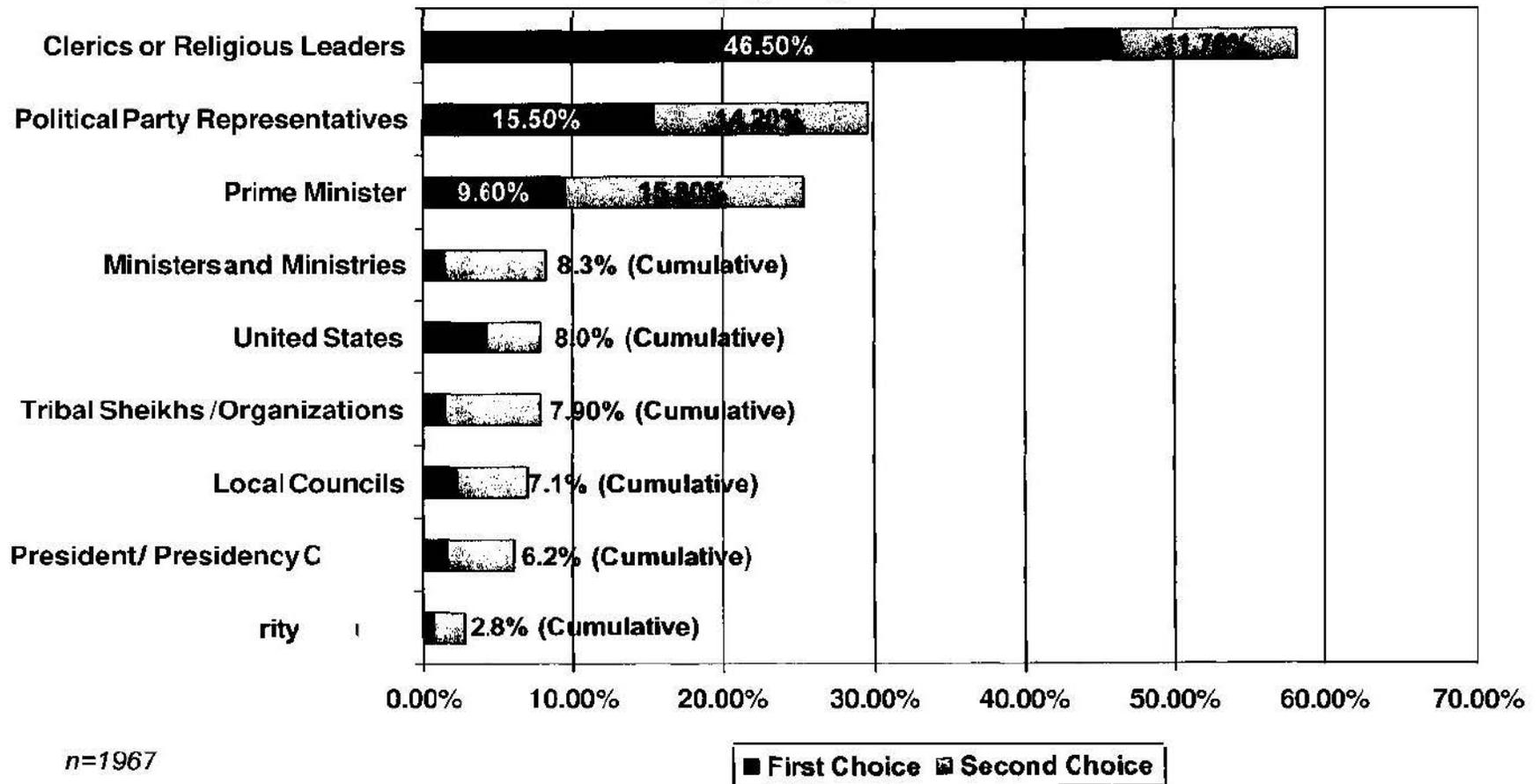
n=1967

# To the best of your knowledge, who is responsible for writing a permanent constitution for Iraq?

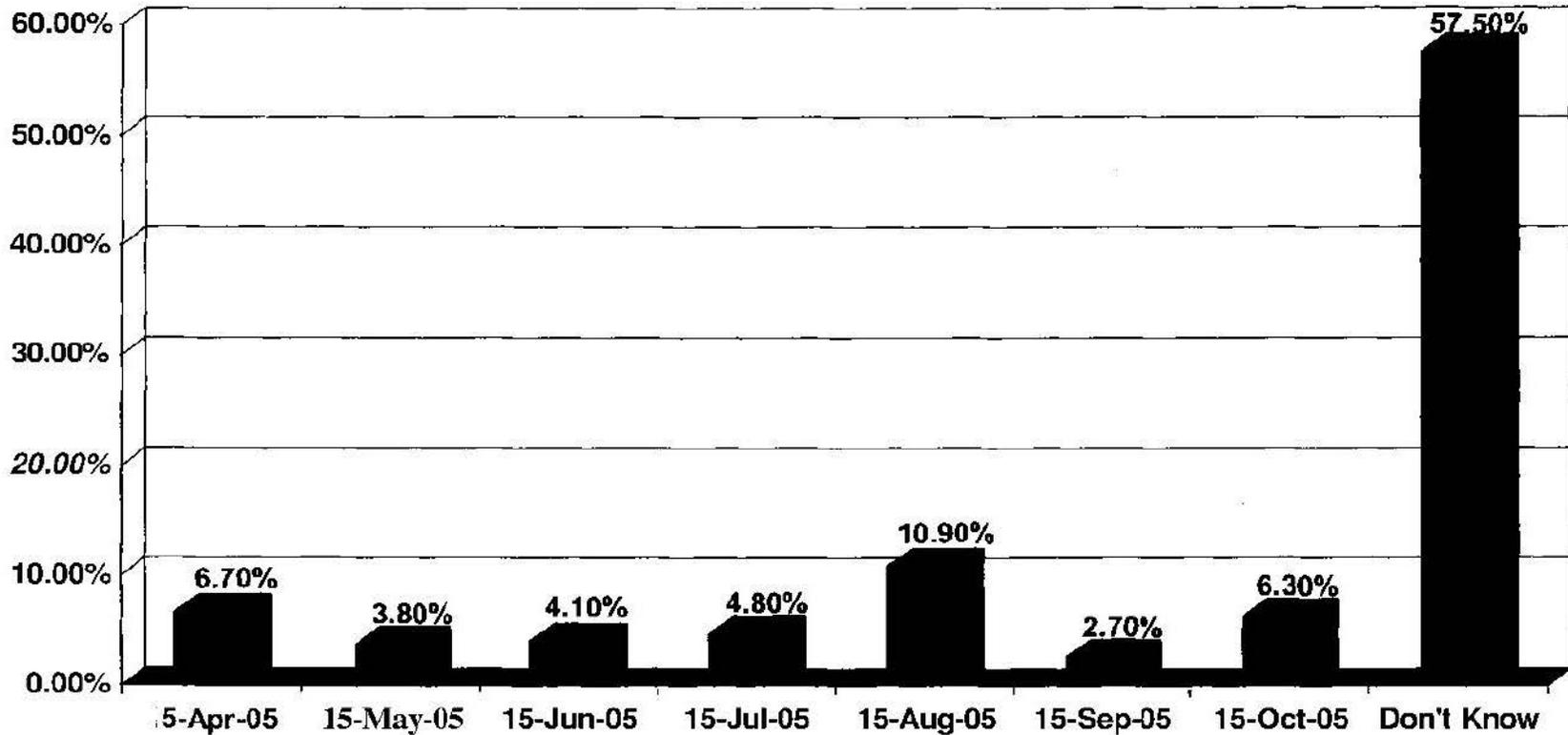


n=1967

In writing the constitution, whose input do you feel should be most important in creating a document that is acceptable to the Iraqi people?



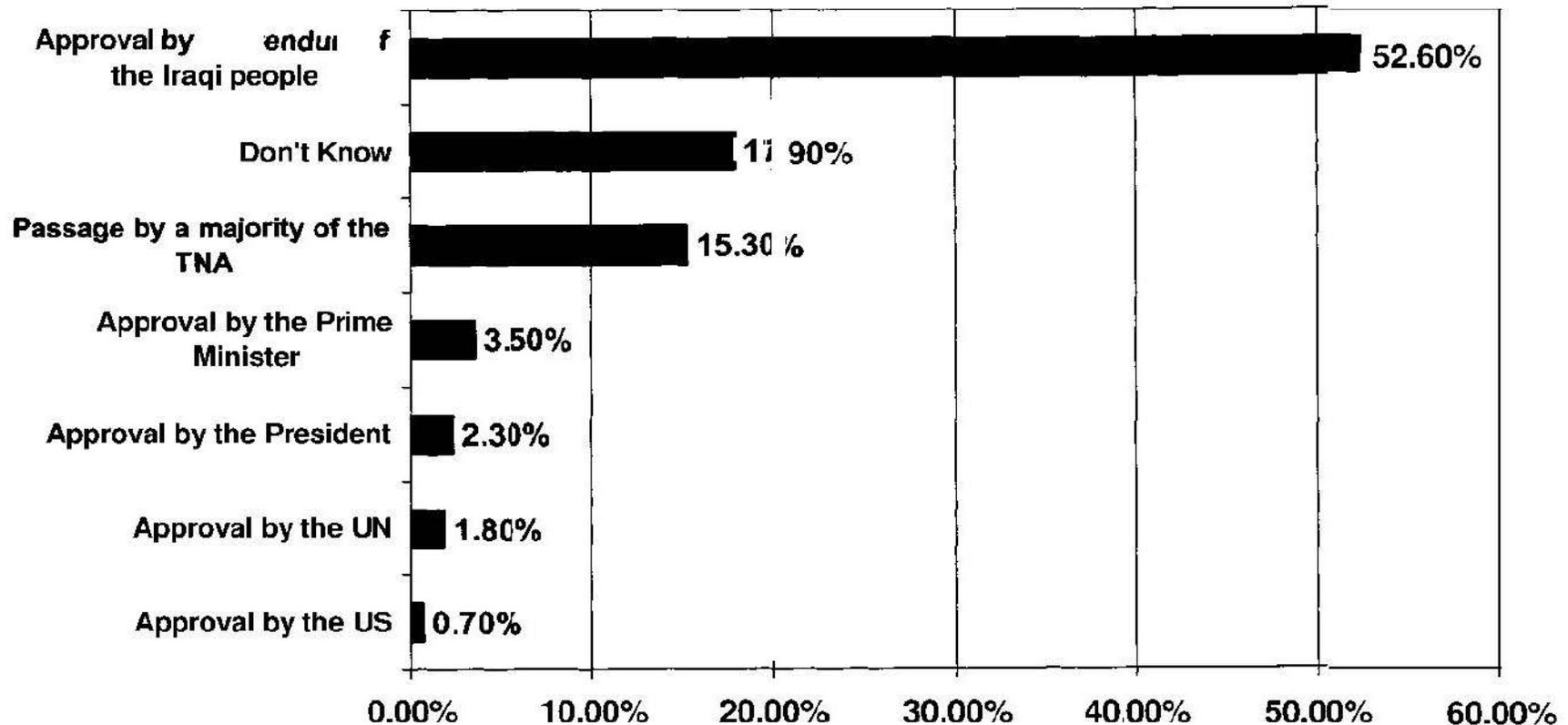
By what date does the Transitional Administrative Law mandate that a draft constitution be written?



n=1967

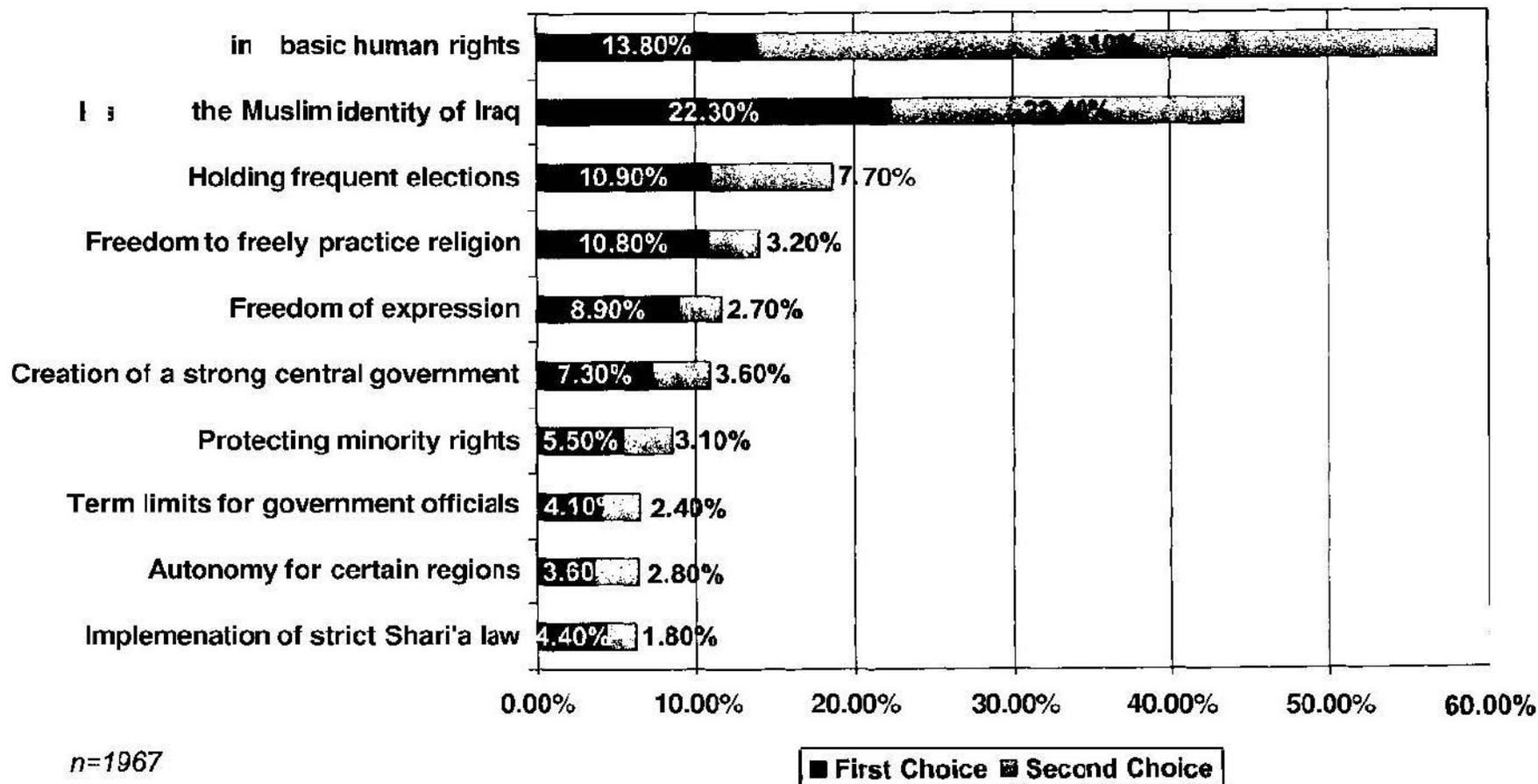
International Republican Institute, February 27 – March 5, 2005

Once a draft constitution is written, how will that document be enshrined as the permanent constitution for Iraq?



n=1967

# Which of the following will be most important for you to see written into Iraq's future constitution?



**TAB**

**C**

## **SHARP DECREASE IN SUPPORT FOR SUICIDE BOMBINGS INSIDE ISRAEL AND SATISFACTION WITH THE PERFORMANCE OF ABU MAZIN, BUT HAMAS' POPULARITY INCREASES WHILE FATEH'S DECREASES**

10-12 March 2005

These are the results of the latest poll conducted by the Palestinian Center for Policy and Survey Research in the West Bank and the Gaza Strip between March 10-12, 2005. Total size of the sample is 1319 adults interviewed face to face in 120 randomly selected locations. Margin of error is 3% and rejection rate 2%.

For further details, contact PSR director, **Dr. Khalil Shikaki**, at tel 02-296 4933 or email [pctxrcii.txDsr.org](mailto:pctxrcii.txDsr.org).

- Support for the Tel Aviv night club suicide attack, which took place about three weeks ago, reaches 29% compared to 77% for the Bir Shiba suicide attack in September 2004 and 75% for the Maxim Restaurant suicide attack in Haifa in October 2003. Opposition to the Tel Aviv attack reaches 67%. But support for the steps taken by the PA to punish the perpetrators, such as arrests, does not exceed 40% while 57% oppose them.
- Support for Fateh reaches 36% (compared to 40% last December) and for Hamas 25% (compared to 18% last December). Support for Hamas in the Gaza Strip reaches 32% and in the West Bank 21%. Support for Fateh in the Gaza Strip reaches 35% and in the West Bank 36%.
- Palestinian public expects close results for Fateh and Hamas in the upcoming May local elections and a victory for Fateh in the legislative elections scheduled for July 2005. But in the Gaza Strip, the public expects a major victory for Hamas in the local elections and a victory for Fateh in the legislative elections.
- The public believes that Hamas' victory in the previous local elections has been due firstly to the integrity and incorruptibility of its candidates and secondly to the unity and discipline within the movement. Fateh's loss is attributed firstly to the spread of corruption in the PA and Fateh and secondly to divisions and lack of discipline in the movement.
- 75% are satisfied with Abu Mazin's performance with regard to steps taken to revive the peace process, such as the ceasefire and release of prisoners. 70% are satisfied with his dismissal of senior security officers, and 62% believe that Abu Mazin is serious about fighting corruption in the PA.
- Only 45% give confidence in the new cabinet headed by Abu Ala'. Despite that, 71% believe the new cabinet will be able to return to the peace process; 57% believe it will be able to improve economic conditions; 52% believe it will be able to control the security situation including the enforcement of a

11-L-0559/OSD/48395

ceasefire; a similar percentage believes the new cabinet will be able to fight corruption; and 49% believe it will be able to carry out political reforms.

- Only 44% view positively the achievements of Sharm al Sheikh summit in reviving the peace process.
- In the current Palestinian-Israeli negotiations, the public organizes its short term priorities as follows: release of prisoners is on top followed by three issues having the same exact importance: freezing settlement construction, stop building the separation barrier inside the West Bank, and return of laborers to work inside Israel. The next priority is the removal of Israeli checkpoints. In the West Bank alone, the list of priorities puts stopping the barrier in second place after release of prisoners, then the freeze of settlement construction, and the removal of checkpoints. In the Gaza Strip, release of prisoners' is also the top priority but it is followed by return of laborers to work inside Israel.
- 75% support a women quota of 20% guaranteed seats in the legislative council. But the public is split on the electoral system with 39% supporting the current district-based majority system, 26% supporting a proportional representation system, and 25% supporting a mixed system combining elements of the two other systems.
- 91% support internal and external calls for fundamental political reforms in the PA, and 87% believe there is corruption in the PA, and 51% believe this corruption will increase or remain the same in the future.

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**TAB**

**D**



**Commentary**

1615 L Street, N. W., Suite 700  
 Washington, D.C. 20036  
 Tel (202) 419-4350  
 Fax (202) 419-4399

**FOR IMMEDIATE RELEASE:**  
 Thursday, February 03, 2005

**FOR FURTHER INFORMATION:**  
 Jodie Allen, Senior Editor

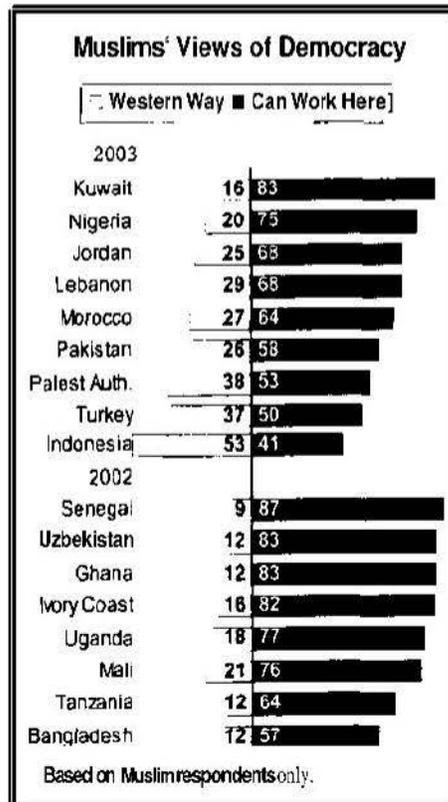
**IRAQI VOTE MIRRORS DESIRE FOR DEMOCRACY  
 IN MUSLIM WORLD**

High voter turnout in Sunday's elections has strengthened hope that Iraq can ultimately emerge as a model of working democracy in the Muslim world. Despite warnings from terrorist leader Abu Musab Al-Zarqawi that for Muslims support for democracy is "the very essence of heresy," large numbers of voters chose to exercise their franchise.

The vote in Iraq indicates that support for democracy in the Muslim world observed in surveys is genuine and holds up under challenging conditions. Pew Global Attitudes Project surveys conducted in 2002 and 2003 found receptiveness to democracy in nearly all of the 17 Muslim populations in the Middle East, Asia, and Africa covered by the polls.

Relatively few Muslims said that "democracy is a Western way of doing things that would not work here." Instead, most of the Muslim publics surveyed felt that democracy can work in their country. In addition, they clearly favor democratic government over "a leader with a strong hand." In two Muslim countries - Lebanon and Turkey - the number preferring democracy over a strong leader is about the same as in the U.S. (63% U.S., 63% Lebanon, and 57% Turkey).

Muslim publics attach considerable importance to specific democratic principles, especially the freedom to criticize the government. Honest multi-party elections, a fair-handed judiciary and a press free to report without government



censorship also are valued, especially in Turkey and Lebanon. There is less enthusiasm for these ideals in Pakistan, Indonesia and Jordan though, even in these countries, majorities view honest elections and freedom of the press as at least *somewhat* important. Yet throughout the Muslim world, with few exceptions, most people feel that their nations are lacking in these freedoms.

Polls taken in Iraq prior to the election by the U.S.-funded International Republican Institute (IRI) also found broad support for democracy. While Iraqis rated security and economic concerns as far more pressing issues than the coming election – priorities that, as Pew polls confirm, are shared throughout the developing world – about two-thirds of those polled in late December and early January said they were “very likely” to vote on Jan. 30. Moreover, in an IRI poll last summer 82% strongly agreed that a new constitution should guarantee the basic rights of all Iraqis.

<b>Commitment to Democratic ideals</b>			
	<i>Very important to live in a country where...</i>		
	People can openly criticize the gov't	There are honest, two-party elections	The media can report without censorship
<b>Regional medians</b>	%	%	%
Latin America	71	66	67
Sub-Saharan Africa*	71	73	63
Eastern Europe	57	60	60
<b>Predominantly Muslim countries</b>			
Mali	79	82	68
Turkey	83	75	68
Bangladesh	81	71	64
Senegal	71	87	53
Lebanon	67	71	57
Pakistan	63	46	38
Indonesia	56	40	40
Uzbekistan	42	42	44
Jordan	32	28	35
<b>Significant Muslim populations</b>			
Nigeria	68	75	69
Tanzania	56	62	42

Based on total national population. In nations with significant Muslim and non-Muslim populations (Lebanon, Bangladesh, Nigeria, Tanzania) an analysis of Muslim and non-Muslim responses shows no systematic differences by religion.

\* Includes African nations with relatively small Muslim populations: Angola, Ghana, Ivory Coast, Kenya, South Africa and Uganda. Questions not permitted in Egypt.

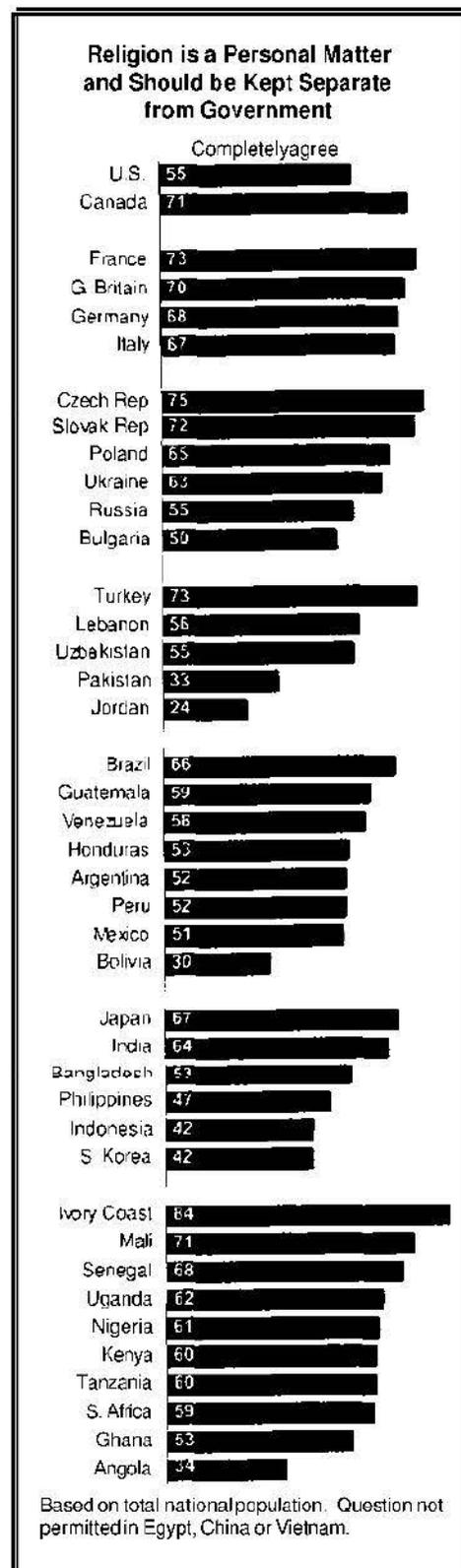
Yet while Muslims are generally receptive to democracy and supportive of basic freedoms, they also believe that Islam should have a prominent role in politics. Pew surveys found majorities of Muslims in nine of the 14 countries surveyed favored a “very large” or “fairly large” role for Islam in political life. In Pakistan, 86% of Muslim respondents expressed that view, as did large majorities of Muslims in Indonesia (82%) and Jordan (73%). In Turkey, however, far fewer Muslims (41%) think that Islam should play a major role in the nation’s political life.

Nonetheless, Muslims generally are no less supportive of keeping religion separate from government policy than are people in other countries. Indeed, in predominantly Muslim countries with secular traditions, such as Turkey, Senegal and Mali, roughly seven-in-ten respondents completely agreed that religion should be kept separate from government policy. In the U.S., significantly fewer (55%) expressed that view.

Other surveys have shown that Muslims take a nuanced view of religion and politics. Shibley Telhami, a professor at the University of Maryland, polled in six predominantly Muslim countries last June – including Egypt and Saudi Arabia – and found that while most respondents favored a stronger role for the clergy in politics, few expressed admiration for religious leaders. Telhami attributed this finding to a widespread perception in the Arab world that the cleric-controlled government in Iran has been a failure.

IRI polls found similar sentiments among Iraqis. While the edict issued by Grand Ayatollah Ali Sistani calling participation in the election a “religious duty” no doubt influenced the heavy turnout in Shiite dominated areas, only 33% of respondents in a November-December 2004 poll said they would follow all decrees issued by clerics concerning the election. In a December-January poll, 51% of Iraqis agreed that “religion and government should respect one another by not impeding on the rights, roles and responsibilities of the other,” while 42% said that “religion has a special role to play in the government.” Only 28% favored having religious leaders elected to public office. Support for separation of the two was strongest in Baghdad, in Kurdish areas and in other Sunni areas.

A new analysis of Pew survey data shows that the confidence in democratic potential throughout the Muslim world extends across age and gender groups. Indonesia is the only predominantly Muslim country in which there is a significant age difference in these opinions, with more respondents under age 40 than older people expressing the view that democracy can work there (44% vs. 34% of those age 40 and older). There also are few gender differences, with the



exception of Pakistan where a higher percentage of men than women feel democracy can work (63% vs. 51%).

There is no evidence, however, that support for democracy will necessarily do much to diminish the extensive anti-Americanism throughout the Muslim world. In Pakistan, those who strongly support democratic values (based on responses to questions about the importance of an independent judiciary, religious and press freedom, honest, competitive elections and civilian control of the military) are just as hostile to the United States as those who place little or no importance on such values.

Nearly two-thirds of Pakistanis (65%) who strongly support democratic principles express a very unfavorable view of the United States; that compares with 59% of those who express moderate support for those principles and 54% of those who attach little importance to democratic ideals. This pattern is evident in Turkey and Indonesia as well. In Jordan, however, strong supporters of democratic principles do have a much more favorable impression of the United States than those who are less supportive of those ideals. Roughly six-in-ten Jordanians who strongly support democratic ideals have a favorable view of the United States; that compares with just 14% who attach little or no importance to democratic values.

In general, as Pew surveys and others have shown, anti-American sentiment has surged in recent years among Muslim populations. A March 2004 Pew survey found, for example, that 70% of Jordanians and 66% of Moroccans believe that suicide bombings of Americans and other Westerners in Iraq are justifiable. Even in Turkey and Pakistan, two U.S. allies, 31% and 46%, respectively, shared this view.

Still, the example of the successful election in Iraq, as well as that recently held by the Palestinian Authority may well strengthen sentiments in favor of more democratic forms of government in the Muslim world. Whether Iraq will prove a compelling model for melding Islam and representative government will depend crucially on what happens next. As the interim government struggles to quell violence, create jobs and restore public utilities and institutions, Iraq's newly elected National Assembly faces a fast deadline for drafting a new constitution to be submitted to national plebiscite by Oct. 15, 2005. "Constitutions are rarely written during calm times," observes Nathan J. Brown, senior associate at the Carnegie Endowment for International Peace, in a new report. But, adds Brown, the author of four books on Arab politics, "it is difficult to think of more difficult circumstances for deliberating over basic matters of governance, politics and identity."

The *Pew Global Attitudes Project* is a series of worldwide public opinion surveys. The project has issued two major reports, "What the World Thinks in 2002" - based upon 38,000 interviews in 44 nations - and "Views of a Changing World, June 2003" - based on an additional 16,000 interviews in 20 nations and the Palestinian Authority. The project also conducted a nine-nation poll in March 2004. Surveys were conducted by local organizations under the direction of Princeton Survey Research Associates International. Full details about the surveys, and the project more generally, are available at [www.pewglobal.org](http://www.pewglobal.org)

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**TAB**

**E**

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**Coordination**

ASD/ISA

Daniel Devlin/John Ferko

March 25, 2005

J-2

CAPT Timothy Doorey (USN)

March 25, 2005

FOUO

April 8, 2005

TO: The Honorable Dr. Condoleezza Rice  
CC: Stephen J. Hadley  
FROM: Donald Rumsfeld *DeA*  
SUBJECT: Richard Lawless

Condi,

I would like to suggest Richard Lawless as a candidate for Ambassador to Afghanistan. He does a superb job for me and I believe would be excellent.

I think it would be useful for you to meet with him. His background is attached.

Thanks.

Attach.  
Richard Lawless Background Sheet

DHR:ss  
040705-17

*Afghanistan*

FOUO

*8 Apr 05*

OSD 06744-05

11-L-0559/OSD/48405



Department of Defense

## *Biography*

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### **Mr. Richard P. Lawless**

*Deputy Under Secretary of Defense  
(Asian and Pacific Affairs)*



Richard Lawless became the Deputy Under Secretary of Defense (DUSD) for Asian and Pacific Affairs in May 2004. Within the Office of the Under Secretary of Defense, he is responsible for the formulation of U.S. security and defense policy in the Asia-Pacific region.

Mr. Lawless was a career employee of the Central Intelligence Agency from the period 1972 through 1987, serving in Washington, D.C., and various postings in the Far East and Europe. Mr. Lawless specialized in subjects related to high technology, nuclear proliferation and Far East security issues. Mr. Lawless entered the private sector in 1987.

Mr. Lawless co-founded and served as the Chairman/CEO of U.S. Asia Commercial Development Cooperation during the period 1987 – 2002. U.S. Asia and its affiliated companies, headquartered in Washington, D.C., with offices in Seoul, Korea, Tokyo, Japan, and Taipei, Taiwan, specialized in telecommunications and information technology investment and market entry strategies in East Asia. Mr. Lawless is also a co-founder and former Chairman of the internet technology development company, Online Environs, Inc., of Boston, Massachusetts.

Mr. Lawless is a graduate of Bradley University's School of International Studies (B.S. International Relations, *Magna Cum Laude*) and the Defense Language Institute, Monterey, California (Korean language program).

~~FOUO~~  
~~SECRET~~

05/004482  
ES-2834  
MAR 30 2005

2005 03 29 09:23:00

Sudan

TO: Gen Dick Myers  
Doug Feith  
FROM: -  
SUBJECT: Sudan and a C-130

My understanding is Pete Pace was at the meeting when Condi raised the question of one C-130 for Sudan, so that we can show we are participating. I don't know what it all means, but we will be hearing something, I assume.

Thanks.

DHR:as  
032905-10

.....  
Please respond by \_\_\_\_\_

30 Mar 05

~~FOUO~~

OSD 06750-05

30-03-05 P12:15 IN

11-L-0559/OSD/48407

~~FOUO~~

ES-2697

05/003889

March 17, 2005

CEC  
SEC/NSA  
2005 MAR -1 13 15 38

TO: Doug Feith  
FROM: Donald Rumsfeld *TR*  
SUBJECT: Principles Paper to Zal

Please make sure Zal Khalilzad has the Principles paper we prepared, and that you talk to him about the importance of it.

Thanks.

DHR:ss  
031705-8

.....  
Please respond by 3/24/05

~~FOUO~~

OSD 06781-05

17-03-05 14:41 1R

11-L-0559/OSD/48408

TAB A  
FOUO

March 18, 2005 4:12

TO: Gen Pete Pace  
CC: Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Quantifying Phase Zero and Phase IV

The more I watch the military and this institution, the more it seems to me that we find it relatively easy to quantify old, familiar things that we understand, but which may no longer be central or most important. Conversely, we seem not to have the ability to quantify newer things that we do not yet fully understand. Therefore we don't track the newer, more important activities and we don't measure them.

I could be wrong, but my impression is, we have a lot of ways of measuring, evaluating, and learning about phases I, II, and III, but we don't track phase zero or phase IV.

Thanks.

DHR:ss  
021806 10

.....  
Please respond by 3/31/05

FOUO

OSD Q6784-05

Tab A

11-L-0559/OSD/48409



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

205 105 - 10 10 10  
CH-2430-05  
8 April 2005

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RM 4/8*

SUBJECT: Quantifying Phase Zero and Phase IV

- In response to your inquiry (TAB A), the following is provided.
  - Following your Nov 04 "standardizing phase terminology" memo (TAB B), we began efforts to provide a standardized campaign construct and associated measures of effectiveness to resolve many of the current shortfalls in phase Zero and phase IV metrics.
  - The ongoing revision process for the campaign model (based on the intent to employ recent operational lessons from Afghanistan and Iraq) is fundamental to the development of appropriate metrics. This new campaign model, staffed with the combatant commands, Services and Joint Staff, is enroute to the Joint Chiefs of Staff Tank during April. We have yet to decide a specific phasing or naming convention, but we will ensure that pre- and post-conflict requirements are fully addressed.
  - In concert with the interagency, we have developed metrics for assessing progress in Iraq at the national strategic level just as Multi-national Force-Iraq has done for assessing progress against the specific objectives of the theater campaign plan. For example, we are tracking the progress of restoring essential services (electricity, water and sanitation) by consistency of service as well as the perceptions of local Iraqi citizens determined by polling. Coordination is ongoing by an interagency post-conflict planning team to develop a generic architecture for future Phase IV operations that could be adapted to the unique requirements of a specific theater.
  - The revision to Joint Publications 3-0 (Operations) will articulate the new campaign model--due to be published in January 2006. In the interim, post-Joint Chiefs of Staff Tank guidance will be issued to start using the new model. At your convenience, we can brief you on our efforts to date.

COORDINATION: NONE

Attachments: As stated

copy to:  
USD(P&R)

Prepared By: Major General J. J. Catton, USAF; Director J-7 (b)(6)

OSD 06784-05

**FOR OFFICIAL USE ONLY**

TAB A  
~~FOUO~~

March 18, 2005 6:12

TO: Gen Pete Pace  
CC: Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: **Quantifying** Phase Zero and Phase IV

The more I watch the military and this institution, the more it seems to me that we find it relatively easy to quantify old, familiar things that we understand, but which may no longer be central or most important. Conversely, we seem not to have the ability to quantify newer things that we do not yet fully understand. Therefore we don't track the newer, more important activities and we don't measure them.

I could be wrong, but my impression is, we **have** a lot of ways of measuring, evaluating, and learning about phases I, II, and III, but we don't track phase zero or phase IV.

Thanks.

DHR:ss  
031805-10

.....  
Please respond by

3/31/05

~~FOUO~~

OSD 06784-05

Tab A

11-L-0559/OSD/48411

TAB B  
~~FOUO~~

November 8, 2004

898

TO: Gen Dick Myers  
CC: Paul Wolfowitz  
Doug Feith  
FROM: Donald Rumsfeld   
SUBJECT: War Phases

We need to see that war plans have a zero, as well as a four phase. What do you propose?

Thanks.

DHR:ss  
110804-12

.....  
Please respond by 12/5/04

NOV 12 09:30:22

~~FOUO~~

Tab B

11-L-0559/OSD/48412

OSD 20231-04

FOUO

February 17, 2005

*Handwritten notes:*  
JWB 23 Feb  
DAS  
OCL  
Let's set up  
a briefing for  
her - I will  
lead or follow  
up separately  
S

TO: GEN Pete Schoomaker  
CC: Gen Dick Myers  
Dan Stanley  
FROM: Donald Rumsfeld *Dan*  
SUBJECT: Brief Congresswoman Tauscher

At some point, when you are up on the Hill, I think it would be useful if you explained modularity to Congresswoman Tauscher of California. Let me know how it goes.

Thanks.

DHR:ss  
021705-16

.....  
Please respond by \_\_\_\_\_

FOUO

OSD 06807-05

11-L-0559/OSD/48413



UNITED STATES ARMY  
THE CHIEF OF STAFF

INFO MEMO

2005-04-11 10:28:11  
2005-04-11 A06:28

FOR: SECRETARY OF DEFENSE

THRU: Francis J. Harvey, Secretary of the Army

FROM: General Peter J. Schoomaker, Chief of Staff, Army 6.04.05

SUBJECT: Meeting with Congresswoman Tauscher to Explain the Army Modular Force

- This responds to Secretary of Defense's Snowflake, February 17, 2005, Subject: Brief Congresswoman Tauscher (Tab A).
- Congresswoman Tauscher was provided a detailed briefing concerning the Army Modular Force on March 16, 2005. This was the second time that she has received a briefing or update on this transformational initiative.
- Congresswoman Tauscher stated that she strongly supports our Soldiers and the Army's effort to field a more modular force.
- Following the briefing, Congresswoman Tauscher again raised her usual concerns on the continuation of supplemental funding for the Department of Defense.

COORDINATION: NONE

Attachments:  
As stated

Prepared By: LTC Denise C. McCann, (b)(6)

**TAB**

**A**

~~FOUO~~

February 17, 2005

*S*  
JWD/OS/Tab  
DAS  
OCLL  
Let's set up  
a briefing for  
her - I will  
lead or follow  
up separately  
*S*

TO: GEN Pete Schoomaker  
CC: Gen Dick Myers  
Dan Stanley  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Brief Congresswoman Tauscher

At some point, when you are **up** on the Hill, I think it would be useful if you explained modularity to Congresswoman Tauscher of California. Let me know how it goes.

Thanks.

DHR:ss  
021705-16

.....  
Please respond by \_\_\_\_\_

~~FOUO~~

OSD 06807-05

11-L-0559/OSD/48416

FOUO

APR 04 2005  
2005 / 03 / 11 11:08:50

TO: Fran Harvey  
Gen Dick Myers  
Pete Geren  
Pete Schoomaker  
MG Mike Maples

FROM: Donald Rumsfeld *DR*  
SUBJECT: Doctrine on Detainees

Please get back to me on what we are doing to make sure that any lessons learned on detainees are being incorporated into doctrine and training.

Thanks.

DHR:ss  
040105-25

.....  
Please respond by 4/14/05

FOUO

11-L-0559/OSD/48417

OSD 06810-05

APR 15 2005

TO: Gen Dick Myers  
Doug Feith  
Pete Geren  
MG Michael Maples

383.6

FROM: Donald Rumsfeld *DR*  
SUBJECT: Detainee Doctrine

Attached is a response to a memo I sent to Fran Harvey and Pete Schoomaker about doctrine on detainees.

Thanks.

Attach.  
4/11/05 SecArmy/CSA memo to SecDef re: Doctrine on Detainees [OSD 06810-05]

DHR:dh  
041405-22 (ts laptop)

15 Apr 05

.....  
Please respond by \_\_\_\_\_

4 Apr 05

~~FOUO~~  
~~SECRET~~

OSD 06810-05



DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

INFO MEMO

705 157 11 AM 9:50  
2005-04-11 A07:32

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army  
GEN Peter J. Schoomaker, Chief of Staff, Army

SUBJECT: Snowflake – Doctrine on Detainees

- This letter responds to your memo of April 4, 2005 in which you asked how lessons learned on detainees are being incorporated into doctrine and training. The Army has reviewed and analyzed the ten Detainee Operational Assessments/Investigative Reports and has made significant improvements in doctrine and training
- Nineteen major doctrinal issues were identified in the various reports. Six Army field manuals and training circulars, as well as two joint publications are currently under revision to:
  - Provide guidelines on the operation of large-scale detainee facilities and detainee interrogation procedures.
  - Clarify organizational and personnel roles and responsibilities.
  - Change and improve tactics, techniques, and procedures based on lessons learned.
- This draft doctrine is already incorporated into home station training, Combat Training Center (CTC) rotations, and pre- and post-deployment training. The operational training guidance formulated from these proposed doctrinal revisions is more focused and addresses large-scale detainee operations in detail.
  - Every Brigade Combat Team conducts a CTC rotation prior to deployment. Constantly updated detainee operations lessons learned and specific detainee operations events have been incorporated into all rotations since January 2004.
  - Mobile Training Teams and exportable Training Support Packages are available and being used in home station, and pre- and post-deployment unit training.
- Extensive changes as a result of detainee operations lessons learned have been incorporated into the Army's institutional training of Officers, Warrant Officers, Noncommissioned Officers and Initial Entry Soldiers. Programs of Instruction have changed at the Military Police School, Interrogator Training Course, and The Judge Advocate General's School, as well as Officer Intermediate Level Education Courses.

COORDINATION: NONE

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

11-L-0559/OSD/48419

OSD 06810-05

---

**TAB**

**A**

~~FOUO~~

APR 04 2005  
2005/04/04 11:09:51

TO: Fran Harvey  
Gen Dick Myers  
Pete Geren  
Pete Schoomaker  
MG Mike Maples

FROM: Donald Rumsfeld *DR*  
SUBJECT: Doctrine on Detainees

Please get back to me on what we are doing to make sure that any lessons learned on detainees are being incorporated into doctrine and training.

Thanks.

DHR:ss  
040105-25

.....  
Please respond by 4/14/05

~~FOUO~~

11-L-0559/OSD/48421

OSD 06810-05



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CH-2508-05  
13 May 2005

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RM/MS/12*

SUBJECT: Doctrine on Detainees (SF 99 1)

- **Answer.** Yes, the Joint Staff is incorporating detainee lessons learned into doctrine and training. **(TAB)**
- **Analysis.** The Joint Staff, working closely with the Army, recently updated Joint Publication **3-63** "Joint Doctrine for Detainee Operations" to reflect doctrinal lessons learned. It also updated associated tactics, techniques and procedures, documenting these revisions in "Joint Detainee Operations in the Global War on Terror." Finally, the Joint Staff is committed to departmental efforts like the Detainee Senior Leadership Oversight Council. Initiatives like this will ensure additional detainee lessons learned are quickly identified, and doctrine and training revised accordingly.

COORDINATION: NONE.

Attachment:  
As Stated

Prepared By: General Richard B. Myers, CJCS

11-L-0559/OSD/48422

OSD 06810-05

TAB

APR 04 2005

TO: Fran Harvey  
Gen Dick Myers  
Pete Geren  
Pete Schoomaker  
MG Mike Manley

FROM: Donald Rumsfeld *DR*

SUBJECT: Doctrine on Detainees

Please get back to me on what we are doing to make sure that any lessons learned on detainees are being incorporated into doctrine and training.

Thanks.

DHR:ss  
040165-25

.....  
Please respond by

4/14/05

11-L-0559/OSD/48423

Tab  
OSD 06810-05

~~FOUO~~

ES-2794  
05/004287

SEC 3

March 25, 2005

2005 MAR 11 08:19:31

TO: Ryan Henry  
CC: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Economic Indicators

Please get back to me on some economic indicators **from** Zal. I would like to see a good piece of **work** on this, in a reasonable period of time.

Thanks.

DHR:ss  
032505-24

.....  
Please respond by 4/7/05

~~FOUO~~

OSD 06837-05

25-03-05 15:27 IN

11-L-0559/OSD/48424

~~FOUO~~

April 11, 2005

TO: GEN Leon LaPorte

FROM: Donald Rumsfeld *DR*

SUBJECT: Your Memo

33550

Thank you so much for your memo. It is most helpful.

Thanks.

DHR:ss  
040805-28



*Please respond by* \_\_\_\_\_

11APR05

OSD 06879-05

~~FOUO~~

11-L-0559/OSD/48425

62

April 11, 2005

TO: (b)(6)

FROM: Donald Rumsfeld

SUBJECT: Note to Max Kampelman

00115B

I believe I already wrote Max Kampelman a congratulatory note, but if not, let me know and I will dictate one.

Thanks.

DIR:sa  
041105-3A

.....  
Please respond by \_\_\_\_\_

SIR,

THE NOTE YOU DICTATED TO MAX KAMPELMAN  
 WAS SENT MARCH 28. A COPY OF WHICH  
 IS ATTACHED, FYI.

v/r  
(b)(6)

OSD 06884-05

11AP 05

A-18  
2



THE SECRETARY OF DEFENSE  
WASHINGTON

MAR 28 2005

001150

Ambassador Max Kampelman

(b)(6)

Dear Max,

I was so pleased to see that the Center for the Study of the Presidency is presenting the 39<sup>th</sup> Annual Awards Dinner in your honor. It is well deserved.

Joyce and I are disappointed we will not be able to join you for the evening, but please know we will be thinking of you with great respect, friendship and admiration.

Warm regards,

28 MAR 05

OSD 05857-05

28 MAR 05

11-L-0559/OSD/48427

A-16



DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310

2005-04-12 10:41

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army  
GEN Peter J. Schoomaker, Chief of Staff, Army

SUBJECT: Snowflake – “Your Memo on Army Modularity”

- This letter responds to your snowflake, subject: Your Memo on Army Modularity, March 31, 2005, in which you questioned the number of National Guard Brigade Combat Teams in the Army Modular Force.
- We briefed you on December 14, 2004 and January 13, 2005, on our current plan to transition to the Army Modular Force. This included reorganizing 33 Brigade Combat Teams (BCTs) and building 10 new BCTs in the Active Component, and reorganizing 38 brigades in the Army National Guard to 34 BCTs.
- You are correct. We did not agree that these are the final numbers so we continue to refer to this plan as our “current” Army Modular Force. The actual mix of Active and National Guard brigades may change depending on the outcome of the 2005 Quadrennial Defense Review.

COORDINATION: NONE

Attachments: NONE

Prepared By: LTC Ed Palekas (b)(6)

11-L-0559/OSD/48428

OSD 06906-05

FOUO

APR 12 2005

TO: Pete Geren

CC: GEN John Craddock  
Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT Non-enemy Combatants

I think we ought to have somebody take a look at how we ended up with 35 non-enemy combatants. What was the mistake that was made? There ought to be a lesson learned there.

Thanks.

Attach:  
3/30/05 Update on Guantanamo Bay Enemy Combatants

DHR:dh  
041105-33 (slapp)

.....  
Please respond by 4/28/05

383.6

FOUO

2

12 Apr 05

OSD 06910-05

11-L-0559/OSD/48429

## Update on Guantanamo Bay Enemy Combatants

- Current detainee population at **GTMO** is 538

### Combatant Status Review Tribunal Status Process

- Following **28 Jun 04** Supreme Court ruling, review process established to determine if each detainee was ~~or was~~ not an enemy combatant
- Decisions made by 3-member officer panels
- Detainee can participate in **unclassified** part of hearing
- Unclassified hearings open to **media**
- All 558 total hearings completed: 520 determined to be enemy combatants; **38** non-enemy combatants ✓
- **5 of 38** returned to home country; Department of State coordinating arrangements to return remaining 33 **as** expeditiously as possible

### Additional Annual Review Process

- Additionally there is **an** annual review process each detainee: three possible outcomes – detain, transfer home with conditions, or release
- Gordon England, **SECNAV**, is the Designated Civilian Official for final decision
- Detainee can participate in **unclassified** part of hearing
- Unclassified hearings **open** to media
- In progress now and will continue in the **future**

FOUO

December 19, 2005

TO: Gordon England

CC: Michael Wynne  
Gen Mike Moseley  
Gen Pete Pace  
Ryan Henry  
John Grimes

FROM: Donald Rumsfeld

SUBJECT: Budget Stability for GPS Program

413.99

As a follow-up to our meeting with Jim Schlesinger, please make sure the following steps are taken:

1. Draft a directive to the Secretary of the Air Force and the Chief of Staff of the Air Force that if they anticipate any budgetary or policy changes to GPS, they need to get a chop by John Grimes, Ryan Henry, and Gordon England or me prior to acting.
2. Draft a directive that formally designates John Grimes as the senior person in the Department with respect to GPS; and that anything that is done regarding GPS anywhere in the Department is coordinated through him.
3. Draft a directive designating STRATCOM as the lead to develop and maintain GPS Operations roadmaps

Then go back through Schlesinger's briefing and prepare instructions from me implementing the rest of his recommendations.

This program is too important to allow it to continue to slide to the right year after year. It is a national-level program, and a DoD-wide program, and we must treat it as such.

19 Dec 05

FOUO

11-L-0559/OSD/48431



4/28/2006 2:39:18 PM

~~FOUO~~

Thanks.

Attach: Folder of Information on GPS

DHR:as  
121905-18

.....

*Please Respond By 01/31/06*

~~FOUO~~

11-L-0559/OSD/48432

~~FOUO~~  
TAB A

March 14, 2005

986

TO: Gen Pete Pace  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Disarmament

Please get me a report from **Barno** on what is going on with this disarmament. I had no idea they **were** in the final phase. I thought there **was** still a good deal **to do**.

Thanks.

Attach.  
Unclass Kabul 000893

DHR:dh  
031405-11

.....  
Please respond by 3/24/05

Tab A

~~FOUO~~

OSD 06952-05

11-L-0559/OSD/48433

March 21, 2005

332 1

TO: COL Steve Bucci  
FROM: Donald Rumsfeld  
SUBJECT: Medal of Honor Flag

*Sent w/o signature*

A woman by the name of Elaine Magrath stopped me the other day in Maryland. She says that her husband's brother earned the Medal of Honor. Apparently there is a Medal of Honor flag, and she wants to get a flag on his behalf and give it to the 10<sup>th</sup> Mountain Division at Fort Drum. However, she said there is a law saying that only people who earned the Medal after February 2005 can get the flag.

Please look into that, and find out what she's really talking about. I have attached her card.

Thanks.

Attach.  
Business card

DHR:dh  
032105-3A

.....  
Please respond by 4/7/05

*Sir,*  
*Response Attached*  
*Call 3/20*  
*V/R Co. B*

21 MAR 05

24 March 2005 *COL*  
*3/30*

Memorandum for the Secretary of Defense

Subject: Medal of Honor Flag

Sir,

Ref the Medal of Honor Flag:

*Oct 23*  
*after 2002*

- The law authorizes the MOH flag to be presented to living service members or the primary next of kin of deceased MOH recipients who have received the award on or after Oct 23, 2002. Living recipients of the MOH awarded prior to Oct 23, 2002 are also authorized to receive the flag.

- P&R has a legislative proposal pending that would change the law to permit the flag to be presented to the primary next of kin for all deceased MOH recipients. P&R projects this change would take effect in FY07.

I spoke with Mrs. Magrath to find out the details regarding her brother-in-law. He received the MOH posthumously for actions in Italy in 1945, and therefore his family is not eligible to receive the flag.

The P&R staff says that since the flags are legislatively directed, we can **not** get an exception to policy to get one for the Magraths. I can draft a letter, or call Mrs. Magrath and explain it to her. I had a long discussion with her when I got the information on her husband's brother. She is a delightful lady who only wants to do something nice for the troops of the 10<sup>th</sup> Mountain Division. I think she will understand.

Draft a letter *Yes*

Bucci call *Yes*

Both *Yes + Push the Legislation*

V/R, COL B *SAB*

24 March 2005

all  
3/25

Memorandum for the Secretary of Defense

Subject: ~~Deceased~~ Medal of Honor Flag

Sir,

Ref the Medal of Honor Flag:

- The law authorizes the MOH flag to be presented to living service members or the primary next of kin of deceased MOH recipients who have received the award on or after Oct 23, 2002. Living recipients of the MOH awarded prior to Oct 23, 2002 are also authorized to receive the flag.

- P&R has a legislative proposal pending that would change the law to permit the flag to be presented to the primary next of kin for all deceased MOH recipients. P&R projects this change would take effect in FY07.

I called Mrs. Magrath to find out the details regarding her brother-in-law, and am waiting for her response. If he does not fit the categories under the present rule, do you wish to make an exception and try to get a flag for him?

Get a flag \_\_\_\_\_

Send a letter, but no flag \_\_\_\_\_

✓ See me After you get her facts.

VIR, COLB

NEWS RESPONSE

Mrs. Elaine Magrath

(b)(6)

Dear Mrs. Magrath,

It was a pleasure meeting with you. After our discussion, I looked into the Medal of Honor flag issue that you raised. It seems that current law only authorizes presentation of the Medal of Honor flag to living service members or the primary next of kin of deceased recipients in cases where the Medal was awarded on or after October 23, 2002.

Unfortunately, I am unable to obtain an exception to this rule. However, there is pending legislation that would allow the flag to be presented to the primary next of kin for all deceased Medal of Honor recipients. If approved, this will take effect in 2007. I support this proposal wholeheartedly.

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

Sincerely,

*Send in to SecDef*

**Paul Butler**  
4/8



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 12 2005

Mrs. Elaine Magrath

(b)(6)

Dear Mrs. Magrath,

It was a pleasure meeting with you. After our discussion, I looked into the Medal of Honor flag issue that you raised. It seems that current law only authorizes presentation of the Medal of Honor flag to living service members or the primary next of kin of deceased recipients in cases where the Medal was awarded on or after October 23, 2002.

Unfortunately, I am unable to obtain an exception to this rule. However, there is pending legislation that would allow the flag to be presented to the primary next of kin for all deceased Medal of Honor recipients. If approved, this will take effect in 2007. I support this proposal wholeheartedly.

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

Sincerely,

OSD 06939-05

11-L-0559/OSD/48438

332.1

12 APR 05

21 APR 05

FOUO

March 28, 2005

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from Thomas O'Neill

335 SA

Please prepare an appropriate answer to the attached letter from Thomas O'Neill.

Thanks.

Attach.  
Letter from Thomas O'Neill to SecDef

DHR:ss  
032805-6

.....  
Please respond by 4/7/05

28 MAR 05

CSC Form c  
m

FOUO

OSD 06941-05

28 MAR 05

11-L-0559/OSD/48439



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

R → R

28  
3/21

335 SD

*Donald Rumsfeld*  
Dear Mr. Secretary,

I would hope you remember me. We met while I was the Fox Sports TV Booth Manager at a Redskin game and I walked with you as you departed Dan Snyder's booth. I have followed your action during this protracted conflict in the Middle East and wanted you to know that I think you are doing a superjob. You continually stand up to the media who want to belittle the military at every turn in the road. I think some of the folks at the Pentagon do you a disservice sometimes but that is just my opinion. I have also seen you stop up at Walter Reed to visit with the troops without fanfare just to say hi and see how these brave warriors are doing. I watched you from afar one day as you were leaving and went over and talked at length to a group of amputees.

Has your wife ever told you that your eyes betray the hurt you have in your heart for these young men and women. You are truly a courageous person and I just wanted you to know that this American appreciates everything you are doing...

I also wanted to bring to your attention the unselfish dedication of a special doctor at Walter Reed Medical Center. Doctor Timothy Kuklo, a spine surgeon, recently saved me from an impaired life. I ruptured a disc in my back and was rushed to Walter Reed by my wife. Dr. Kuklo had just gone home after another eighteen hour workday, came back and operated on me. I came to find out that his normal workday starts at 0600 am and ends normally at 2200 hrs. in the evening. Here is a guy who could easily earn millions a year on the outside but has chosen to stay in and heal the wounded and our old war horses. I asked him why and he said "Have you ever looked into the eyes of a young wounded soldier back from combat wanting to just be normal again".

Dr. Kuklo has had a line number for Colonel (O-6) since last year. I would think that a person of this caliber could get that number moved up and have his Eagle pinned on. We waive every type regulation, policy under the sun but rules for personnel. I would think a person as dedicated as Doctor Kuklo would deserve a special boost to get his promotion. I know he would never ask for any type special treatment but I have seen his healing powers up close and personal.

OSD 06941-05

28 MAR 05

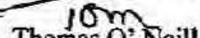
I seen the person in the **bed** along side of me walk after others told him he would never stand much less walk. Doctors like Tim Kuklo are in a class all by themselves.

You know Mr. Secretary, Americans sometimes forget just what type of a military we have protecting our freedoms. Just before I ruptured my disc, I was at Walter **Reed** with my wife (b)(6)

(b)(6) when some one pulled on my jacket. I turned and here **was** a young man in a wheelchair with no legs from his butt down and only one good **ann**. He said "Sir, could you please **turn** my chair, I am stuck. I said **sure**, then this kid says "And how are you doing today with a big smile. I said **fine** and how **about** you. He answered "I am great". I was told that my **new** legs will be ready soon and I **am** going to walk out of here. He then said "I am a **part** of history. The media kept saying we would never have the elections in Iraq and I am a part of giving Freedom to **fifty** Million Iraqi people. Isn't that **great**.

I just thought you would like to know just how much you are appreciated not only **as** a person but **as** the Secretary of Defense. You are doing a **great** job and your nation does appreciate your efforts. You really are one of the good guys.

Very respectfully,

  
Thomas O' Neill

Former Special Assistant to the **Secretary** of the Navy ©

Mr. Secretary

*"It takes courage  
to serve...  
to protect...  
to keep our communities  
strong."*

**Y**our service  
in protecting others

**makes you a remarkable person...**

**someone truly worthy**

**of our deepest gratitude.**

*Tom O'Neill*



*You've*  
Served  
With  
Honor



24 March 2005

Memorandum for the Secretary of Defense

Subject: Dr. Kuklo

Sir,

Just by way of background to the letter from Mr. O'Neill, LTC Timothy Kuklo is a 1983 West Point graduate who was commissioned as an Infantry officer. After a break in service from 1986-1990 for medical school, he became an orthopedic surgeon and is assigned to Walter Reed. The Army projects he will be promoted to COL on Sep 30, 2005. This is his normal 5 year time in grade mark as a LTC. There is no administratively correct way to "frock" him (pin it on early), as we sometimes do. The two reasons for that are; 1) because he would be working with foreign nationals, or 2) he was going into command early. Dr. Kuklo is undoubtedly a superb doctor, but directing an early pin on would break a great deal of china.

Direct the Army to accelerate the pin on \_\_\_\_\_

Do not accelerate the pin on \_\_\_\_\_

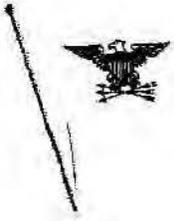
See me \_\_\_\_\_

VIR, COLB

*SFB*

*address?*

*} See attached note from Col. Buccini  
→*



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 12 2005

335 SD

Mr. Thomas O'Neill

(b)(6)

Dear Mr. O'Neill,

I received your recent letter, and hasten to thank you for your kind words of support. They mean a great deal.

It was also good to hear such a fine report about Dr. Timothy Kuklo. Although I cannot get involved in promotion issues, I am pleased to know that we have such dedicated members in our armed services.

12 APR 05

With my best wishes,

Sincerely,

OSD 06941-05

28 APR 05

~~FOUO~~

ES-2802

05/004355

OFFICE OF THE  
SECRETARY OF DEFENSE  
March 28, 2005

2005 APR 12 PM 5:48

020 US/P

TO: Doug Feith  
FROM: Donald Rumsfeld   
SUBJECT: Policy Planning Office

Why don't we have a policy planning office in the policy shop? Didn't we used to have one?

The old rule is that operations drive out planning, and goodness knows with all you folks have to do, that has *got to be* a problem.

Thanks.

DHR:ss  
032805-4

.....  
Please respond by 4/7/05

~~FOUO~~

OSD 06953-05

28 MAR 05

11-L-0559/OSD/48446

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE  
INFO MEMO SECRETARY OF DEFENSE

2005 APR 12 PM 5:48  
DSD  
USDP  
APR 11 2005

I-05/004355

ES-2802

FOR THE SECRETARY OF DEFENSE

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

SUBJECT: Policy Planning Office

*[Handwritten signature]*  
APR 10 2005

020 USA

- You asked whether we should have a policy planning office so that operations do not drive policy (snowflake attached).
- We agree that a policy planning capability on your staff would provide you with a key lever for changing the Department to help meet new strategic circumstances.
- Currently our Strategy Office provides many of the services of a policy planning office. Their personnel require a special level of creativity and a global perspective to develop initiatives that do not fit neatly under any single DASD.
- Recent Strategy Office products include:
  - o Global Defense Posture (including policy guidance for freedom of action, on which we would like to brief to you),
  - o National Defense Strategy,
  - o Contributions to the GWOt Strategy,
  - o Security Cooperation Guidance,
  - o Regional Center Transformation, and
  - o Coalition Management.
- Two new initiatives we would like to brief you on soon are:
  - o Transforming security cooperation – to better reflect wartime needs and strengthen integration across the Department and government; and,
  - o Addressing ungoverned spaces – to identify the most dangerous ungoverned spaces and develop a government-wide strategy to reduce and ameliorate them.

10 APR 05

~~FOR OFFICIAL USE ONLY~~

OSD 06953-05  
04-119949028- 9EF

11-L-0559/OSD/48447

28MAR05

- Some new conceptual thinking under development includes:
  - Developing a new deterrence policy for 21<sup>st</sup> century circumstances; and,
  - Better understanding the strategic implications of changing energy trends.
- In the coming months we will be making three changes in how the Strategy office functions to make it more responsive to your needs:
  - Personnel. We plan to rotate Policy's future leaders, who were singled out for long-term training, through Strategy upon return from their outside assignment
  - Handoff to implementers. As initiatives like global posture mature, responsibility for their implementation will be transferred to other offices lest the Strategy Office suboptimize on execution functions at the cost of creatively addressing new challenges.
  - Direct reporting relationship. Because this office should be coupled to your needs and interests, it will be the only DASD office reporting directly to the Under Secretary and Principal Deputy Under Secretary for Policy.
- We will keep you posted as our efforts develop.

Attachment: As stated

Prepared by: Barry Pavel, (b)(6)

~~FOUO~~

April 12, 2005

TO: Jim Haynes  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter of Invitation to Aspen Weekend

Please let me know if it is ethically okay to accept this invitation, and if so, on what basis.

Thanks.

Attach.  
4/5/05 Forstmann Letter to SecDef

DHR:ss  
041105-5A

.....  
*Please respond by* \_\_\_\_\_

~~FOUO~~

11-L-0559/OSD/48449

OSD 06963-05

# FORSTMANN LITTLE & Co.

767 Fifth Avenue, New York, New York 10153  
Telephone: (212) 355-5656 Fax: (212) 759-9059

April 5, 2005

The Honorable Donald H. Rumsfeld  
Secretary of Defense  
The Pentagon  
1000 Defense Pentagon  
Washington, D.C. 20301

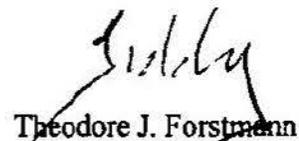
Dear Don:

Although I realize it is a very long shot, I ~~am~~ hoping I might interest you in sharing your thoughts in Aspen this year. This year's conference is scheduled from Thursday, September 15<sup>th</sup> until Sunday morning, September 18<sup>th</sup>. Our Friday and Saturday luncheon discussions with Charlie Rose are the most prominent spots on the program, and have become a highlight of the weekend with Nelson Mandela, Karl Rove, Paul Bremer, George Tenet and Sir Richard Dearlove, and Dick Cheney participating in the luncheon discussion the last few years. In thinking about who to invite this year, every idea pales in comparison to the thought of your joining us for this one-on-one conversation. Having you share your first hand perspective at this critical time in our nation's history would be invaluable and it would also be something that this prestigious audience would never forget.

If you could see your way clear to coming, it would be a great personal favor. I hope it is not an imposition on my part to ask.

You and the rest of the leaders of this administration are in my thoughts and prayers. With thanks and appreciation for your consideration,

Best regards,

  
Theodore J. Forstmann

OSD 06963-05

11-L-0559/OSD/48450

5 APR 05

# 2004 FORSTMANN LITTLE ASPEN WEEKEND

## Thursday, September 30<sup>th</sup>

Afternoon Check-in  
7:30 p.m. Opening night dinner at the Hotel Jerome

## Friday, October 1<sup>st</sup>

8:30 to 10:00 a.m. "America and the **World**" with George Shultz (Former Secretary of State), Samuel R. Berger (Former National Security Advisor), Lord George Robertson (Former NATO Secretary General) and Senator Joe Biden (Ranking Member, Foreign Relations Committee) moderated by Charlie Rose at the Hotel Jerome

10:15 to 11:45 a.m. "Political Roundtable: Election 2004" with Brian Williams (Anchor, NBC News), Bob Woodward (Author, Pulitzer Prize Winning Columnist), Bob Novak (Co-host, CNN Crossfire) and Kelly Wallace (National Correspondent, CNN) moderated by Charlie Rose at the Hotel Jerome

Noon Lunch and discussion with Ambassador Paul Bremer (Former US Special Envoy to Iraq) moderated by Charlie Rose at the Maroon Creek Club

Afternoon Golf tournament at Maroon Creek with Vijay Singh. Short game clinic with Dave Pelz. Long game clinic with Jim Flick. Health and Wellness Seminar with Dr. Dean Ornish, "The Power of Lifestyle Changes". Various athletic and sightseeing activities also available

7:00 p.m. Dinner at The Little Nell and Evening of Comedy with Dana Carvey and Kevin Nealon

## Saturday, October 2<sup>nd</sup>

8:30 to 10:00 a.m. "Winning" with Wayne Gretzky (Hockey Hall of Famer), General Hugh Shelton (**Ret.**) (Former Joint Chiefs of Staff and Congressional Gold Medal Recipient), Dr. Bernard Kouchner (Nobel Peace Prize Winner and Co-Founder, Doctors without Borders) and Bob Johnson (Chairman & CEO, Black Entertainment Television, Inc.) moderated by Charlie Rose at the Hotel Jerome

10:15 to 11:00 a.m. "**The Future: Science, Technology and Medicine**" with Carly Fiorina (Chairman and CEO, Hewlett Packard) and Eric Schmidt (CEO & Director, Google, Inc.), Dr. Julie Gerberding (Director, Center for Disease Control), and Dr. Douglas Melton (Co-Director, Harvard Stem Cell Institute) moderated by Charlie Rose at the Hotel Jerome

Noon Lunch and discussion on "Intelligence" with George Tenet (Former Director of Central Intelligence) and Sir Richard Dearlove (Former Chief, MI6 British Secret Intelligence Service) moderated by Charlie Rose at the Maroon Creek Club

Afternoon Golf and various athletic and sightseeing activities available

7:00 p.m. Dinner at the St. Regis Hotel

## Sunday, October 3<sup>rd</sup>

Checkout and departure

ALL DISCUSSIONS ARE OFF THE RECORD

# FORSTMANN LITTLE ASPEN WEEKEND

## 2004 CONFIRMED GUEST LIST

Jonathan Alter	Columnist	Newsweek, Inc.
Prince Andrew	Duke of York	
Philip Anschutz	Chairman	The Anschutz Corporation
Irving Azoff	Chairman	Azoff Music Management
David Baltimore	President	California Institute of Technology
James Barksdale	Partner	The Barksdale Group
Sandy Berger	Former National Security Advisor	
Jeff Bezos	Chairman & CEO	Amazon.com
Joe Biden	Ranking Member	Senate Foreign Relations Committee
<b>Arthur</b> Blank	Chairman, President & CEO	The Atlanta Falcons
Larry Bossidy	Chairman	Berkshire Hills Bancorp, Inc
Ed Breen	Chairman & CEO	Tyco International Ltd.
Paul Bremer	Former US Special Envoy to Iraq	
Eli Broad	Chairman	SunAmerica, Inc.
Steve Case	Former Chairman & CEO	AOL
Ray Chambers	Chairman	Amelior Foundation
Dave Checketts	Chairman	Capital Sports Partners LLC
Gustavo Cisneros	Chairman and CEO	Cisneros Group of Companies.
Lester Crown	Chairman	Henry Crown & Co.
Chris Davis	Chairman & CEO	McLeodUSA
Carlos de Cespedes	CEO	Pharmed Group Corp.
Evelyn de Rothschild	Chairman	Concordia BV
Lynn de Rothschild	President & CEO	ELR Holdings, Inc.
Hernando de Soto	President	Institute for Liberty and Democracy
Richard Dearlove	Former Chief	M16 British Secret Intelligence Service
Michael Dell	Chairman	Dell Inc.
Dick DeVos	President	The Windquest Group
Barry Diller	Chairman & CEO	InterActive Corp
John Doerr	General Partner	Kleiner, Perkins, Caufield & Byers
Mickey Drexler	Chairman & CEO	J.Crew Group, Inc.
Stan Druckenmiller	Chairman & CEO	Duquesne Capital Management, LLC
Michael Eisner	CEO	The Walt Disney Company
Johan Eliasch	Chairman & CEO	Head N.V.
Ari Emanuel	Partner	The Endeavor Agency
Vladimir Feltsman	Concert Pianist, Conductor	
Carly Fiorina	Chairman & CEO	Hewlett Packard
Jim Flick	Director	Jim Flick Golf
Tom Freston	Co-President & Co-COO	Viacom, Inc.
Julie Gerberding	Director	Center for Disease Control
John Glenn	Astronaut, Former US Senator	

Hank Greenberg	Chairman & CEO	American International Group
Wayne Gretzky	NHL Legend	
Gordon Gund	Chairman & CEO	Gund Investment Corporation
Lord Guthrie of Craigiebank		
Mark Halperin	Political Director	ABC News
Bill Harrison	Chairman & CEO	<b>JF</b> Morgan Chase & Co.
Carlos Slim Helu	Chairman	Carso Global Telecom, S.A. de C.V.
Elizabeth Hurley	Actress/Producer	
Walter Isaacson	President & CEO	The Aspen Institute
Bob Johnson	Chairman & CEO	Black Entertainment Television
Jim Kallstrom	Former Assistant Director	FBI
David Kay	Former Chief Weapons Inspector	
Jeong Kim	CEO	Jurie Holdings I.I.C.
Herb Kohler	Chairman & President	Kohler <b>Co.</b>
Bernard Kouchner	Co-Founder	Doctors Without Borders
Andy Lack	CEO	Sony BMG Music Entertainment
Eric Lander	Founder & Director	Broad Institute of MIT and Harvard
Sherry Lansing	Chairman & CEO	Motion Picture Group, Paramount Pictures
Leonard Lauder	Chairman & CEO	The Estee Lauder Companies
Scott Livengood	Chairman, President & CEO	Krispy Kreme Doughnuts, Inc.
George Lucas	Chairman & CEO	Lucasfilm Ltd.
John Mack		
John Madigan	Retired Chairman & CEO	The Tribune Company
Lowry Mays	Chairman & CEO	Clear Channel Communications, Inc.
Doug McCorkindale	Chairman, President & CEO	Gannett Co., Inc.
Doug Melton	Co-Director	Harvard Stem Cell Institute
Judith Miller	Author	Germs: Biological Weapons and America's Secret War
Michael Mondavi	Chairman	Robert Mondavi
Bryan Moss	President	Gulfstream Aerospace Corporation
Les Moonves	Co-President & Co-COO	Viacom, Inc.
Robert Nardelli	Chairman, President & CEO	The Home Depot, Inc.
David Neeleman	Chairman & CEO	Jet Blue Airways
Her Majesty Queen Noor		
Bob Novak	Co-Host	CNN Crossfire
Dean Ornish	President, Director & Founder	Preventive Medicine Research Institute
William Owens	Governor	State of Colorado
Mehmet Oz	Professor & Vice-Chair of Surgery	Columbia University Medical Center
Mariane Pearl	Author	
Dave Pelz	Founder	Pelz Golf Institute
Sydney Pollack	Producer/Director	Mirage Enterprises
Franklin Raines	Chairman & CEO	<b>Fannie Mae</b>

Tony Ridder	Chairman & CEO	Knight-Ridder, Inc.
Jim Robbins	President & CEO	Cox Enterprises Inc.
Lord George Robertson	Former Secretary General	NATO
Charlie Rose	Host	The Charlie Rose Show
Patricia Russo	Chairman & CEO	Lucent Technologies Inc.
Diane Sawyer	Co-Author	Good Morning America
Eric Schmidt	Chairman & CEO	Google
Rockwell Schnabel	US Ambassador to the European Union	
General Hugh Shelton	Former Joint Chiefs of Staff	
George Shultz	Former Secretary of State	
Herb Siegel		NewsAmerica, Inc.
Vijay Singh		2004 PGA Player of the Year
Dan Snyder	Owner & Chairman	Washington Redskins
Martin Sorrell	Chief Executive	WPP Group plc
Roger Staubach	Chairman & CEO	The Staubach Company
Jackie Stewart	Chairman	Stewart Racing
Farid Suleman	Chairman & CEO	Citadel Communications Corporation
George Tenet	Former Director of Central Intelligence	
Juan Villalonga	Chairman	Villamer
Kelly Wallace	National Correspondent	CNN
Andrew Weil	Founder & Program Director	Program in Integrative Medicine
Harvey Weinstein	Co-Chairman	Miramax Film Corp.
William Weldon	Chairman & CEO	Johnson & Johnson
Galen Weston	Chairman & President	Weston LTD
Patrick Whitesell	Partner	The Endeavor Agency
Bob Woodward	Assistant Managing Editor	The Washington Post
Steve Wynn	Chairman & CEO	Wynn Resorts, Ltd



GENERAL COUNSEL

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

**INFO MEMO**

May 10, 2005

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel *WJ Haynes*

SUBJECT: 2005 Forstmann Little Aspen Weekend

- You asked whether you could accept the invitation from Mr. Theodore Forstmann to attend and speak at the Aspen Weekend for Forstmann Little's friends and associates. (Tab A). There is generally extravagant entertainment and accommodation at a 5-star hotel.
- The attendees of the event are primarily Chairmen and Chief Executive Officers of corporations and select members of the media. Currently serving Federal officials generally do not attend. The event is by invitation only, is not open to the public, and press in attendance may not publish regarding it.
- In general, I recommend avoiding events in which lobbying, investment, or consulting groups give the appearance of having connections to senior officials and providing access to those senior officials by hosting small meetings for their select or prospective clients. We advised the Deputy Secretary not to attend last year's Weekend. If you agree that this event appears as indicated above, I recommend you decline to attend.
- Furthermore, in order not to provide preferential treatment to Forstmann Little, if you attend, you should be willing to attend similar meetings sponsored by other companies and firms.
- Because of the exclusive entertainment and hospitality, acceptance may also suggest that you are receiving an extravagant gift.
- While your acceptance is not barred by statute, to avoid unfavorable appearances, I recommend you decline the invitation.

COORDINATION: None

Prepared by Jeff Green (b)(6)



11-L-0559/OSD/48455

OSD 06963-05

FOUO

April 12, 2005

2005 APR 11 10 21

TO: Jim Haynes  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter of Invitation to Aspen Weekend

Please let me know if it is ethically okay to accept this invitation, and if so, on what basis.

Thanks.

Attach.  
4/5/05 Forstmann Letter to SecDef

DHR:ss  
041105-5A

.....  
*Please respond by* \_\_\_\_\_

FOUO

OSD 06963-05

11-L-0559/OSD/48456

# FORSTMANN LITTLE & Co.

767 Fifth Avenue, New York, New York 10153

Telephone: (212) 355-5656 Fax: (212) 759-9059

April 5, 2005

The Honorable Donald H. Rumsfeld  
Secretary of Defense  
The Pentagon  
1000 Defense Pentagon  
Washington, D.C. 20301

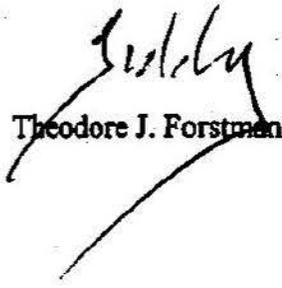
~~Dear~~ Don:

Although I realize it is a very long shot, I ~~am~~ hoping I might interest you in sharing your thoughts in ~~Aspen~~ ~~this~~ year. ~~This~~ year's conference is scheduled from Thursday, September 15<sup>th</sup> until Sunday morning, September 18<sup>th</sup>. ~~Our~~ Friday and Saturday luncheon discussions with Charlie ~~Rose~~ ~~are~~ the most prominent ~~spots~~ on the program, and have become a highlight of the weekend with Nelson Mandela, Karl Rove, Paul ~~Bremer~~, George Tenet and ~~Sir~~ Richard Dearlove, and Dick Cheney participating in the luncheon discussion the last few years. In thinking about who ~~to~~ ~~invite~~ ~~this~~ year, every idea pales in comparison to the thought of your joining us for this one-on-one conversation. ~~Having~~ you ~~share~~ your ~~first~~ hand perspective at ~~this~~ critical time in our nation's history would be invaluable and it would also be something that ~~this~~ prestigious audience would never forget.

If you could ~~see~~ your way clear to coming, it would be a great personal favor. I hope it is not an imposition on my ~~part~~ ~~to~~ ~~ask~~.

You and the rest of the leaders of ~~this~~ administration ~~are~~ in my thoughts and prayers. With thanks and appreciation for your consideration,

Best regards,



Theodore J. Forstmann

11-L-0559/OSD/48457

OSD 06963-05

# 2004 FORSTMANN LITTLE ASPEN WEEKEND

## Thursday, September 30<sup>th</sup>

Afternoon Check-in  
7:30 p.m. Opening night dinner at the Hotel Jerome

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8:30 to 10:00 a.m. **"America and the World"** with George Shultz (Former Secretary of State), Samuel R. Berger (Former National Security Advisor), Lord George Robertson (Former NATO Secretary General) and Senator Joe Biden (Ranking Member, Foreign Relations Committee) moderated by Charlie Rose at the Hotel Jerome

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Afternoon Golf and various athletic and sightseeing activities available

7:00 p.m. Dinner at the St. Regis Hotel

## Sunday, October 3<sup>rd</sup>

Checkout and departure

ALL DISCUSSIONS ARE OFF THE RECORD

# FORSTMANNLITTLE ASPEN WEEKEND

## 2004 CONFIRMED GUEST LIST

Jonathan Alter	Columnist	Newsweek, Inc.
Prince Andrew	Duke of <del>York</del>	
Philip Anschutz	Chairman	The Anschutz Corporation
Irving Azoff	chairman	Azoff Music Management
David Baltimore	President	California Institute of Technology
James Barksdale	Partner	The Barksdale Group
Sandy Berger	Former <del>National</del> Security Advisor	
Jeff Bezos	Chairman & CEO	Amazon.com
Joe Biden	Ranking Member	Senate Foreign Relations Committee
Arthur Blank	Chairman, President & CEO	The Atlanta Falcons
Larry Bossidy	chairman	Berkshire Hills Bancorp, Inc
Ed Breen	chairman & CEO	Tyco International Ltd.
Paul Bremer	Former US Special Envoy to Iraq	
Eli Broad	Chairman	SunAmerica, Inc.
Steve Case	Former Chairman & CEO	AOL
Ray Chambers	Chairman	Amelior Foundation
Dave Checketts	Chairman	Capital Sports Partners LLC
Gustavo Cisneros	Chairman and CEO	Cisneros Group of Companies.
Lester Crown	Chairman	Henry Crown & Co.
Chris Davis	Chairman & CEO	McLeodUSA
Carlos de Cespedes	CEO	Pharmed Group Corp.
Evelyn de Rothschild	Chairman	Concordia BV
Lynn de Rothschild	President & CEO	ELR Holdings, Inc.
Hernando de Soto	President	Institute for Liberty and Democracy
Richard Dearlove	Former Chief	M16 British Secret Intelligence Service
Michael Dell	chairman	Dell Inc.
Dick DeVos	President	The Windquest Group
Barry Diller	Chairman & CEO	InterActive Corp
John Doerr	General Partner	Kleiner, Perkins, Caufield & Byers
Mickey Drexler	Chairman & CEO	J.Crew Group, Inc.
Stan Druckenmiller	Chairman & CEO	Duquesne Capital Management, LLC
Michael Eisner	CEO	The Walt Disney Company
Johan Eliasch	Chairman & CEO	Head N.V.
Ari Emanuel	Partner	The Endeavor Agency
Vladimir Feltsman	Concert Pianist, Conductor	
Carly Fiorina	Chairman & CEO	Hewlett Packard
Jim Flick	Director	Jim Flick Golf
Tom Freston	Co-President & Co-COO	Viacom, Inc.
Julie Gerberding	Director	Center for Disease Control
John Glenn	Astronaut, Former US Senator	

**Hank** Greenberg *chairman & CEO*  
 Wayne **Gretzky** NHL Legend  
 Gordon Gund Chairman & CEO  
**Lord** Guthrie of Craigiebank  
 Mark Halperin Political Director  
 Bill Harrison Chairman & CEO  
 Carlos **Slim Helu** **Chairman**  
 Elizabeth Hurley Actress/Producer  
 Walter Isaacson President & CEO  
**Bob** Johnson Chairman & CEO  
 Jim Kallstrom Former Assistant Director  
 David **Kay** Former Chief **Weapons** Inspector  
 Jeong Kim CEO  
 Herb **Khler** Chairman & President  
 Bernard Kouchner Co-Founder  
 Andy Lack CEO  
 Eric Lander Founder & Director  
  
**Sherry Lansing** **Chairman & CEO**  
  
**Leonard** Lauder Chairman & CEO  
**Scott** Livengood Chairman, President & CEO  
 George Lucas Chairman & CEO  
 John Mack  
 John Madigan **Retired** Chairman & CEO  
 Lowry Mays Chairman & CEO  
 Doug McCorkindale Chairman, President & **CEO**  
 Doug Melton Co-Director  
 Judith **Miller** Author  
  
 Michael Mondavi **Chairman**  
 Bryan Moss President  
 Les Moonves Co-President & Co-COO  
**Robert** Nardelli Chairman, President & CEO  
 David Neeleman Chairman & CEO  
 Her Majesty Queen **Noor**  
 Bob Novak **Co-Host**  
 Dean **Ornish** President, Director & Founder  
 William Owens Governor  
 Mehmet Oz Professor & Vice-Chair of Surgery  
 Mariane Pearl Author  
 Dave Pelz Founder  
 Sydney Pollack Producer/Director  
 Franklin Raines Chairman & CEO

American International Group

Gund Investment Corporation

ABC News

JP Morgan Chase & Co.

Carso Global Telecom, S.A. de C.V.

The Aspen Institute

Black Entertainment Television

FBI

Jurie Holdings LLC

**Khler** Co.

Doctors Without **Borders**

Sony **BMG** Music Entertainment

**Broad** Institute of **MIT** and  
Harvard

Motion Picture Group,

Paramount Pictures

The Estee Lauder Companies

Krispy Kreme Doughnuts, Inc.

Lucasfilm Ltd.

The Tribune Company

Clear Channel Communications, Inc.

Gannett Co., Inc.

**Harvard** Stem Cell Institute

*Germ*s: Biological **Weapons** and

**America's Secret War**

**Robert** Mondavi

Gulfstream Aerospace Corporation

Viacom, Inc.

The Home Depot, Inc.

Jet Blue Airways

**CNN** **crossfire**

Preventive Medicine Research Institute

State of Colorado

Columbia University Medical Center

Pelz Golf Institute

Mirage Enterprises

Fannie **Mae**

Tony Ridder	<b>Chairman &amp; CEO</b>	Knight-Ridder, Inc.
<b>Jim</b> Robbins	President & CEO	Cox Enterprises Inc.
Lord George Robertson	Former Secretary <b>General</b>	NATO
Charlie Rose	<b>Hst</b>	The Charlie Rose Show
Patricia Russo	Chairman & CEO	Lucent Technologies Inc.
Diane Sawyer	Co-Author	Good Morning America
Eric Schmidt	Chairman & CEO	Google
Rockwell Schnabel	<b>US</b> Ambassador to the European <b>Union</b>	
General Hugh Shelton	Former Joint Chiefs of Staff	
George <b>Shultz</b>	Former Secretary of State	
Herb Siegel		NewsAmerica, Inc.
Vijay <b>Singh</b>		<b>2004</b> PGA Player of the <b>Year</b>
<b>Dan</b> Snyder	<b>Owner &amp; Chairman</b>	<b>Washington Redskins</b>
Martin Sorrell	Chief Executive	WPP Group plc
Roger Staubach	Chairman & CEO	The Staubach Company
Jackie Stewart	Chairman	Stewart Racing
<b>Farid Suleman</b>	Chairman & CEO	Citadel Communications Corporation
George Tenet	Former Director of Central Intelligence	
<b>Tuan Villalonga</b>	Chairman	Villamer
Kelly Wallace	National Correspondent	CNN
<b>Andrew Weil</b>	Founder & Program Director	Program in Integrative Medicine
Harvey Weinstein	Co-Chairman	Miramax Film Corp.
William Weldon	Chairman & CEO	<b>Johnson &amp; Johnson</b>
Galen <b>Weston</b>	Chairman & President	Weston LTD
Patrick Whitesell	<b>Partner</b>	<b>The Endeavor Agency</b>
<b>Bob</b> Woodward	Assistant Managing Editor	The <b>Washington Post</b>
Steve Wynn	Chairman & CEO	Wynn Resorts, Ltd



THE SECRETARY OF DEFENSE  
WASHINGTON

MAY 27 2005

08/15/05

Mr. Theodore J. Forstmann  
Senior Partner  
Forstmann Little & Co.  
767 Fifth Avenue  
New York, NY 10153

Dear Ted,

I am very sorry to report that the General Counsel of the Department of Defense has advised me that I should not participate in the Aspen weekend session you so thoughtfully invited me to.

There are a number of reasons, which I will be happy to explain some day. In any event, the unfortunate fact is I have to regret.

I am sure it will be a terrific event, as it always has been, and that you will gather a star-studded group. Joyce and I wish we could be there. Thanks for the nice thought.

Regards,

27 MAY 05

5A9205

OSD 06963-05

11-L-0559/OSD/48462



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 13 2005

tdo/1 SD

Mr. Theodore J. Forstmann  
Senior Partner  
Forstmann Little & Co.  
767 Fifth Avenue  
New York, NY 10153

Dear Ted,

I received your letter about the Aspen event in September, just as I was leaving for the region.

I would like to try to do it. However, I will need to wait until I return from this trip, and get back to you sometime in late April.

Even if I am able to see my way through to do it, you probably ought to have a backup in mind, since I can't be sure what is going to happen in my life.

Thanks for the nice thought. I hope things are going well for you.

With my best regards,

Sincerely,

13.9.11.05

OSD 06963-05

5.11.05

11-L-0559/OSD/48463

ES-2754

05/004157

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 APR 14 PM 3:18

March 23, 2005

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: *Washington Times* Article

Please take a look at the attached article by Frank Gaffney dated March 22, and let me know what we know about it.

Thanks.

Attach.  
3/22/05 Article by Frank Gaffney, "Strategic Fire Sale"

DHR:ss  
032205-16S

.....  
Please respond by 3/30/05

~~FOUO~~

OSD 07108-05

23-03-05 P04:23 IN

11-L-0559/OSD/48464

Washington Times  
 March 22, 2005  
 Pg. 14

## Strategic Fire Sale

By Frank J. Gaffney Jr.

**American** relations with the world's largest democracy, **India**, **were much** in the news last week. **Secretary** of State Condoleezza Rice made a stop in New Delhi, and spoke enthusiastically about the two countries' shared values and improving ties. **Shortly** after, confidence in both were shaken when an American company's plant in India was sacked by **demonstrators angry** that a prominent Indian politician (who happens to be Hindu extremist associated with past **sectarian** violence) was **denied** a visa to tour the United States.

Another **story** that could have far-reaching and possibly very adverse implications for Indo-American relations went nearly **unremarked**, however -- **apart** from attention from CNN's Lou Dobbs and his intrepid investigative staff: The impending transfer, **at** fire-sale prices, of a strategically vital, **American-owned** global fiber-optic network to an Indian **concern** with close ties to its government and **military**.

The Indians appreciate **owning** such a network, built **out** over four years **at a cost** of some \$3.4 billion, is an essential building block to **commercial** pre-eminence in the 21st century. The growing demands of the **U.S. military** for the bandwidth necessary to transfer in a **secure** fashion immense quantities of video **and** other data in real-time to commanders and forces **all over the world transform** this fiber optic **infrastructure being** sold by Tyco into something else altogether -- a force-multiplier of immeasurable value.

That would, of course, only be **true** if two conditions apply:

(1) The **owners** of the fiber-optic network **are willing** to have **our** armed forces **utilize** their cable. It is noteworthy that the Indian company trying to buy the Tyco **infrastructure**, VSNL, several years ago refused to **allow** a fiber-optic **connection** to be **made** to the **U. S.** base at Diego Garcia.

(2) The **U.S. military** must have confidence its message traffic will not be intercepted. The **beauty** of fiber-optic communications **systems** is that they **are** very hard to penetrate -- unless, **that is**, you **own** the infrastructure and, therefore, physically control its cable lines. If the next **owner** of Tyco's global network is a company **26** percent owned by the **Indian** government and a major supplier to **India's** military and intelligence **services**, the Pentagon could not be **sure** its "mail" will not be **read** by potentially unfriendly eyes.

Strategically **minded national security types** **hope** India will prove in the **future** a reliable, **democratic** friend of the **United** States. **But**, it could **turn** out otherwise. While the **Indians** have **as** much, if not more, to fear **from** **China's** increasing power-projection capabilities and expansionist ambitions, growing **trade and** warming political relations between the two emerging giants **may** obscure that **danger**. There **are** also **worrying** Indian energy partnerships being formed with Iran, even **as** India has **retained** close **Kremlin** ties forged during the **Cold War**.

**In** short, the United States cannot afford to **view** the proposed sale of the Tyco Global Network **as** it has **too many** similar fire-sales of sensitive American-owned **assets** in recent years (including, notably, **IBM's** **transfix** to Communist China of its **personal** computer division). It is not merely another

commercial transaction, one in which vital U.S. economic and national security interests will be assured by whatever outcomes are determined by globalized market forces.

For example, the reported price of \$130 million would be less than a third what it will cost the Defense Department just to provide secure, high-bandwidth fiber-optic links between various components of the nation's new missile defense system in the South Pacific, Alaska and the continental United States. The cost is unclear if the U.S. military must replicate the full Tyco network – even if it can obtain the myriad approvals required from other countries to do so.

Unfortunately, at present, the only impediments to the early transfer of a true national asset to a potentially problematic foreign owner are two, all too often pro forma bureaucratic exercises: the grant of a Federal Communications Commission license to transfer ownership and a possible Committee on Foreign Investment in the United States (CFIUS) review.

Last Thursday, the FCC agreed to consider VSNL's request for the former under "streamlined" procedures. Whether the secretive CFIUS is even considering this sale is now unknown. Even if it is, the committee has scarcely ever rejected such transactions. This is hardly a surprise, given that CFIUS is chaired by the Treasury Department – an agency charged with encouraging the repatriation of U.S. dollars by selling American properties to foreign investors.

In the Tyco Global Network case, though, too much is riding on the outcome to allow this national asset to be turned over to non-American owners without real and rigorous adult supervision. The executive branch and, if necessary, Congress should consider alternative arrangements to preserve full, unrestricted and secure U.S. use of this fiber-optic infrastructure – not least by the American military.

There are ample reasons to want improved relations between the world's most powerful democracy and its most populous one. Fortunately, there are also plenty of ways to do that without holding a fire sale to India of one of this country's strategic assets and true national treasures.

*Frank J. Gaffney Jr. is president of the Center for Security Policy and a columnist for The Washington Times.*

OFFICE OF THE  
SECDEF DEFENSE  
**Policy Executive Secretariat Note**

2005 APR 14 PM 3:18

APR 13 2005

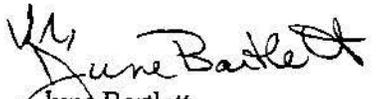
I-05/004157/ES-2754

Reference: 032205-16S, *Washington Times* Article

Captain Marriott:

Mr. Feith discussed the attached note from SecDef on Frank Gaffney's March 22 *Washington Times* article at a Roundtable meeting during the week of March 28.

Request consideration that roundtable discussion closed the snowflake action.

  
June Bartlett  
Policy Executive Secretariat

Attachment  
032205-16S

OSD 07108-05

11-L-0559/OSD/48467

~~FOUO~~

February 15, 2005

**TO:** Gen Pete Pace  
**CC:** Gen Dick Myers  
**FROM:** Donald Rumsfeld   
**SUBJECT:** Plan for Training Iraqis for VIP Protection

I would like you to send me that plan as to how Iraqis are going to train people for VIP protection.

Thanks.

DHR:ss  
021403-54

.....  
Please respond by

3/1/05

~~FOUO~~

Tab A

OSD 07122-05

11-L-0559/OSD/48468

①

~~FOUO~~

March 7, 2005

TO: Gen Dick Myers  
FROM: Donald Rumsfeld *DR.*  
SUBJECT: Plan for Security

You heard my discussion with Condi. Let's get a plan written up as to what needs to be done between now **and** whenever to get security provided for **the** key: Iraqis.

Thanks.

DHR:dh  
030705127

.....  
Please respond by 3/24/05

~~FOUO~~

QSD 07125-05

Tab A

11-L-0559/OSD/48469

(2)

~~FOUO~~

OFFICE OF THE  
SECY OF DEFENSE  
2005 APR 14 PM 5:09  
APR 04 2005

TO: Jim Haynes  
FROM: Donald Rumsfeld *DR*  
SUBJECT: UN Resolution on Sudan

The UN passed a resolution on Sudan, and we were able to get **ICC** protection that was like Liberia, or better, according to Condi. You might want to check it.

Thanks.

DHR:ss  
040105-17

.....  
*Please respond by*

4/7/05

~~FOUO~~

OSD 07126-05

11-L-0559/OSD/48470



GENERAL COUNSEL

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

SECRET  
OFFICE OF THE  
GENERAL COUNSEL  
2005 APR 14 PM 5:09

INFO MEMO

April 12, 2005, 4:15 PM

FOR: SECRETARY OF DEFENSE  
FROM: William J. Haynes II, General Counsel *WJ Haynes*  
SUBJECT: UN Resolution on Sudan (# 040105-17) (U)

- ~~(FOUO)~~ You observed that “the UN passed a resolution on Sudan, and we were able to get ICC protection that was like Liberia, or better, according to Condi.” (Tab A)

### Background

- (U) On March 31, 2005, the UN Security Council adopted Resolution 1593, referring the “situation in Darfur” to the International Criminal Court (ICC). (Tab B)
- The Resolution, adopted by an 11-0-4 vote (with U.S., Russia, China and Algeria abstaining), also --
  - o provides a “carve-out” for nationals, officials and personnel of contributing States that are not party to the ICC Treaty; and
  - o provides that the UN will not fund any ICC expenses and recognizes that non-ICC parties have no obligation to cooperate with, or finance, these efforts.

### Protection Afforded under Resolution 1593

- (U) The exclusive jurisdiction “carve-out” found in paragraph 6 is almost identical to the Liberia Resolution language.
- (U) This carve-out only applies to “acts or omissions” related to operations in Sudan and has no bearing on ICC jurisdiction over U.S. persons who are not involved in Sudan.

### Conclusion

- ~~(FOUO)~~ The U.S. preferred a separate tribunal, but this Resolution seems acceptable because it promotes accountability and the rule of law in Sudan while guaranteeing protections for U.S. persons.
  - o Also, in the ICC debate, the U.S. has favored Security Council action (which was taken in this case) rather than simply allowing an unaccountable tribunal such as the ICC to act independently.



11-L-0559/OSD/48471

OSD 07126-05

**Security Council**

Provisional

31 March 2005

Original: English

---

**United Kingdom of Great Britain and Northern Ireland:  
draft resolution***The Security Council,*

*Taking note* of the report of the International Commission of Inquiry on violations of international humanitarian law and human rights law in Darfur (S/2005/60),

*Recalling* article 16 of the Rome Statute under which no investigation or prosecution may be commenced or proceeded with by the International Criminal Court for a period of 12 months after a Security Council request to that effect,

*Also recalling* articles 75 and 79 of the Rome Statute and encouraging States to contribute to the ICC Trust Fund for Victims,

*Taking note* of the existence of agreements referred to in Article 98-2 of the Rome Statute,

*Determining* that the situation in Sudan continues to constitute a threat to international peace and security,

*Acting* under Chapter VII of the Charter of the United Nations,

1. *Decides* to refer the situation in Darfur since 1 July 2002 to the Prosecutor of the International Criminal Court;

2. *Decides* that the Government of Sudan and all other parties to the conflict in Darfur, shall cooperate fully with and provide any necessary assistance to the Court and the Prosecutor pursuant to this resolution and, while recognizing that States not party to the Rome Statute have no obligation under the Statute, urges all States and concerned regional and other international organizations to cooperate fully;

3. *Invites* the Court and the African Union to discuss practical arrangements that will facilitate the work of the Prosecutor and of the Court, including the possibility of conducting proceedings in the region, which would contribute to regional efforts in the fight against impunity;

4. *Also encourages* the Court, as appropriate and in accordance with the Rome Statute, to support international cooperation with domestic efforts to promote the rule of law, protect human rights and combat impunity in Darfur;

5. *Also emphasizes* the need to promote healing and reconciliation and encourages in this respect the creation of institutions, involving all sectors of Sudanese society, such as truth and/or reconciliation commissions, in order to complement judicial processes and thereby reinforce the efforts to restore long-lasting peace, with African Union and international support as necessary;

6. *Decides* that nationals, current or former officials or personnel from a contributing State outside Sudan which is not a party to the Rome Statute of the International Criminal Court shall be subject to the exclusive jurisdiction of that contributing State for all alleged acts or omissions arising out of or related to operations in Sudan established or authorized by the Council or the African Union, unless such exclusive jurisdiction has been expressly waived by that contributing State;

7. *Recognizes* that none of the expenses incurred in connection with the referral including expenses related to investigations or prosecutions in connection with that referral, shall be borne by the United Nations and that such costs shall be borne by the parties to the Rome Statute and those States that wish to contribute voluntarily;

8. *Invites* the Prosecutor to address the Council within three months of the date of adoption of this resolution and every six months thereafter on actions taken pursuant to this resolution;

9. *Decides* to remain seized of the matter.

---

FOUO

April 4, 2005

3:58 PM '05

TO: Dan Dell'Orto  
FROM: Donald Rumsfeld   
SUBJECT: Release of Transcript

I am amazed that if someone asks for the transcript, that I am not notified, under the Privacy Act. Can we keep track of that?

Thanks.

Attach.  
Notice Pursuant to the Privacy Act of 1974

DHR:ss  
040405-18

.....  
*Please respond by* \_\_\_\_\_

FOUO

OSD 07129-05

11-L-0559/OSD/48474

**NOTICE PURSUANT TO THE PRIVACY ACT OF 1974  
FOR  
OFFICE OF DEPARTMENTAL INQUIRIES  
INVESTIGATIVE CASE FILE AND CONTROL SYSTEM  
INSPECTOR GENERAL, DEPARTMENT OF DEFENSE**

*but told  
it repeated  
4/4*

Pursuant to the Privacy Act of 1974, 5 U.S.C. §552a, the Office of the Inspector General, Department of Defense (DoD) advises you as follows:

**AUTHORITY FOR COLLECTION OF INFORMATION:** Pursuant to the authority contained in the Inspector General Act of 1978, as amended (codified at 5 U.S.C. Appendix 3) and DoD Directive 5106.1, (32 CFR 376) that implements the law, the Inspector General, DoD, is authorized to organize, direct and manage the Office of the Inspector General, including the creation and the maintenance of any necessary records.

**PURPOSE FOR COLLECTING INFORMATION:** Information is collected for the following purposes: to record complaints, allegations of wrongdoing, and requests for assistance; to document inquiries, research facts and circumstances, sources of information, conclusions and recommendations; to record actions taken and notifications of interested parties and agencies.

**ROUTINE USES:** The collected information will be used for the purposes set forth above and may be disclosed as set forth in the attached listing of routine uses.

**MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION:** Disclosure of your Social Security number is voluntary. Military personnel, DoD civilians and DoD contractor employees may be subject to adverse actions for failure to disclose information relating to official responsibilities. Persons other than military personnel, DoD civilians and DoD contractor employees are not subject to adverse action for refusal to provide information.

**A copy of this Privacy Act Statement will be provided to you at your request.**



DEPARTMENT OF DEFENSE  
OFFICE OF GENERAL COUNSEL  
1600 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1600



INFO MEMO

April 14, 2005, 2:00 P.M.

FOR: SECRETARY OF DEFENSE

FROM: Daniel J. Dell'Orto, Principal Deputy General Counsel

SUBJECT: Snowflake: Release of Transcript (040405-18)

- This memorandum responds to your questions about the transcript of your interview with investigators from the Office of the Inspector General. *You* expressed surprise that you would not be notified if someone asks for the transcript, and asked whether we can keep track of that.
- Neither the Privacy Act nor the Freedom of Information Act requires the Department to notify individuals when requests are received for information about them. Any responsive records are reviewed by the official delegated the authority to release or deny information in the office where the records are held, and personal information exempt from release is redacted before any documents are released.
- In the case of the transcript of an interview of a senior official of the Department, including you, it is likely that you would be consulted about the release, particularly if the official is still in office when the request is processed, and that the identity of the official being interviewed would be disclosed.
- It is entirely appropriate for the General Counsel or someone on your staff to ask the Inspector General to consult you on any proposed release of this transcript.

COORDINATION: None

Prepared by: Stewart F. Aly, (b)(6)

~~FOUO~~

APR 12 2005

I-05/005094  
ES-2973

TO Ryan Henry  
Ken Krieg

FROM

SUBJECT QDR

I noticed article #53 in the April 8 *Early Bird* ("The Gathering Pentagon Storm,"  
by Amaud de Borchgrave and Harlan Ullman, *Washington Times*). Is there any  
truth to that?

Thanks.

DHR db  
0-1105-10 (to laptop)

.....  
Please respond by 4/15/05

~~FOUO~~

5

DSD 07137-05

12-04-05 001:00 11x

11-L-0559/OSD/48477

Washington Times  
April 8, 2005  
Pg. 19

## The Gathering Pentagon Storm

By Arnaud de Borchgrave and Harlan Ullman

The ingredients for a raging storm are gathering around the Pentagon. Any one, under the wrong circumstances and wrongly handled, will have destructive effect and could even reach tsunami proportions.

Perhaps not since 1947-1949, when the Defense Department was created, has the Pentagon faced such challenges. Those past days brought the "revolt of the admirals," the suicide of the first defense secretary, the very troubled James Forrestal who leaped to his death from Bethesda Naval Hospital tower, and a military vastly unprepared to fight the Korean War when it started in June 1950.

Fortunately, Defense Secretary Donald Rumsfeld is no Jim Forrestal, and we have the best fighting forces in history. However, consider the agenda ahead for defense:

\*In its first four years, the administration pushed hard to transform the Pentagon. Success was measured in converting the services to its way of thinking; really tough budget choices were deferred. Only two multibillion-dollar programs, Comanche helicopters and the Crusader artillery system, were canceled.

Now, even at \$500 billion a year, the budget cannot nearly sustain the current program's planned F/A-22 and Joint Strike Fighter numbers, SSN-21 nuclear subs, V-22s and advanced expeditionary warfare vehicles and Future Combat Systems. Major if not draconian cuts will be required.

\*Second, while Mr. Rumsfeld was "home alone" during his first months as secretary, this time he will have a brand-new team. With Paul Wolfowitz's departure, there will be a new deputy and soon a new undersecretary for policy. Each of the three service secretaries will be new to their jobs as will the next chairman and vice chairman of the Joint Chiefs (with the last two no doubt having close relationships with Mr. Rumsfeld). And even the matter of Mr. Rumsfeld's length of service has been raised, though he will probably stay to finish the Quadrennial Defense Review, discussed below.

\*Third, the U.S. military may not be overstretched in Iraq, Afghanistan and elsewhere. But it is close, and the strain on the reserve and National Guard component is more than serious. Neither was designed for long-term duty as if active duty forces -- short of a war against the Soviet Union, an enemy long gone. So, at some stage, the Total or All-Volunteer Force will have to be re-engineered to deal not only with the post-Cold War world but more importantly with consequences of September 11, 2001, and the global war on terror.

\*Fourth, the political atmosphere in Washington is highly and poisonously partisan. If Senate Republicans opt for the "nuclear option" to end extended debate, Congress could well shut down. Even if it does not, Congress represents constituents whose priorities and interests for items such as expensive weapons systems and maintaining redundant military bases conflict with the Pentagon. With debts and deficits now exploding, past budget debates will be made to seem tame.

\*Fifth is the congressionally mandated Quadrennial Defense Review. Mr. Rumsfeld has teed up a potentially tectonic agenda. The services are challenged to design forces based on extraordinarily

difficult and complex objectives. The services must not only be able to fight and win conventional wars and insurgencies. They must also be able to prevent or handle "disruptive events" such as those of September 11 and "catastrophic" ones such as a nuclear or biological terrorist attack. And, in addition to stabilizing failed or failing states, the U.S. military must determine how to influence the "strategic" choices" of actual or potential adversaries from Russia to China.

Wow. Each of these challenges is Sisyphean. The sum is breathtaking. And that excludes wild-card events such as a major terrorist attack here or in Britain perhaps just prior to the May 5 parliamentary elections, a crisis over Taiwan or North Korean or Iranian nuclear intentions, an unraveling of the new government in Iraq and many other unpleasant possibilities.

So what can or should be done to prevent a perfect storm? The Pentagon understandably will argue it needs to complete the QDR first to provide the basis for future choices. Normally, that would make sense. But in today's supercharged world, all participants in these decisions must be on board for takeoff if they are expected to be in on the landing. Beaming Congress or key allies up after the fact will not work this time around.

Hence, the administration would be well advised to begin consultations now with Congress and key allies to get not only their inputs but also their participation before and during as well as after the QDR process. This is not 1949. But, if not handled carefully, it could be much worse.

*Arnaud de Borchgrave is editor at large for The Washington Times and United Press International. Harlan Ullman is a columnist for The Times. Both are senior advisers at the Center for Strategic and International Studies.*

INFO MEMO

15-Apr-05  
DSD COPY PROVIDED

11-L-0559/OSD/48480

ES-2973

TO: SecDef

FROM: Ryan Henry  APR 14 2005

SUBJECT: ~~Snowflake Response~~ "QDR"

You asked whether Arnaud de Borchgrave and Harlan Ullman's piece in the Washington Times (attached) had any truth to it.

While it has some truth, it has much more hype. Harlan is the author of 'Shock and Awe' and Arnaud gets his political capital from being controversial. Their article presents **five points and one bottom-line:**

**1. We're in for a procurement train wreck which will require "draconian cuts."**

*QDR Reality - if done right QDR doesn't need to be a zero-sum-game.*

*As General Schoomaker pointed out at last Friday's SLRG, the real value of QDR should be in viewing our challenges from new perspectives that reveal larger win-win opportunities and solutions.*

**2. Your management team is in flux.**

*QDR Reality - while there will be some personnel changes, they easily can be accommodated.*

*Leadership of the QDR's Issues Teams can be managed by Gordon England covering for the Deputy (CAPABILITIES MIX) and Fran Harvey taking Gordon's team (AUTHORITIES).*

*While there will be new Service Secretaries, this QDR is reliant on collaborative SLRG leadership, not stove-piped DoD component leadership.*

**3. The All-Volunteer Force needs to be re-engineered for the post 9-11 security environment.**

*QDR Reality - they got the problem right, but they're uninformed about the initiatives you have already launched: relieving stress-on-the-force, Active-Reserve mix, government-contractormix, Global Force Management, Fleet Response Plan, Air Expeditionary Force, Army Modularization, and NSPS.*

*Additionally, David Chu's issue team (HUMAN CAPITAL STRATEGY) will be tackling a host of other force effectiveness issues.*

OSD 07137-05

11-L-0559/OSD/48480

**4. Whatever changes the QDR might propose are doomed to be chopped up in a partisan & pork-fed Congressional buzz-saw.**

*QDR Reality – you have already won 50% of the battle with the successful deployment of your Defense Strategy -- which is one of two tasks assigned to the QDR.*

*The second task is to make the strategic choices that execute the strategy. Most of these strategic choices do not involve redistribution of funding between Congressional districts or across political fault-lines.*

*Additionally, you have asked us to work with Congress to get them involved in the QDR by holding hearings on key subject areas -- this engagement can do much to deflate the political over-pressure.*

*Finally, you have just moved \$60B in the Defense Program -- and to date that hasn't ignited the feared political fire storm.*

**5. The QDR's traditional, irregular, catastrophic, and disruptive challenges are too daunting for the Pentagon to successfully address.**

*QDR Reality – contending with uncertainty requires the acceptance of risk.*

*The difficult work for the QDR is appropriately distributing risk among all four challenges, rather than just staying in DoD's comfort-zone of traditional state-based threats.*

**Bottom-line – you would “be well advised to begin consultations now with Congress and key allies to get not only their inputs but also their participation.”**

*QDR Reality – you are several months ahead of their warning.*

*From the time you signed the QDR you have had us working Congress and their staffs.*

*From the outset we have consulted with coalition partners and NATO. We are now working with the Deputy and Vice Chairman to fine-tune the participation of key allies.*

*CC: Ken Krieg, Doug Feith*



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 14 2005

His Excellency  
**Shri** Pranab Mukherjee  
Minister of Defence  
New Delhi 110011, India

Dear Mr. Minister,

Your Defence Attaché was kind enough to present me with a photo album from my visit to India last December. I am delighted to have this memento of my trip, and want to thank you and your staff for sending it.

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

Sincerely,

OSD 07141-05

11-L-0559/OSD/48482

33350

14APR05

12APR05

**Casey, Carrie, CTR, OSD**

---

**From:** Alverson, James, CIV, OSD-POLICY  
**Sent:** Wednesday, April 13, 2005 12:41 PM  
**To:** Casey, Carrie, CTR, OSD  
**Subject:** RE: India MOD ltr

*Policy OK*

Carrie,  
Per our phone conversation, I recommend the following new first paragraph (replacing the two sentences in the existing first paragraph):

"Through your Defence Attache' in Washington, I recently received a photo album of my visit to India last December. I am delighted to have this memento and want to thank you and your staff for preparing it and sending it to me."

[second paragraph would stay the same]

Thanks -  
Jim

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

**From:** Casey, Carrie, CTR, OSD  
**Sent:** Wednesday, April 13, 2005 10:40 AM  
**To:** Alverson, James, CIV, OSD-POLICY  
**Subject:** India MOD ltr

Dear Mr. Alverson --

We spoke earlier today about the ty letter from SECDEF re: the photo album. I checked w/ C&D and nothing had been sent out in 2005. I've attached my draft here for your review. If you could please check it and send me your OK by 12 or 12:30, that would be great, as I know the Secretary wants to get this out.

Thanks so much ---

Carrie Sue Casey

OSD Protocol

(b)(6)

<< File: Mukjerjee, MOD Shri Pranab - ty for photo album.doc >>

SIR - CRAFTED PER  
SD DIRECTION  
RECOMMEND SMOOTH, SOM  
SEND

---

His Excellency  
Shri Pranab Mukherjee  
Minister of Defence  
New Delhi 110011, India

Dear Mr. Minister,

Your Defence Attaché was kind enough to present me with a photo album from my visit to India last December. I am delighted to have this memento of my trip, and want to thank you and your staff for sending it.

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

Sincerely,

CSC  
SMOOTH & LAUNCA  
M

---

FOUO

APR 12 2005

TO: CAPT Bill Marriott  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Note to Indian Attaché

Please ~~send~~ <sup>*draft*</sup> a thank you letter to the Indian attaché for sending along the photographs.

Thanks.

Attach.  
29/05 memo

DHR:dh  
041105-13 (ts laptop)

.....  
Please respond by 4/15/05

333 SD

12 APR 05

FOUO

2

OSD 07141-05

11-L-0559/OSD/48485



2018  
4/11

Tel : 202-939-7081/ 7082  
Fax: 202-462-8605  
Email: usmilattache@cdiffinail.com

Defence & Military Attaché  
Embassy of India  
2107 Massachusetts Ave. NW  
Washington DC 20008, USA

G/100/US-India

09 Feb 2005

*SR Ghosh*  
*7/1/4*

Mr Jim Alverson  
Country Director South Asia  
2400 Defense, Pentagon  
Room No 4D765  
Washington, DC - 20301-2400

**FORWARDING OF PHOTO ALBUM**

*Dear Jim,*

1. Please find enclosed a photo album prepared during visit by US Secretary for Defense, Mr Donald Rumsfeld to India on Dec 8-9, 2004.
2. You are requested to hand over the album to the Secretary for Defense please.

(SR Ghosh)  
Brigadier  
Def & Military Attache

Encls. One photo album.

Office of the Secretary for Defense  
Mr Donald Rumsfeld  
2400 Defense Pentagon  
Washington DC 20301-2400

#1021

3

*from whom - the DATT?  
with his counterpart*

FOUO

March 4, 2005

TO: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Report on Economic Indicators in Afghanistan and Iraq

I would like to know what the Policy shop follows by way of economic indicators in Afghanistan and Iraq. I would like a monthly report, and I would like to approve of the format.

123

Thanks.

DHR:ss  
030405-5

.....  
Please respond by 4/24/05

FOUO

OSD 07148-05

4 MAR 05

11-L-0559/OSD/48487

**SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT**

This form must be completed and forwarded to the Correspondence Control Division (CCD), WHS Room 3A948, Suspense Desk (b)(6) FAX Number: (b)(6) (b)(6) Email: suspense\_desk@osd.pentagon.mil

Action Agency  
Suspense Date

*USP*

123

**1. ACTION TAKEN (Check one)**

- a. ACTION HAS BEEN COMPLETED (Copy attached)
- b. REQUEST EXTENSION OF SUSPENSE DATE TO \_\_\_\_\_ (Justify below)
- c. INTERIM REPLY HAS BEEN SENT (Copy attached) EXTEND SUSPENSE TO \_\_\_\_\_ (Justify below)
- d. REQUEST CANCELLATION (Justify below)
- e. REQUEST TRANSFER TO \_\_\_\_\_ (Justify below /include POC Name & Phone Number)
- f. REQUEST DOWNGRADE TO \_\_\_\_\_ (Justify below)

**2. JUSTIFICATION**

*Closed during review of old USP action  
This was/is an old snowflake to  
Doug Jeth. OBE at this point.*

**3. REPORTING AGENCY**

a. ACTION AGENCY	e. APPROVING AUTHORITY (Service Secretary/Under Secretary/ASD/Military/Executive Assistant level)
b. NAME OF ACTION OFFICER	Signature: _____ Date Signed: _____

c. TELEPHONE NO.	<b>5. ACTION TAKEN</b> (For EXSEC/ Correspondence Control Division Use Only)	
d. DATE <i>12/15/05</i>	a. EXT <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	
4. CCD CONTROL # <i>07148-05</i>	b. CANX <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved	
	c. DWNGRD <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	
	d. TRANSFER <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved	
	e. OTHER (Specify) _____	
	Signature: <i>[Signature]</i>	Date Signed: <i>12/15/05</i>

*(4 Mar 05)*

SD FORM 391, JAN 2000

*R 07148-05*

~~FOUO~~

APR 15 2005

TO: Honorable Andrew H. Card, Jr.

FROM: Donald Rumsfeld *D. Rumsfeld*

SUBJECT: My Recommendation of Michael Donley to Serve as the Pentagon's Director of Administration and Management (DA&M)

The President recently appointed Ray DuBois to serve as the Acting Under Secretary of the Army until a Senate-confirmed Under Secretary eventually comes aboard at DoD.

For most of the last four years, DuBois has held down three full-time positions: the Deputy Under Secretary of Defense for Installations and Environment (I&E), the Pentagon's Director of Administration and Management (DA&M) and Director of Washington Headquarters Services. In addition, his intimate involvement in the Base Realignment and Closure (BRAC) process of the last year virtually constituted a fourth portfolio.

DuBois continues to serve as the DA&M, in addition to his new job as the Army Acting Under Secretary and his responsibilities as my special advisor for BRAC. This level of responsibility is, frankly, barely sustainable for one individual.

The DoD Special Assistant for White House Liaison, Jim O'Beirne, looked at several replacement candidates (including those submitted by the Presidential Personal Office (PPO)) and, along with the members of the DoD Organization and Personnel Team, unanimously recommended Michael Donley to me as having the necessary maturity, leadership, experience, and political bona fides to do the job. I interviewed Donley myself and directed Jim to notify PPO of my selection of Donley as the DA&M nearly six weeks ago. PPO interviewed Donley nearly five weeks ago.

This is one of my top priorities over here, and I ask for your support in bringing Donley's hiring action to completion as quickly as possible.

I appreciate your assistance on this one. We need help.

Thanks.

DHR:dh  
041405-25 (ts laptop)

~~FOUO~~

OSD 07150-05

11-L-0559/OSD/48489

OSD ADM

15 APR 05

TAB A  
~~FOUO~~

OFFICE OF THE  
SECURITY ASSISTANT  
DEFENSE  
March 18, 2005  
2005 MAR 15 PM 3:46

TO: Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Stretch Goal for Lightweight Body Armor

Should we set a stretch goal for lightweight body armor – to have manufacturers figure out what can be done and set a goal, for example, that would deal with the armor-piercing shells?

Let's talk about it.

Thanks.

DHR:as  
031805-4

.....  
Please respond by 3/31/05

~~FOUO~~

Tab A

OSD 07171-05

FOUO

April 19, 2005

337

TO: David Chu  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Memo on TAG Conference

Here are some thoughts from Dick Myers on his meeting with the TAGs that are worth your thinking about.

Thanks.

Attach  
4/15/05 CJCS Memo to SecDef (OSD 07175-05)

DHR:ss  
041905-7

.....  
*Please respond by* \_\_\_\_\_

19 Apr 05

15 Apr 05

FOUO

11-L-0559/OSD/48491

OSD 07175-05

APR 19 ENTD



# UNCLASSIFIED

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-2456-05

15 April 2005

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMY 4/14*

SUBJECT: TRANSCOM's The Adjutants General (TAG) Conference, 1 April 2005

- I received several useful comments during my visit and conversation with the Adjutants General. While I expect that you had a similar discussion with them, I wanted to pass on some significant topics they raised with me.
- Mobilization Alerts
  - TAGs are interested in optimizing alerts for Guard forces. While they initially mentioned alerts a year ahead, I conveyed the consequences of excessively early notification, specifically, the increased risk of disruptive cancellations.
  - At the end of the discussion, they appeared interested in moving toward a 90-day notification, which I believe is worth consideration.
- Guard Homeland Defense (HLD) Role
  - There was significant angst over whether the Guard might be "single-missioned" (HLD) instead of "dual-missioned" (warfighting reserve and HLD). I told them that I see them with both roles. I believe the Guard must maintain a warfighting role.
  - The QDR Roles and Missions analysis should provide the answer to this issue.
- Medical
  - Dental care for the Guard should be a priority; it is the number one medical readiness inhibitor prior to alert for mobilization.
  - I told them I do not support TRICARE for all reservists all the time. The current program that allows one year of COPAY per 90 days of deployment is performing as designed. The TAGs understand the realities of TRICARE; I did not come away with the impression that the RC expected full-time TRICARE. We should continue our targeted approach.
- Happy to discuss further if you wish.

COORDINATION: None

Prepared By: General Richard B. Myers, CJCS

OSD 07175-05

UNCLASSIFIED

~~FOUO~~

April 18, 2005

TO: Stephen J. Hadley  
FROM: Donald Rumsfeld   
SUBJECT: Memo to Musharraf

Please make sure I get a copy of whatever is sent to Musharraf.

Thanks.

DHR:dh  
041505-19

PAKISTAN

18 APR 05

~~FOUO~~

OSD 07199-05

11-L-0559/OSD/48493

EYES ONLY

April 18, 2005

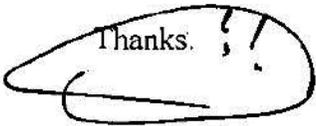
TO: The Honorable Andrew H. Card, Jr.  
FROM: Donald Rumsfeld   
SUBJECT: Pending Appointees

230.02

We have 17 Presidential Appointees pending at the White House. The list is attached.

It would be an enormous help if you could find some way to get them fast-tracked with the FBI. We will talk to each of them here, and make sure they get their papers in on time, but any help you can give us would be greatly appreciated.

The posts that are particularly urgent are marked with a check.

Thanks. ; !

Attach:  
4/16/05 DoD Nominations Sent to White House

DHR:dh  
041505-16

18APR05

OSD 07200-05

EYES ONLY

11-L-0559/OSD/48494

EYES ONLY

April 18, 2005

**DoD Nominations Sent to White House**

<b>SELECTED BY SECDEF</b>	<b>POSITION</b>	<b>DATE SENT</b>
Bob Rodriguez	Assistant Secretary of the Army for Manpower & Reserve Affairs	12/13/2004
✓ Dan Stanley	Assistant Secretary of Defense for Legislative Affairs	3/7/2005
✓ Don Winter	Principal Deputy Under Secretary of Defense for Acquisition, Technology & Logistics	3/15/2005
✓ Jim Dixon	Director, Operational Test & Evaluation	3/15/2005
Avon Williams	Army General Counsel	3/15/2005
Bill Anderson	Assistant Secretary of the Air Force for Installations, Logistics, & Environment	3/15/2005
✓ Jack Martin	Assistant Secretary of the Air Force for Financial Mananement	3/24/2005
✓ Eric Edelinan	Under Secretary of Defense for Policy	3/28/2005
✓ Dave Patterson	Department of Defense Inspector General	3/29/2005
✓ Robert Rangel	The Special Assistant ( <u>Non-PAS</u> )	4/4/2005
Jack Bell	Deputy Under Secretary of Defense for Logistics & Material Readiness	4/6/2005
✓ Mike Donley	Director, Administration & Management ( <u>Non-PAS</u> )	4/14/2005
✓ John Grimes	Assistant Secretary of Defense for Networks Information Integration	4/15/2005
✓ Larry Di Rita	Army Under Secretary	4/15/2005
✓ Bob Kimmitt	Secretary of the Air Force	4/15/2005
✓ Ron Sega	Under Secretary of the Air Force	4/15/2005
✓ Jack Gordon	Assistant Secretary of the Air Force for Acquisition	4/15/2005

EYES ONLY

11-L-0559/OSD/48495



PERSONNEL AND  
READINESS

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



May 2, 2006, 8:00AM

292

FOR SECRETARY OF DEFENSE

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

*David S. C. Chu*

SUBJECT Response of Former Spouse Protection Act – SNOWFLAKE (TAB A)

- We have prepared legislative proposals to rectify the issues raised to you at Town Hall Meetings and to close other pitfalls of the Former Spouse Protection Act.
- Key proposals that have been developed and are being vetted will:
  - Prevent courts from ordering a Service member to pay a former spouse their share of retired pay prior to retirement.
  - Require the calculation of benefits to the former spouse based on the Service members rank and time-in-service at the time of divorce and not at the time of retirement.
  - Repeal the "10-Year Rule" requiring the direct payment by the Defense Finance and Accounting Service of allocations of retired pay for former spouses after 10 years of marriage.
  - Grant commissary, exchange, and medical benefits to former spouses when the members served at least 20 years and the marriage was at least 20 years, with 15 years coinciding with the member's service. Currently these benefits are provided when the marriage coincides with 20 years of the member's service.
  - Amend provisions to allow members to request direct payment of benefits to a former spouse, allow electronic transmission of court orders and applications, and allow members to waive the requirement for notification of application for benefits.
- We will monitor these proposals as the move through the legislative process.

2 May 06

RECOMMENDATION With your approval, we will continue to pursue the changes to the Former Spouse Protection Act.

SECRETARY OF DEFENSE DECISION:

\_\_\_\_\_ Approved

\_\_\_\_\_ Disapproved

Attachments:  
As stated

Prepared by: LTC Janet Fenton, OUSD (P&R) (b)(6)

11-L-0559/OSD/48496

OSD 07211-06



5/3/2006 2:56:28 PM

29 Dec 05

~~FOUO~~

December 29, 2005

To: David Chu

CC: Dan Stanley

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Response on Former Spouse Protection Act

Your memo of December 22 doesn't do it for me. I need to know the issues involved to decide ~~what~~ I want to do about it. Please be more explicit.

Thanks

DHR:lw  
122895-01

.....  
*Please Respond By 01/26/06*

*⇒ FY07 - what was put in  
LI.*

(b)(6)



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



PERSONNEL AND  
READINESS

INFO MEMO

December 22, 2005, 12:30 P.M.

FOR SECRETARY OF DEFENSE

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

SUBJECT: *David S. C. Chu*  
**The Former Spouses Protection Act - SNOWFLAKE**

- In your October **25** memo (attached), you asked that we seek legislative action to address troop concerns about the Former Spouses Protection Act. The Former Spouses Protection Act **has been** controversial for **23 years**, and the Hill **has** been reticent to reopen a debate that **has** strong constituencies on both sides. We have three times in this Administration proposed change without Hill action, but action in the **FY07** Authorization Act is more likely.
- The issue is larger **than** simply that of requiring a member **to** pay support to a former spouse prior to reaching retirement. Indeed, **this** anomaly occurs only in a handful of states, **and** does not affect the vast number of divorced or divorcing troops. The Department's 2001 report to Congress on Former Spouses Protection Act identified several needed improvements, including basing payment to the former spouse on the member's rank **and** time served at the time of divorce rather than time of retirement.
- We shall again submit each of the legislative proposals identified in our earlier report to Congress - all still worthy. Your endorsement in testimony would be helpful

Attachment:

As stated

Prepared By: LTC Janet Fenton, USA (JAG Corps), OUSD(P&R), (b)(6)

Coordination Sheet for **FSPA** Snowflake (October **2005**)



11-L-0559/OSD/48498

~~FOUO~~

10/25/05

OCT 25 2005

TO: David Chu  
Dan Stanley

CC: Robert Rangel

FROM: Donald Rumsfeld *DR*

SUBJECT: Former Spouse Protection Act

We're going to have to readdress this former spouse protection issue that is causing angst among the troops, whereby under some state laws they have to start paying their former spouses even before they retire, after 20 years of active duty.

I think we may need some legislative adjustment. Let's talk about it.

Thanks.

DHR:dh  
102405-04 (TS) doc

.....  
*Please respond by November 24, 2005*

~~FOUO~~

11-L-0559/OSD/48499

FOUO

December 29, 2005

TO: David Chu

c c : Dan Stanley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Response on Former spouse protection Act

Your memo of December 22 doesn't do it for me. I need to know the issues involved to decide what I want to do about it. Please be more explicit.

Thanks

DHR:ks  
122805-01

.....  
Please Respond By 01/26/06

⇒ FY-07 - What was  
L.I. put in

Navy

FOUO

11-L-0559/OSD/48500

OSD 07211-06



5/3/2006 2:56:56 PM

13  
800

10  
5/18/06



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

ACTION MEMO

PERSONNEL AND  
READINESS

May 3, 2006, 11:00AM  
DepSecDef Action \_\_\_\_\_

210

ra  
5/4

FOR SECRETARY OF DEFENSE  
FROM David S. C. Chu, USD (P&R) *David S. C. Chu May 06*  
SUBJECT: Retention of Senior Military - SNOWFLAKE (attached)

- Congress rejected our requests for FY03, FY04, and FY06 to extend age and tenure limits for general/flag officers, to increase flexibility in managing general/flag officers, and to increase the retirement pay cap for those serving extended careers.
- We succeeded in FY04 raising the maximum age for officer commissioning from 35 to 42.
- For FY07, we requested career longevity initiatives consistent with your direction and the recommendations of the Defense Advisory Committee on Military Compensation. We will closely monitor each proposal through the legislative cycle. The initiatives include:
  - Increasing the mandatory retirement age for general and flag officers from 62 to 64, waivable to 66.
  - Establishing a new pay table that covers service to 40 years.
  - Removing the 75% retired pay multiplier cap for extended careers.
  - Raising the pay cap for general and flag officers from Executive Level III to Executive Level II.

3 May 06

RECOMMENDATION: To accelerate the socialization of the shift toward greater tenure, I recommend you give a major speech that advocates your ideas. If you agree, we will prepare a draft. In addition, I will send a memo on your behalf to the Secretaries of the Military Departments asking they analyze and recast general/flag officer tour lengths and report for your review.

28 Oct 05

SECRETARY OF DEFENSE DECISION:

*DL* Approved MAY 8 2006  
Disapproved

*CC - Matt L.*

Attachment:  
As stated

MA SD	5/4	SMA DSD	
TSA SD	<i>MS/2</i>	SA DSD	
EXEC SEC	<i>MS/3</i>	<i>1710</i>	5/4 07
ESR MA	<i>2/2</i>	<i>SPT DIR</i>	

Prepared by: Major Olivo, OUSD (P&R), (b)(6)

OSD 07212-06



5/3/2006 2:59:46 PM



11-L-0559/OSD/48501

**FOUO**

**October 28, 2005**

TO: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Retention of Senior Military

We have to do something about getting the senior military people to stay in **their** positions longer. I need you to act promptly. We've been talking about this for five years, and we need some action.

Please tell me what you think.

Thanks.

DHR.ss  
102805-18

.....  
*Please Respond By 11/17/05*

**FOUO**

11-L-0559/OSD/48502



JUL 11 2005

FOUO

JUL 11 2005

TO: David Chu

FROM: Donald Rumsfeld 

SUBJECT: Tenure at Military Educational Institutions and Boards of Visitors

Why don't we review the issue of tenure at military colleges, universities and schools?

Why don't we **also** take a **look at** all the Boards of Visitors, and see **if** we can improve them and make an appropriate arrangement for the future?

We also **may want to seek an exception under FACA**, so **Board** meetings don't have to be open and turn into circuses.

Thanks.

DHR:dh  
070805-05

.....  
*Please Respond By 08/18/05*

USD	PDUSD
RA	HA
PI	Readiness (Readiness)
MPP	CPP
PLANS	MC&FP
CCO	

OSD 07230-06



5/3/2006 6:15:32 PM

FOUO

11-L-0559/OSD/48503

FOUO

I-051 00 4845-G,  
ES-2915

April 4, 2005

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Information on Upcoming Elections

In the future, when we are planning trips to different counties, I should be given the information showing when that country's next elections are, and for what offices. This should be done regularly by the Policy shop.

Thanks.

DHR:ss  
040405-32

OSD 072 40-05

.....  
*Please respond by* \_\_\_\_\_

ADD TO FILE

FOUO

I-05/004845-05  
ES-2915

April 4, 2005

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Information on Upcoming Elections

In the future, when we are planning trips to different countries, I should be given the information showing when that country's next elections are, and for what offices. This should be done regularly by the Policy shop.

Thanks.

DHR:ss  
040405-32

OSD 07240-05

.....  
Please respond by \_\_\_\_\_

APR 13 2005

SIR,

WE WILL PROVIDE ELECTION  
INFO TO YOU AS SOON AS  
WE GET OR PROPOSE  
SUGGESTED LIST OF  
COUNTRIES FOR YOUR  
TRAVEL.

- MIRA RICARDEL

FOUO

OSD 07240-05

05-04-05 11:39 AM

11-L-0559/OSD/48505

INFO MEMO

FOR: SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Week Ending 8 April 2005 Report

- 1. DoD Support of the Iraqi Assistance Group.** The Army has identified 12 soldiers assigned to OSD and DoD-activities in the NCR for one year temporary assignments to the Iraqi Assistance Group to assist in training the Iraqi Defense Forces.
- 2. Anthrax After-Action Review.** In response to the Deputy Secretary's direction that an independent after-action review of the Department's management of the anthrax-related incidents of March 14-18, 2005, be undertaken, I contracted with RAND to assess the DoD responses to, and management of, these incidents. An initial report is due April 23, 2005, with a final report on May 17, 2005. This will fulfill the requirement identified in your snowflake of April 6, 2005, "Lessons Learned from Mail Scare."
- 3. Global War on Terrorism (GWOT) Display Installed at River Entrance.** The first of six wooden display cases focusing on the GWOT is in place at the River Entrance. The case features the President's October 7, 2001, statement, "We will not waiver; we will not tire; we will not falter; and we will not fail. Peace and freedom will prevail." The quote is surrounded by images of the September 11th terrorist attacks in New York and Washington, and of the President and you. Flags of Coalition nations are displayed. Five additional cases focusing on the GWOT, current operations, and transformation will be hung the week of April 11th.
- 4. Suspect Indicted in Murder of Officer Feltis.** The suspect who killed Pentagon police officer James Feltis has been indicted on murder charges by a grand jury in Alexandria, VA. The Attorney General will decide whether to seek capital punishment.
- 5. Pentagon Memorial Fund.** Jack Taylor, retired Chairman of Enterprise Rental Car, who served on the carrier Enterprise in WWII, has donated \$100,000 to the Pentagon Memorial Fund, Inc.

~~FOUO~~

JAN - 4

January 4, 2005

TO: David Chu  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Legislation to Manage Force

Jim Roche says that **you** stopped them **from** getting some legislation approved at the end **of** 2002 that would have allowed them to manage their force better.

Could you please, in a simple way, **briefly** explain to me what **you** did and why, **and** whether, on reflection, **you** think we ought to change the law?

Thanks.

DHR:dh  
010305-39

.....  
Please respond by

1/20/05

~~FOUO~~

OSD 07314-05

11-L-0559/OSD/48507



**UNDER SECRETARY OF DEFENSE**

**4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000**

**INFO MEMO**

**PERSONNEL AND  
READINESS**

April 18, 2005 – 3:30 PM

**FOR: SECRETARY OF DEFENSE**

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

*David S. C. Chu 18 Apr 05*

**SUBJECT: Legislation to Manage Force—SNOWFLAKE (attached)**

- You asked about Jim Roche's complaint that we blocked legislation in 2002 that would allow the Air Force to manage its uniformed personnel numbers better. My apologies for the delay in responding.
- Here's the sequence of events and the current state of play.
  - The legislation would facilitate early separations (including retirement). The Department sought such legislation in 2001; Congress declined to enact it.
  - For the 2002 cycle, the Air Force stated it did not anticipate using such authority, but would value having it for the future. The Air Force could not provide a compelling business case for standby authority, however. Given these developments, and earlier Congressional rejection, we did not resubmit.
  - We have submitted similar proposals for the current legislative cycle because the Navy has now prepared a compelling rationale, and we are energetically seeking enactment.
- I believe the Air Force's recent personnel excess has more to do with over-exuberant recruiting in the early part of the decade than with our failure to secure the authorities cited by Secretary Roche.

Attachment:  
As stated

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

**SEC. 505. THREE-YEAR EXTENSION OF CERTAIN FORCE DRAWDOWN**

**TRANSITION AUTHORITIES RELATING TO PERSONNEL MANAGEMENT AND BENEFITS.**

(a) Extension of Early Retirement Authority for Active Duty Members.-- Section 4403(i) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1293 note) is amended by striking "October 1, 2001" and inserting "October 1, 2004".

(b) Extension of Authority For Special Separation Benefit And Voluntary Early Separation Incentive.--(1) Section 1174a(h)(1) of title 10, United States Code, is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(2) Section 1175(d)(3) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(c) Extension of Authority for Selective Early Retirement Boards.--Section 638a(a) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(d) Time-in-Grade Requirement for Retention of Grade upon Voluntary Retirement.--(1) Section 1370(a)(2)(A) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(2) Section 1370(d)(5) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(e) Minimum Commissioned Service for Voluntary Retirement as an Officer.--

(1) Army.--Section 3911(b) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(2) Navy.--Section 6323(a)(2) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(3) Air Force.--Section 8911(b) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(f) Travel, Transportation, and Storage Benefits.--(1) Section 404(c)(1)(C) of title 37, United States Code, is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(2) Section 404(f)(2)(B)(v) of such title is amended by striking "December 31, 2001" and inserting "September 30, 2004".

(3) Section 406(a)(2)(B)(v) of such title is amended by striking "December 31,2001" and inserting "September 30, 2004".

(4) Section 406(g)(1)(C) of such title is amended by striking "December 31,2001" and inserting "September 30, 2004".

(5) Section 503(c)(1) of the National Defense Authorization Act for Fiscal Year 1991 (37 U.S.C. 406 note) is amended by striking "December 31,2001" and inserting "September 30,2004".

(g) Educational Leave for Public and Community Service.--Section 4463(f) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1143a note) is amended by striking "December 31,2001" and inserting "September 30,2004".

(h) Transitional Health Benefits.--Section 1145 of title 10, United States Code, is amended--

(1) in subsection (a)(1), by striking "December 31,2001" and inserting "September 30, 2004".

(2) in subsection (c)(1), by striking "December 31,2001" and inserting "September 30, 2004".

(3) in subsection (e), by striking "December 31,2001" and inserting "September 30, 2004".

(i) Transitional Commissary and Exchange Benefits.--Section 1146 of such title is amended by striking "December 31,2001" both places it appears and inserting "September 30,2004".

(j) Transitional Use of Military Housing.--Section 1147(a) of such title is amended--

(1) in paragraph (1), by striking "December 31,2001" and inserting "September 30, 2004".

(2) in paragraph (2), by striking "December 31,2001" and inserting "September 30, 2004".

(k) Continued Enrollment of Dependents in Defense Dependents Education System.-- Section 1407(c)(1) of the Defense Dependents' Education Act of 1978 (20 U.S.C. 926(c)(1)) is amended by striking "December 31,2001" and inserting "September 30, 2004".

(l) Force Reduction Transition Period Definition.--Section 4411 of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 12681 note) is amended by striking "December 31,2001" and inserting "September 30,2004".

(m) Temporary Special Authority for Force Reduction Period Retirements.-- Section 4416(b)(1) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 12681 note) is amended by striking "October 1,2001" and inserting "October 1,2004".

(n) Retired Pay for Non-regular Service.--(1) Section 12731(f) of title 10, United States Code, is amended by striking "December 31,2001" and inserting "September 30,2004".

(2) Section 12731 a of such title is amended--

(A) in subsection (a)(1)(B), by striking "the end of the period described in subsection (b)" and inserting "October 1,2004".

(B) in subsection (b), by striking "December 31,2001" and inserting "October 1,2004".

(o) Affiliation with Guard and Reserve Units; Waiver of Certain Limitations--Section 1150(a) of such title is amended by striking "December 31,2001" and inserting "September 30,2004".

(p) Reserve Montgomery GI Bill.--Section 16133(b)(1)(B) of such title is amended by striking "December 31,2001" and inserting "September 30,2004".

**THE FOLLOWING PROVISIONS OF HR 2586 (HOUSE MARK OF NDAA '02) WERE NOT ADOPTED IN CONFERENCE.**

**SEC. 509. ONE-YEAR EXTENSION OF EXPIRATION DATE FOR CERTAIN FORCE MANAGEMENT AUTHORITIES.**

(a) **EARLY RETIREMENT AUTHORITY FOR ACTIVE FORCE MEMBERS.**—Section 4403(i) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1293 note) is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(b) **SSB AND VSI.**—Sections 1174a(h)(1) and 1175(d)(3) of title 10, United States Code, are amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(c) **SELECTIVE EARLY RETIREMENT BOARDS.**—Section 638a(a) of such title is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(d) **TIME-IN-GRADE REQUIREMENT FOR RETENTION OF GRADE UPON VOLUNTARY RETIREMENT.**—Section 13709 of such title is amended by striking “December 31, 2001” in subsections (a)(2)(A) and (d)(5) and inserting “December 31, 2002”.

(e) **MINIMUM COMMISSIONED SERVICE FOR VOLUNTARY RETIREMENT AS AN OFFICER.**—Sections 3911(b), 6323(a)(2), and 8911(b) of such title are amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(f) **TRAVEL, TRANSPORTATION, AND STORAGE BENEFITS.**—Sections 404(c)(1)(C), 404(f)(2)(B)(v), 406(a)(2)(B)(v), and 406(g)(1)(C) of title 37, United States Code, and section 503(c)(1) of the National Defense Authorization Act for Fiscal Year 1991 (37 U.S.C. 406 note) are amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(g) **EDUCATIONAL LEAVE FOR PUBLIC AND COMMUNITY SERVICE.**—Section 4463(f) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1143a note) is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

~~(h) **TRANSITIONAL HEALTH BENEFITS.**—Subsections (a)(1), (c)(1), and (e) of section 1145 of title 10, United States Code, are amended by striking “December 31, 2001” and inserting “December 31, 2002”. Enacted, NDAA '02~~

(i) **TRANSITIONAL COMMISSARY AND EXCHANGE BENEFITS.**—Section 1146 of such title is amended by striking “December 31, 2001” both places it appears and inserting “December 31, 2002”.

(j) **TRANSITIONAL USE OF MILITARY HOUSING.**—Paragraphs (1) and (2) of section 1147(a) of such title are amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(k) **CONTINUED ENROLLMENT OF DEPENDENTS IN DEFENSE DEPENDENTS' EDUCATION SYSTEM.**—Section 1407(c)(1) of the Defense Dependents' Education Act of 1978 (20 U.S.C. 926(c)(1)) is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(l) **FORCE REDUCTION TRANSITION PERIOD DEFINED FOR CERTAIN GUARD AND RESERVE BENEFITS.**—Section 4411 of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 12681 note) is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(m) **RETIRED PAY FOR NON-REGULAR SERVICE.**—Sections 12731(f) and 12731a(b) of title 10, United States Code, are amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(n) **AFFILIATION WITH GUARD AND RESERVE UNITS; WAIVER OF CERTAIN LIMITATIONS.**—Section 1150(a) of such title is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

(o) **RESERVE MONTGOMERY GI BILL.**—Section 16133(b)(1)(B) of such title is amended by striking “December 31, 2001” and inserting “December 31, 2002”.

8 January 2002

MEMORANDUM FOR OSD-GC-LRS

FROM: SAF/LLP  
1160 Air Force Pentagon  
Washington, DC 20330-1160

SUBJECT: FY2003 Legislative Program--Call for Proposals for Omnibus Bill (Misc 3000)

Reference your 1 October 2001 memorandum, attached are four further legislative proposals from the Air Force for the FY2003 Department of Defense Legislative Program.

These proposals have been reviewed and approved by the Air Force's Office of General Counsel and the Secretary of the Air Force. A copy of the Secretary's coordination is attached.

This submission is being forwarded both in hard copy and through the Legislative Reference Service's webpage.

Additional proposals will be forwarded upon approval by the Secretary of the Air Force.

Please direct questions regarding this submission to Rob Connallon, SAF/LLP, (b)(6)

(b)(6)

WILLIAM A. GROVES, Colonel, USAF  
Chief, Programs and Legislation Division  
Office of Legislative Liaison

Attachments:  
Proposal AF03-D-01 through 04

11-L-0559/OSD/48513

PROPOSAL: AF03-D-01

ACTION OFFICER: LtCol William Cain, AF/DPRCL, (b)(6)

REVIEWING ATTORNEY: Mr. William Ar Lee, SAF/GCM, (b)(6)

**SEC \_\_. TWO-YEAR RENEWAL OF CERTAIN FORCE-SHAPING AUTHORITIES RELATING TO PERSONNEL MANAGEMENT AND BENEFITS.**

- (a) AMENDMENT (Early Retirement Authority for Active Duty Members)—Section 4403(i) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1293 note) is amended by striking out “December 31, 2001” and inserting in lieu thereof “October 1, 2004.”
- (b) AMENDMENT (Special Separation Benefit and Voluntary Separation Incentive)—Sections 1174a(h) and 1175(d)(3) of Title 10 United States Code are amended by striking out “December 31, 2001” and inserting in lieu thereof “September 30, 2004.”
- (c) AMENDMENT (Selective Early Retirement Boards)—Section 638a(a) of such title is amended by striking out “December 31, 2001” and inserting in lieu thereof “September 30, 2004.”
- (d) AMENDMENT (Time-in-Grade Requirement for Retention of Grade Upon Voluntary Retirement)—Section 1370(a)(7)(A) and (d)(5) of such title is amended by striking out “December 31, 2001” and inserting in lieu thereof “September 30, 2004.”
- (e) AMENDMENT (Minimum Commissioned Service for Voluntary Retirement as an Officer)—Sections 3911(b), 6323(a)(2), and 8911(b) of such title are amended by striking out “December 31, 2001” and inserting in lieu thereof “September 30, 2004.”
- (f) AMENDMENT (Travel, Transportation, and Storage Benefits)—Sections 404(c)(1)(c), 404(f)(2)(B)(v), 406(a)(2)(B)(v), and 406(g)(1)(C) of Title 37 United States Code and

Section 503(c) of the National Defense Authorization Act for Fiscal Year 1991 (37 U.S.C. 406 note) are amended by striking out “December 31,2001” and inserting in lieu thereof “September 30, 2004.”

(g) AMENDMENT (Educational Leave for Public and Community Service)—Section 4463(f) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 1143a note) is amended by striking out “December 31,2001” and inserting in lieu thereof “September 30, 2004.”

(h) AMENDMENT (Transitional Health Benefits)—Section 1145 of Title 10, United States Code, is amended in subsections (a)(1), (c)(1), and (e) by striking out “December 31, 2001” and inserting in lieu thereof “September 30, 2004.”

(i) AMENDMENT (Transitional Commissary and Exchange Benefits)—Section 1146 of such title is amended by striking out both occurrences of “December 31, 2001” and inserting in lieu thereof “September 30,2004.”

(j) AMENDMENT (Transitional Use of Military Housing)—Section 1147(a) of such title is amended in paragraphs (1) and (2) by striking out “December 31,2001” and inserting in lieu thereof “September 30,2004.”

(k) AMENDMENT (Continued Enrollment of Dependents in Defense Dependents' Education System)—Section 1407(c)(1) of the Defense Dependents' Education Act of 1978 (20 U.S.C. 926(c)(1)) is amended by striking out “December 31,2001” and inserting in lieu thereof “September 30, 2004.”

(l) AMENDMENT (Force Reduction Transition Period Definition)—Section 4411 of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 12681 note) is

amended by striking out “December 31,2001” and inserting in lieu thereof “September 30, 2004.”

(m) AMENDMENT (Temporary Special Authority for Force Reduction Period

Retirements)— Section 4416(b)(1) of the National Defense Authorization Act for Fiscal Year 1993 (10 U.S.C. 12681 note) is amended by striking out “December 31,2001” and inserting in lieu thereof “October 1,2004.”

(n) AMENDMENT (Retired Pay for Non-Regular Service)— (1) Section 12731(f) of Title 10, United States Code, is amended by striking out “December 31,2001” and inserting in lieu thereof “September 30,2004.” (2) Section 12731a(b) of Title 10, United States Code, is amended by striking out “December 31,2001” and inserting in lieu thereof “October 1,2004.”

(o) AMENDMENT (Affiliation with Guard and Reserve Units; Waiver of Certain

Limitations)— Section 1150(a) of such title is amended by striking out “December 31,2001” and inserting in lieu thereof “September 30,2004.”

(p) AMENDMENT (Reserve Montgomery GI Bill)—Section 16133(b)(1)(B) of such title is amended by striking out “December 31,2001” and inserting in lieu thereof “September 30, 2004.”

## SECTIONAL ANALYSIS

### MULTIPLE SECTIONS – TWO-YEAR RENEWAL OF CERTAIN FORCE-SHAPING AUTHORITIES RELATING TO PERSONNEL MANAGEMENT AND BENEFITS

To amend sections of Title 10, Title 37, and Title 20, United States Codes to renew legal authority to use force shaping tools and related transition benefits from FY03 through FY04.

Sections (a), (b), (c), (d) and (e) of the bill amend sections and notes of Title 10, United States

Code. These sections renew the authority to use temporary military force shaping programs (early retirement, special separation benefit and voluntary separation incentive, expanded selective early retirement and reduction-in-force authorities, time-in-grade and commissioned-service-time waiver authority). These authorities expired at the end of CY01. These sections update the expiration date to the end of FY04.

Sections (g), (h), (i), (j), and (o) of the bill amend sections and notes of Title 10, United States Code. These sections renew transition benefits authorized during the drawdown period and/or for individuals taking part in certain drawdown programs (educational leave for public and community service, transitional health benefits, transitional commissary and exchange benefits, transitional use of military housing, and preference given to separating active duty members for affiliation with the Guard and Reserves). These benefits expired at the end of CY01. These sections update the expiration date to the end of FY04.

Sections (l), (m), (n), and (p) of the bill amend sections and notes of Title 10, United States Code. These sections renew authority to use certain temporary force-shaping tools and related benefits for the reserve forces (definition of the force reduction transition period, temporary special authority for force reduction period retirements, retired pay for non-regular service, and the time limitations on eligibility for the Reserve Montgomery GI Bill). These benefits expired at the end of CY01. These sections update the expiration date to the end of FY04.

Section (f) amends sections of Title 37, United States Code to renew temporary transitional travel, transportation, and storage benefits through FY04.

Section (k) amends section 926(c)(1) of Title 20, United States Code to renew the transitional authority for continued enrollment of dependents in the Defense Dependents' Education System through FY04.

## ISSUE PAPER

**TITLE:** TWO-YEAR RENEWAL OF CERTAIN FORCE MANAGEMENT AUTHORITIES (FY03 Omnibus Add-On)

**ORIGINATOR:** Air Force

**DESCRIPTION:** This proposal modifies sections of Title 10, Title 37, and Title 20, United States Codes, to renew certain force shaping authorities making them effective through FY04. Most of these authorities were initially established in the National Defense Authorization Acts for FY91 through FY93. They were designed to enable the Services to reduce their military forces through a variety of voluntary and involuntary programs and to provide benefits to assist departing members in their transition to civilian life. In the National Defense Authorization Act of FY94, these authorities were extended through FY99. DOD later requested a further extension through FY03 but in the FY99 National Defense Authorization Act, they were extended only through FY01, then again to December 31, 2001.

This proposal adds no new programs nor does it change programs previously authorized other than by renewing the authorities and changing the expiration date. The programs include early retirement authority, which enables the services to offer retirement to members with 15 years or more of active service; voluntary separation incentive or special separation benefit (VSI/SSB), which offers an annuity or lump sum payment to members separating who have between 6 and 19 years of service; waivers of time-in-grade and commissioned-service-time requirements for officers; and relaxation of certain selective early retirement restrictions, as well as reduction-in-force. These programs are all discretionary. Service secretaries, if authorized by the Secretary of Defense, may determine whether or not to use the programs, what population to target, and how many losses to take.

The transition benefits are tied to the force-shaping tools and period but are otherwise not discretionary. Some apply to individuals who could be involuntarily separated during a force-shaping period or who accept VSI/SSB. These include a transition period in which the member and family members would continue to receive health care, commissary and exchange benefits, use of military housing, delay of separation/retirement travel, transportation, and storage benefits up to a year; and extension of the time limitations on the Reserve Montgomery GI Bill. Others provide transitional benefit to all departing members (meeting basic eligibility criteria) during the force-shaping period: educational leave to allow members to prepare themselves for post-military community and public service and continued enrollment of dependents up to one year to enable them to graduate from DODD schools.

The Air Force does not presently anticipate using these programs, but wants to ensure the availability of said programs in the future to maintain a stabilized end strength and skill mix. This position takes into account the potential build-up of forces resulting from the terrorist attacks against the United States on September 11, 2001, and subsequent military operations. Depending on the length and scope of operations, subsequent force shaping could be necessary. Beyond this consideration, these force-shaping tools also provide the flexibility to respond to

unforeseen changes in requirements.

**NUMBER OF PERSONNEL AFFECTED (ELIGIBLES):** Unknown. If used, tools would likely be targeted toward small groups of eligibles, most likely in specific skills and/or specific year groups. However, these determinations will be made on a year to year basis, and it is too early to make reasonable projections.

**PROGRAM SAVINGS:** Not applicable. While programs could be said to provide cost avoidance by reducing overage inventory, this may be offset by costs of some of the programs themselves.

**COSTING METHODOLOGY:** Costs are projected by determining targeted skills and year groups, numbers of losses needed, and programs to be used to achieve these losses. In a force shaping environment, these factors can vary greatly from year to year. As plans to use force-shaping tools in FY03 and beyond will not be developed until the fiscal year prior to execution, it is impossible to estimate costs at this point.

**COORDINATORS:**

	<u>AO</u>	<u>PHONE</u>	<u>BUDGET ANALYST</u>	<u>PHONE</u>
Air Force	Capt Martinez	(b)(6)	Mr Lambert	(b)(6)
Army	Identifying			
Navy	Identifying			
Marine Corps	Identifying			

Thanks,

**Paul**

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

**From:** Richman-Loo, Nina, CIV, OSD-P&R  
**Sent:** Wednesday, February 20, 2002 1:00 PM  
**To:** D'Amato, Paul, Mr. DoD OGC  
**Subject:** *MI*: Revised Mix 3000 (287)

Please see Bill Carr's note on why we do not support this proposal.

Nina

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

**From:** Carr, Bill, CIV, OSD-P&R  
**Sent:** Wednesday, February 20, 2002 12:57 PM  
**To:** Richman-Loo, Nina, CIV, OSD-P&R  
**Cc:** Abell, Charles S, CIV, OSD-P&R; Van Alstyne, John A, LTG, OSD-P&R; Fuller, Michael J, COL, OSD-P&R; Loo, Bradford G, CIV, OSD-P&R  
**Subject:** Revised Misc **3000** (287)

Nina, I believe Mr. Abell would have a problem with this, unless DoD has developed a business case to support the various proposals embodied in the attachment.

- If it has, we haven't seen and the Sectional Analysis does not lead one to conclude that such analyses are completed.

SASC reportedly was weary of inadequate business arguments, so NDAA'02 Conferees nixed these provisions. Against that backdrop, DoD leadership would not now want to go back to the Hill with the thin supporting rationale reflected in this proposal from ODoDGC.

Our intent is to select certain of these, give them the needed analytic vitamins, and move forward only on a strong subset of these items. To that end, this "Expiring Authorities" is a discussion item for our 25 FEB personnel summit, and Service Personnel Chiefs each have been called upon to defend (or not) certain of these items. Until such rationale is successfully presented and reviewed, I believe FMP would object to LRS advancing these, even within DoD. Having twice spoken with Mr. Abell on this, I am confident this represents his view. Tks. Bill

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

**From:** Richman-Loo, Nina, CIV, OSD-P&R  
**Sent:** Wednesday, February 20, 2002 10:55 AM  
**To:** Carr, Bill, CIV, OSD-P&R  
**Subject:** *MI*: Please Review Revised Misc 3000 (287)

Eventhough this is an Air Force proposal, LRS was nice enough to include us on distribution to take a look at the rewrite. Please let me know if you have any problems with it.

Thanks,  
Nina

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

**From:** D'Amato, Paul, Mr. DoD OGC  
**Sent:** Wednesday, February 20, 2002 9:03 AM

11-L-0559/OSD/48520

## Loo. Bradford G. CIV. OSD-PR

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**From:** Richman-Loo, Nina, CIV, OSD-P&R  
**Sent:** Friday, March 04, 2005 1:34 PM  
**To:** Loo, Bradford G, CIV, OSD-P&R  
**Subject:** FW: MISC 3000C - Coordination of Omnibus Legislative Proposals (262-297)

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

**From:** McCallion Jr., Joseph, CPT, OSD-P&R  
**Sent:** Wednesday, March 20, 2002 11:31 AM  
**To:** Marchi, Gina A, CIV, OSD-P&R  
**Subject:** FW: MISC3000C - Coordination of Omnibus Legislative Proposals (262-297)  
**Importance:** High

Gina-

Mr. Abell has reviewed the proposals and non concurred with proposal 269 and 287. Attached is the reason for both. Please give me a call if there is a question. Sorry this is late.

-Joe

<< Message: FW: MISC 3000C - Coordination of Omnibus Legislative Proposals(262-297)--HOT >> << Message: FW: MISC 3000C - Coordination of Omnibus Legislative Proposals (262-297)>>

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

**From:** Farrissee, Gina S, COL, OSD-P&R  
**Sent:** Friday, March 15, 2002 10:24 AM  
**To:** Carr, Bill, CIV, OSD-P&R; Hays, Dori, CIV, OSD-P&R; Ramp, Stephen, CIV, OSD-P&R  
**cc:** Wheeler, Christy J, CDR, OSD-P&R; Lemon, Daniel W, Capt., OSD - P&R; Jones, Freeman E., COL, OSD-P&R; McCallion Jr, Joseph, CPT, OSD-P&R; Black, Cheryl M, CIV, OSD-P&R  
**Subject:** FW: MISC 3000C - Coordination of Omnibus Legislative Proposals (262-297)  
**Importance:** High

Please ensure your comments are provided to CPT McCallion NLT 1200 on 19 March. He will need to clear through Mr. Abell and Ms. McGinn. Early submissions would be great!!  
thank you,  
COL Farrissee

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

**From:** Marchi, Gina A, CIV, OSD-P&R  
**Sent:** Friday, March 15, 2002 9:46 AM  
**To:** Farrissee, Gina S, COL, OSD-P&R; Grant, Warren, Mr, OSD-RA; Talley, Amy C., DHRA; McKenzie, Mark, CIV, OASD(HA)/TMA; Owens, Patricia A, CIV, OSD-P&R  
**cc:** Gallant, Al, CIV, OSD-P&R; Blalock, Sandye, Maj., OSD-RA; Hilton, Jan, CIV, OSD-P&R; Richman-Loo, Nina, CIV, OSD-P&R; Jackson, Lynda C, Lt Col, OSD-P&R; Carr, Bill, CIV, OSD-P&R; Ramp, Stephen, CIV, OSD-P&R; Hays, Dori, CIV, OSD-P&R  
**Subject:** MISC 3000C - Coordination of Omnibus Legislative Proposals(262-297)

LRS has requested our comments or concurrence on Omnibus proposals 262 - 297. This includes five P&R proposals and a number of interest to us, particularly 281 and 287 - 290. Proposals may be found on the Legislative Proposals' side of the LRS Internet Program in HTML and Word Perfect formats.

Comments should refer to the specific number of the proposal being addressed. Item numbers are found in the lower right-hand corner of each page of the proposal. A list of proposals is attached.

Please send your comments to me or Nina by COB, March 19. Give us a call if you have any questions or need help accessing the proposals.

Also attached is a table that shows the latest status of all of our proposals -- almost all are at OMB.

Gina

<< File: MISC 300C Memo LRS.doc >> << File: MISC 3000C LRSList.xls >> << File: Status of 03 Proposals.doc >>

11-L-0559/OSD/48521

**SEC. \_\_\_ . TARGETED SEPARATION INCENTIVE PROGRAM.**

1 (a) IN GENERAL. — (1) Chapter **59** of title **10**, United States Code, is amended by adding at  
2 the end the following new section:

3 "**§ 1179. Voluntary separation pay**

4 "(a) ESTABLISHMENT OF VOLUNTARY SEPARATION PROGRAM.—Under regulations  
5 approved by the Secretary of Defense, the Secretary of a military department may establish a  
6 program to offer special pay and benefits under this section to eligible members of the armed  
7 forces.

8 "(b) BENEFITS.—(1) An eligible member shall be entitled to voluntary separation pay  
9 under this section in an amount determined by the Secretary concerned pursuant to subsection  
10 (d).

11 "(2) Members who will not be entitled to retired or retainer pay upon separation shall be  
12 entitled to the benefits and services provided under —

13 "(A) chapter **58** of this title, notwithstanding any termination date that may appear  
14 in any of the sections therein, for **180** days beginning on the date the member is separated  
15 from active duty; and

16 "(B) sections **404** and **406** of title **37**.

17 "(c) ELIGIBILITY.—(1) A member is eligible for voluntary separation pay if the  
18 member —

19 "(A) has not been approved for payment of a voluntary separation incentive under  
20 section **1175** of this title;

21 "(B) has served on active duty for more than **6** years;

1           "(C) has served at least 5 years of continuous active duty immediately preceding  
2 the date of the member's separation from active duty;

3           "(D) requests separation from active duty and is separated pursuant to that  
4 request; and

5           "(E) meets such other requirements as the Secretary concerned may prescribe,  
6 which may include requirements relating to:

7                   "(i) years of service, skill, rating, military specialty, or competitive  
8 category;

9                   "(ii) grade or rank;

10                   "(iii) remaining period of obligated service; or

11                   "(iv) any combination of these factors.

12           "(2) Each year the Secretary concerned shall determine the number of members to be  
13 separated under the program in the next fiscal year. Of this number, no more than 20 percent  
14 may be members who have completed 20 or more years of active duty.

15           "(3) Of the number determined in paragraph (2), each year the Secretary concerned also  
16 shall determine the number of members in specified skill and grade combinations who shall have  
17 to serve in the Ready Reserve for a time period not to exceed 3 years.

18           "(4) A member who—

19                   "(A) is discharged with disability severance pay under section 1212 of this title;

20                   "(B) is transferred to the temporary disability retired list under section 1202 or  
21 1205 of this title;

22                   "(C) is being evaluated for disability retirement under chapter 61 of this title; or

October 20, 2004 Targeted Separation Incentive Legislation—4-7-05\_OLC.doc

1           “(D) has been previously discharged with voluntary separation pay,  
2           ”is not eligible for voluntary separation pay under this section.

3           “(d) COMPUTATION AND PAYMENT. —

4                   “(1) COMPUTATION.—(A) The Secretary concerned shall specify the amount of  
5           voluntary separation pay that members of a defined group may receive under this section.  
6           No member may receive an amount greater than four times the full amount of separation  
7           pay for a member of the same pay grade and years of service who is involuntarily  
8           separated under section 1174 of this title.

9                   “(B) A member who is eligible to retire or transfer to the Fleet Reserve or the  
10          Fleet Marine Corps Reserve after completing 20 or more years of active service may not  
11          receive voluntary separation pay in an amount greater than six times the monthly basic  
12          pay to which the member was entitled on the day before the date of the member's  
13          retirement or transfer to the Fleet Reserve or the Fleet Marine Corps Reserve.

14                  “(2) PAYMENT—(A) Voluntary separation pay under this section may be paid in a  
15          single lump sum.

16                  “(B) In the case of members who, at the time of separation, have completed at  
17          least 15, but less than 20 years of active service, voluntary separation pay may be paid in  
18          a single lump sum or installments over a period not to exceed ten years, or in a  
19          combination of lump sum and installments as determined by the Secretary concerned.

20           “(e) COORDINATION WITH RETIRED OR RETAINER PAY AND DISABILITY COMPENSATION

21           .—(1) A member who has received voluntary separation pay under this section and who later  
22          qualifies for retired or retainer pay under this title or title 14 shall have deducted from each

1 payment of such retired or retainer pay so much of such pay as is based on the service for which  
2 he received voluntary separation pay under this section until the total amount deducted is equal  
3 to the total amount of voluntary separation pay received.

4 "(2)(A) Except as provided in subparagraphs (B) or (C), a member who has received  
5 voluntary separation pay under this section based on service in the armed forces shall not be  
6 deprived, by reason of his receipt of such pay, of any disability compensation to which he is  
7 entitled under the laws administered by the Department of Veterans Affairs, but there shall be  
8 deducted from that disability compensation an amount equal to the total amount of voluntary  
9 separation pay received, less the amount of Federal income tax withheld from such pay, such  
10 withholding being at the flat withholding rate for Federal income tax withholding, as in effect  
11 pursuant to regulations prescribed under chapter 24 of the Internal Revenue Code of 1986.

12 "(B) No deduction shall be made from the disability compensation paid to an eligible  
13 disabled uniformed services retiree under section 1413, or to an eligible combat-related disabled  
14 uniformed services retiree under section 1413a, of this title who was paid voluntary separation  
15 pay under this section.

16 "(C) No deduction may be made from the disability compensation paid to a member for  
17 the amount of voluntary separation pay received by the member because of an earlier discharge  
18 or release from a period of active duty if the disability which is the basis for that disability  
19 compensation was incurred or aggravated during a later period of active duty.

20 "(3) The requirement under this subsection to repay voluntary separation pay following  
21 retirement from the armed forces does not apply to a member who was eligible to retire at the  
22 time he applied and was accepted for voluntary separation pay.

1           “(4) The Secretary concerned may waive the requirement to repay voluntary separation  
2 pay under paragraphs (1) and (2) if the Secretary determines that recovery would be against  
3 equity and good conscience or would be contrary to the best interests of the United States.

4           “(f) DEFINITION.—The term ‘retirement’ includes a transfer to the Fleet Reserve and Fleet  
5 Marine Corps Reserve.

6           “(g) REPAYMENT FOR MEMBERS WHO RETURN TO ACTIVE DUTY.—(1) A member who,  
7 after having received all or part of his voluntary separation pay under this section, returns to  
8 active duty shall have deducted from each payment of basic pay so much of the pay as is based  
9 on the service for which he received the voluntary separation pay until the total amount deducted  
10 equals the total amount of voluntary separation pay received.

11           “(2) Members who are involuntarily recalled to active duty or full-time National Guard  
12 duty in accordance with sections 12301(a), 12301(b), 12301(g), 12302, 12303, and 12304 of this  
13 title or section 502(f)(1) of title 32 shall not be subject to this subsection.

14           “(3) Members who are recalled or perform active duty or full-time National Guard duty  
15 in accordance with sections 101(d)(1), 101(d)(2), 101(d)(5), 12301(d) (insofar as the period  
16 served is less than 180 consecutive days with the consent of the member), 12319, or 12503 of  
17 title 10, or sections 114, 115, or 502(f)(2) of title 32 insofar as the period served is less than 180  
18 consecutive days with consent of the member, shall not be subject to this subsection.

19           “(4) The Secretary of Defense may waive, in whole or in part, repayment required under  
20 paragraph (1) if the Secretary determines that recovery would be against equity and good  
21 conscience or would be contrary to the best interests of the United States. This authority may

1 only be further delegated to the Under Secretary of Defense, or Principal Deputy Under  
2 Secretary of Defense, for Personnel and Readiness.

3 "(h) **TERMINATION OF VOLUNTARY SEPARATION PAY AUTHORITY.**—The authority to  
4 separate from the armed forces and qualify for voluntary separation pay under this section shall  
5 terminate on December 31, 2011. A member who separates by that date may continue to be paid  
6 under this section until the entire amount to which the member is entitled has been paid."

7 (2) The table of sections at the beginning of such chapter is amended by adding at the end  
8 the following new item:

9 "1179. Voluntary separation pay."

10 (b) **CERTAIN COMBAT ZONE COMPENSATION FOR MEMBERS OF THE ARMED FORCES.** —  
11 Section 112(c)(4) of the Internal Revenue Code of 1986 is amended to read as follows:

12 "(4) The term 'compensation' does not include pensions, retirement pay, or voluntary  
13 separation pay under section 1179 of title 10, United States Code."

14 (c) **OFFICER SELECTIVE EARLY RETIREMENT.**—Section 638a(a) of title 10, United States  
15 Code, is amended by inserting "and during the period beginning on October 1, 2005 and ending  
16 on December 31, 2011," after "December 31, 2001,"

17 (d) **ALTERNATE LENGTH OF SERVICE LIMITATIONS FOR SENIOR OFFICERS.**—(1) Section  
18 633 of such title is amended by inserting before the period at the end the following: "or, during  
19 the period beginning on October 1, 2005 and ending on December 31, 2011, the month in which  
20 he is eligible to retire and completes a lesser number of years of active commissioned service  
21 specified by the Secretary concerned for officers in a particular competitive category, year group  
22 or specialty, or any combination thereof within that competitive category".

1           (2) Section 634 of such title is amended by inserting before the period at the end the  
2 following: "or, during the period beginning on October 1, 2005 and ending on December 31,  
3 2011, the month in which he is eligible to retire and completes a lesser number of years of active  
4 commissioned service specified by the Secretary concerned for officers in a particular  
5 competitive category, year group or specialty, or any combination thereof within that competitive  
6 category".

### **Section-by-Section Analysis**

This section would provide the Department of Defense (DoD) with a targetable, voluntary separation incentive to offer service members at various stages in their careers after they have served at least six years. This incentive would help the DoD ensure the force has a proper balance and mix of skills and experience by enabling DoD to reduce excess personnel in overmanned skills without forcing them to leave involuntarily (which would create significant recruiting and retention risks). This tool is of particular importance when the Air Force and Navy are decreasing in size while the Army is increasing operating strength.

The military departments would implement the least expensive tools appropriate to their circumstances, progressing to more expensive tools only as their force shaping requires. First, they would shift personnel from overmanned to undermanned skill areas through retraining and lateral conversion (*e.g.*, Navy's Perform to Serve, Air Force's Career Job Reservation, Marine Corps' "boat space" policy) or with the Lateral Conversion Bonus. When that is not feasible, and if a valid need exists, the military departments would consider transferring active component personnel to the Reserve component. If neither active nor Reserve component retention makes sense, the military departments would evaluate inter-service transfers (*e.g.*, Army's Blue-to-Green initiative) for those personnel possessing the background, education and skills required within Army's active, Reserve or National Guard components. After exhausting all logical retention options, the military departments would offer the most cost-effective and most targeted voluntary separation incentive feasible.

This section would create a voluntary separation pay incentive that would expire in December 2011. The incentive is a lump-sum buy-out (capped at four times involuntary separation pay) accompanied by up to six months of transition benefits for members with less than 20 years of active service; and a combination of the lump-sum buy-out and annual installment payments for ten years, or either separately, accompanied by up to six months of transition benefits for members with at least 15 and less than 20 years of active service.

Members who are retirement eligible will be offered a lump sum capped at six months of basic pay.

The Secretary of a Military Department concerned may require separated members, in specified skills, to serve in the Ready Reserve for a period not to exceed three years.

Members who are involuntarily recalled to active duty will not have the voluntary separation pay recouped, nor will members who return to active duty to perform short-term required duty consistent with their reserve status (*e.g.*, annual training, active duty for training, or active duty for special work). Otherwise, if a member returns voluntarily for active duty, the entire voluntary separation pay will be recouped unless waived by the Secretary of Defense.

Force shaping is not limited to those personnel who are not retirement-eligible because the need to properly shape the force can require military departments to look at their retirement-eligible population. To that end, this section offers appropriate voluntary separation incentives for those who are retirement-eligible. However, this section would limit the population who may take the incentive to 20 percent of the separatees.

If the military departments do not achieve the appropriate number of voluntary separations, currently authorized involuntary separation measures still could be implemented. This section also would enhance the Selective Early Retirement authority for officers and allow the military departments to set "high year tenure" limits for certain officer skills below the current statutory retirement limits.

The Air Force and Navy have been using the available force shaping tools and are particularly anxious to use what they have learned from this experience to shape their reductions in end strength. The Army and Marine *Corps* want these new tools because they will have to shape their own force reductions in the not-too-distant future.

**Cost Implications:** The Navy has estimated the cost of separations through their use of Voluntary Separation Pay at approximately \$104 million for Fiscal Year (FY) 2006. Navy would offset these costs through near- and long-term savings from the avoidance of such costs as the net present value of retirement for members receiving separation pay. The Air Force does not plan to use this authority in FY 2006, but expects to use it in the future.

The DoD cannot predict the costs for FY 2007 and beyond with any accuracy because the number of voluntary separations and the specific populations targeted are subject to the changing dynamics of the force over time.

~~FOUO~~

OFFICE OF THE  
DEFENSE

March 24, 2005

2005 MAR 20 AM 10:55

TO: Roger Pardo-Maurer  
CC: **DOUG FETH**  
FROM: Donald Rumsfeld   
SUBJECT: Cost of U.S. Military Schools for ~~Brazilians~~

It ~~was~~ in Brazil, I believe, I ~~was~~ told it ~~was~~ too expensive for their folks to come to U.S. Military Schools - so they don't come anymore - they go to Europe.

Please look into that and let me know what the ~~situation~~ is.

Thanks.

DHR:ms  
032405-3S

.....  
*Please respond by* \_\_\_\_\_

~~FOUO~~

OSD 07372-05

11-L-0559/OSD/48530

APR 15 2005

OFFICE OF THE  
SECRETARY OF THE  
DEFENSE

2005 APR 20 11:10:55

**INFO MEMO**

DepSecDef  
USDP *copy provided*  
ES-2795  
I-05/004286-ES

*USDP*

FOR: SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *PRC* 15 APR 2005

SUBJECT: Cost of U.S. Military Schools for Brazilians (~~FOUO~~)

You asked why it was expensive for Brazilians to attend U.S. military schools (Tab A).

- Brazil does not receive International Military Education and Training (IMET) funds because it is subject to sanctions under American Servicemembers Protection Act (ASPA)—a result of not signing an Article 98.
- Not only does Brazil now have to pay for all courses and training in the United States, it does so at the full--vice the preferential--rate. This places a particular strain on the Brazilian Armed Forces budget.
- As a result, Brazil seeks military education opportunities elsewhere, such as in China and France.
- CJCS indicated in his FY-06 posture statement that “an unintended consequence of ASPA has been a reduction in training opportunities” with countries prohibited from receiving IMET in accordance with ASPA.
  - o SOUTHCOM General Craddock would like to de-link IMET from ASPA military assistance prohibitions.
  - o USD(P) is preparing a letter to DNSA Crouch recommending that the President consider waiving IMET prohibitions under ASPA on a country-by-country basis.

*Coordination: LT6 Sharp IS*

Attachments:  
As Stated.

~~Classified by B. Pardo-Maurer, DASD-WMA (b)(6)  
Reasons: 1.5(b) and (c)  
Declassify on 14 April 2015~~

11-L-0559/OSD/48531 15-04-05 16:57 IN

OSD 07372-05

**Haber, Lauren, CIV, OSD-POLICY**

---

**From:** Ensor, Adreon M., CAPT, JCS J5 (b)(6)  
**Sent:** Monday, April 18, 2005 2:49 PM  
**To:** Haber, Lauren, CIV, OSD-POLICY  
**Subject:** RE: Brazilian Schools (~~FOUO~~)

**CLASSIFICATION:** ~~FOUO~~

This is good. v/r, me

Mark Ensor, Captain, USN  
JCS, Executive Assistant to Director for  
Strategic Plans and Policy (55)  
Pentagon Room 23996

(b)(6)

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

**From:** Haber, Lauren, CIV, OSD-POLICY [mailto:(b)(6)]  
**Sent:** Monday, April 18, 2005 7:10 AM  
**To:** Ensor, Adreon M., CAPT, JCS J5  
**Subject:** FW: Brazilian Schools (~~FOUO~~)  
**Importance:** High

**~~FOR OFFICIAL USE ONLY~~**

This has not gone forward. Are you ok with it. Thanks. Lauren

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

**From:** Lee, Cassandra, CIV, OSD-POLICY  
**Sent:** Monday, April 18, 2005 6:54 AM  
**To:** Haber, Lauren, CIV, OSD-POLICY  
**Subject:** Brazilian Schools (~~FOUO~~)  
**Importance:** High

**~~FOR OFFICIAL USE ONLY~~**

<<Cost of Military Schools for Brazilians.pdf>>

v/r  
**Cassandra R. Lee "CB"**  
**Office Manager**  
**Office of the Under Secretary of Defense (Policy)**  
**Room 4E830**

(b)(6)

FOUO

April 20, 2005

02015A

TO: The Honorable Andrew H. Card  
FROM: Donald Rumsfeld   
SUBJECT: Deputy Assistant Secretary of Defense for Eurasia

I would like to see a fellow over here, named Jim MacDougall, get approved in his position as our Deputy Assistant Secretary of Defense for Eurasia. There apparently has been some resistance because he is a career SES who doesn't want to convert to a political spot.

I have thought through all of that and remained convinced that he is the right pick for the job. He has depth, experience and vision, and has been acting in the job for 18 months with excellent results.

My view is that we should be pleased to put talented career people in some of these posts as long as they are doing the job the President wants.

Please take a look at it and see what can be done.

Thanks.

DHR:ss  
041905-38

FOUO

OSD 07383-05

20APPROS

11-L-0559/OSD/48533

April 20, 2005

TO: ADM Bill Fallon

c c : Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Well Done to USNS Mercy

I've been following the good work of the Hospital Ship MERCY's crew over in Indonesia. Please pass along my appreciation for their hard work, which is making a real difference in the lives of people who need help.

Thanks.

DFR:ss  
042005-11

.....  
*Please respond by* \_\_\_\_\_

335 SD

OSD 07414-05

11-L-0559/OSD/48534

20 Apr 05

Q

~~FOUO~~

05/00a-326  
- - - 34

February 15, 2005

383.6

TO: Gen Pete Pace  
Doug Feith  
  
CC: Gen Dick Myers  
  
FROM: Donald Rumsfeld *DR*  
  
SUBJECT: Transferring Detainee Responsibility to Iraqis

How long before I will get a plan from you folks as to how we are going to transfer Iraqi detainees to Iraqis?

Thanks.

DHR:ss  
021405-41

.....  
Please respond by 3/1/05

OSD 07420-05

~~FOUO~~

11-L-0559/OSD/48535

15 Feb 05

OA

FOUO

3 Mar 05

OSD 07421-05  
11 3 25

March 3, 2005

TO: Doug Feith  
FROM: Donald Rumsfeld   
SUBJECT: Memo on Prisons

3830

Attached is a memo on prisons. I hope that the Policy shop is working in the interagency to solve this problem expeditiously.

Attach.  
2/14/05 SecDef Memo to CMDRCENTCOM & GEN Casey

DHR:ss  
030305-14

.....  
Please respond by 3/10/05

FOUO

3 Mar 05

FOUO

FEB 14 2005  
IOS/02203  
ES-2308

TO: GEN John Abizaid  
GEN George Casey

CC: Paul Wolfowitz  
Gen Dick Myers  
Gen Pete Pace  
Doug Feith

A

FROM: Donald Rumsfeld \ -

SUBJECT: Prisons in Iraq

We have to figure out a way to get out of the Iraqi detainee business. Iraq is a sovereign state, with an elected government, and must get arranged to take on the responsibility of holding, interrogating, and trying their prisoners with relatively few exceptions.

Please give me a plan by March 10 that sets out a path for significantly reducing the U.S. held detainee population.

Thanks.

DHR:ss  
021105-3S

.....  
Please respond by 3/10/05

FOUO

11-L-0559/OSD/48537

02-14-05 08:59 IN

OSD 03084-05

~~FOUO~~

APR 21 2005

TO: Stephen J. Hadley  
FROM: Donald Rumsfeld   
SUBJECT: Status of Follow-on to Karzai Visit

What is happening with respect to the follow-on to my visit with Karzai concerning a Strategic Cooperation Arrangement between Afghanistan and the United States?

I assume someone is pressing ahead on that, given the fact he will be here at some point.

Thanks.

DHR:ss  
042005-20

333 SD

21 Apr 05

~~FOUO~~

OSD 07523-05

11-L-0559/OSD/48538

~~FOUO~~

April 21, 2005

TO: Stephen J. Hadley  
c c : Vice President Richard B. Cheney  
The Honorable Dr. Condoleezza Rice  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Zal Khalilzad

I am concerned about the fact that we don't have an Ambassador in Iraq and we don't have an Ambassador in Afghanistan.

Therefore, I think it is important Zal keep his Special Envoy title for Afghanistan during this interim period and, additionally, that he keep the title after he is Ambassador to Iraq. The advantage would be if the new ambassador does not gel quickly, and we get into a crisis in connection with the elections, Zal could at least go back in and help out on a temporary basis. If you want to talk about this, let me know. I think it is important. I think he would need the title!

Thanks.

DHR:ss  
042005-21

Afghanistan

~~FOUO~~

OSD 07525-05

21 Apr 05

11-L-0559/OSD/48539



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

INFO MEMO

APR 20 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Documents Regarding the Air Force's Proposed Lease of the KC-767

- Per your agreement with Chairman Warner, my staff searched and segregated Mr. Michael Montelongo e-mails and documents provided in response to the Chairman's request.
- Per your request we are only forwarding the indexes. The attached contains the indexes of the first set of e-mails and documents pertaining to Mr. Michael Montelongo. Irrelevant material and material agreed to be withheld (between DoD and Congressional requesters) has been redacted or removed. This completes our delivery of unclassified e-mails and documents except for those provided to the White House Counsel for review.
- We have transmitted 853 relevant e-mails and documents marked "Mr. Michael Montelongo: Members and Staff".
- We have transmitted 94 relevant e-mail and document marked "Mr. Michael Montelongo: Members Only," to the SASC and HASC. Redacted copies of those e-mails and documents are included in the above.
- We have transmitted 36 e-mails and documents marked "Mr. Michael Montelongo: White House," to the White House Counsel's Office. These 36 e-mails and documents which identify White House/OMB personnel may or may not be provided to the SASC and HASC depending upon White House Counsel opinion.

COORDINATION: None

Attachment:

As stated

Prepared by: Francis E. Reardon, Deputy Inspector General for Auditing, (b)(6)

11-L-0559/OSD/48540

OSD 07543-05

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“Mr. Michael Montelongo: Members and Staff”

Mr Michael Montelongo  
Tier 3  
Members and Staff Documents

1	MON303-0001284	MON303-0001284		12/20/2000	STAFF SUMMARY SHEET AIRLIFT/TANKER/TRAINER/SOPCSAR QAPR INVITATIONMESSAGE	
2	MON303-0001285	MON303-0001290		12/20/2000	STAFF SUMMARY SHEET AIRLIFT/TANKER/TRAINER/SOPCSAR QAPR INVITATIONMESSAGE SUMMARY	
3	MON303-0001181	MON303-0001184		01/22/2001	SAF/XORM	
4	MON303-0001299	MON303-0001304		01/24/2001	DIRECTORATE FOR CORRESPONDENCE AND DIRECTIVES OFFICE OF THE SECRETARY OF DEFENSE PUBLIC CORRESPONDENCE	MON303-0001304
5	MON303-0001929	MON303-0001934		01/XX/2001	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
6	MON303-0001227	MON303-0001229	MON303-0001227* MON303-0001231	02/02/2001	FUEL OFFLOAD/ PAYLOAD RANGE COMPARISONS (PERFORMANCE BASED ON THE FOLLOWING WEIGHTS)	
7	MON303-0001185	MON303-0001186		02/08/2001	BULLET BACKGROUND PAPER ON BOEING 787 TANKER PROGRAM	
8	MON303-0001237	MON303-0001240		02/21/2001	BOEING 787 TANKER PROGRAM AND CURRENT TANKER REPLACEMENT PLANS	
9	MON303-0002021	MON303-0002021		03/01/2001	BULLET BACKGROUND PAPER ON AF/QRR TANKER RECAPITALIZATION	
10	MON303-0000569	MON303-0000569		03/14/2001		
11	MON303-0002072	MON303-0002073		06/25/2001	HOT-ODR ISSUE 3 QUESTIONS REGARDING COTS TANKER ISSUES (MAJ AX/25 JUNE)	
12	MON303-0001291	MON303-0001291		09/25/2001		
13	MON303-0002849	MON303-0002851		10/05/2001	CONGRESSIONAL INSERT/QFF INSERT/QFR NO. HS-05-010 TANKER PROGRAMS, 10	
14	MON303-0002852	MON303-0002854		10/05/2001	CONGRESSIONAL INSERT/QFF INSERT/QFR NO. HS-05-010 TANKER PROGRAMS, 10	
15	MON302-0005801	MON302-0005802		11/01/2001	MULTIYEAR LEASING OF CAPITAL ASSETS	
16	MON301-0000073	MON301-0000073		11/05/2001	787 Lease Meeting with OSD Comptroller	
17	MON301-0000071	MON301-0000072		11/08/2001	787 CBO Meeting Summary	MON301-0000072
18	MON303-0002079	MON303-0002092		11/28/2001	0-8 LEVEL REVIEW COMMENTS KC-767S CONCEPT OF OPERATIONS (CONOPS) KC-767S SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
19	MON303-0002093	MON303-0002094		11/29/2001	0-8 LEVEL REVIEW COMMENTS KC-767S CONCEPT OF OPERATIONS (CONOPS) KC-767S SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
20	MON303-0000286	MON303-0000286		11/28/2001	POINT PAPER ON KC-135E REPLACEMENT OPTION AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE AVOIDS SIGNIFICANT UPFRONT ACQUISITION COST, OFFERS FLEXIBLE PURCHASE PLAN, AND REDUCES KC-135E AGING AIRCRAFT RISK.	

Mr Michael Montelongo  
Tier 3  
Members and Staff Documents

21	MON303-0003210	MON303-0003210		12/07/2001	STAFF SUMMARY SHEET KC767 C2ISR CONOPS - UPDATE	
22	MON303-0000333	MON303-0000333		12/17/2001	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
23	MON303-0002148	MON303-0002148		12/17/2001	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
24	MON303-0000237	MON303-0000240		12/18/2001	POINT PAPER ON KC-135E REPLACEMENT OPTION	
25	MON303-0001292	MON303-0001293		12/18/2001		
26	MON302-0005255	MON302-0005319		12/19/2001	MAKING APPROPRIATIONS FOR THE DEPARTMENT OF DEFENSE FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2002 AND FOR OTHER PURPOSES CONFERENCE REPORT (TO ACCOMPANY HR 3338)	MON302-0005255 THRU MON302-0005259, MON302-0005263, MON302-0005275, MON302-0005281, MON302-0005294, MON302-0005295
27	MON303-0002625	MON303-0002661	MON303-0002625 - MON303-0002725	12/19/2001	767 TANKER LEASE	MON303-0002656 THRU MON303-0002661
28	MON303-0001294	MON303-0001295		01/02/2002	AF/CC TASKER	
29	MON303-0000171	MON303-0000208	MON303-0000171 - MON303-0000208	01/04/2002	767/737 CONGRESSIONAL LANGUAGE WHAT IT ALLOWS AND ISSUES	
30	MON303-0002579	MON303-0002598	MON303-0002579 - MON303-0002599	01/04/2002	767/737 CONGRESSIONAL LANGUAGE	
31	MON303-0002101	MON303-0002103		01/08/2002	UPDATE ON 767 C2ISR CONOPS	
32	MON303-0001297	MON303-0001298		01/11/2002		
33	MON303-0000382	MON303-0000362		01/16/2002	STAFF SUMMARY SHEET PROPOSED LETTER OF RESPONSE TO EADS-AIRBUS ON TANKER LEASE	
34	MON303-0001193	MON303-0001217		01/25/2002		MON303-0001207
35	MON303-0000334	MON303-0000334		01/28/2002	POINT PAPER ON 767 TANKER LEASE PROGRAM AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE MAY AVOID SIGNIFICANT UPFRONT ACQUISITION COST, REDUCE KC 135E AGING AIRCRAFT RISK, AND PUT NEW TANKERS IN THE HANDS OF THE WARFIGHTER ASAP	
36	MON303-0000310	MON303-0000312		01/30/2002	WHAT IS THE STATUS OF THE BOEING 767 TANKER LEASE AND WHY?	
37	MON303-0001305	MON303-0001308		01/30/2002	OSD MURDER BOARD - 767 TANKER LEASE	
38	MON303-0001308	MON303-0001309		02/04/2002		
39	MON303-0000325	MON303-0000327		02/05/2002	WHAT IS THE STATUS OF THE BOEING 767 TANKER LEASE AND WHY?	
40	MON303-0000328	MON303-0000331		02/05/2002	DIRECTORATE OF LEGISLATIVE LIAISON POSTURE SKULL REPLACEMENTS FOR # 53, 60, 61	

Mr Michael Montelongo  
Tier 3  
Members and Staff Documents

41	MON303-0000332	MON303-0000332		02/05/2002	POINT PAPER ON 787-TANKER LEASE PROGRAM AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE MAY AVOID SIGNIFICANT UPFRONT ACQUISITION COST, REDUCE KC-135E AGING AIRCRAFT RISK, AND PUT NEW TANKERS IN THE HANDS OF THE WAR-FIGHTER AS PI	
42	MON303-0001307	MON303-0001307		02/05/2002	POINT PAPER ON TANKER LEASE PROGRAM & COMPETITION AIR FORCE MESSAGE FY02 APPROPRIATIONS BILL AUTHORIZES LEASING OF BOEING 787 & 737 AIRCRAFT	
43	MON303-0001310	MON303-0001312		02/05/2002	STAFF SUMMARY SHEET OS02-0032, SECAF PREP TO [REDACTED] AIRBUS AND PROPOSED TANKER COMPETITION (BREEDLOVE, 5 FEB 02)	
44	MON303-0001218	MON303-0001218		02/08/2002	STAFF SUMMARY SHEET KC-787 ORD STATUS	
45	MON303-0001219	MON303-0001220		02/12/2002		
46	MON303-0002353	MON303-0002356		02/25/2002	STAFF SUMMARY SHEET STATUS OF KC-787 ORD AND SMART TANKER INITIATIVE	
47	MON303-0000577	MON303-0000577		02/26/2002	RESPONSES TO [REDACTED]	
48	MON303-0003101	MON303-0003105		02/27/2002	CONGRESSIONAL INSERT/ QFR LEGISLATIVE LIAISON-CONGRESSIONAL ACTIONS DIVISION SAF/LLZ) INSERT/QFR N O SS01-043 TANKER MODERNIZATION PLAN, 43	
49	MON303-0001121	MON303-0001131	MON303-0001121 - MON303-0001132	03/01/2002	KC-135E REPLACEMENT MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM	
50	MON303-0001313	MON303-0001317		03/05/2002	DO YOU ANTICIPATE USING THE AUTHORITY IN THE FY 2002 APPROPRIATIONS ACT (TO LEASE BOEING 787 REFUELING AIRCRAFT TO REPLACE THE KC-135) IN FY 2003?	
51	MON303-0001318	MON303-0001323		03/07/2002	CONSTITUENT CONCERN ON 787 [REDACTED]	
52	MON303-0000363	MON303-0000365		03/19/2002	WHY HAVE YOU SOLICITED A PROPOSAL FOR A TANKER REPLACEMENT FROM AIRBUS?	
53	MON303-0000366	MON303-0000368		03/19/2002	WHY HAVE YOU SOLICITED A PROPOSAL FOR A TANKER REPLACEMENT FROM AIRBUS?	MON303-0000366, MON303-0000368
54	MON303-0000369	MON303-0000372		03/19/2002	RE TANKER LEASE - WHAT IS THE STATUS OF YOUR BUSINESS CASE ANALYSIS?	
55	MON303-0001324	MON303-0001325		03/20/2002		

Mr Michael Montelongo  
Tier 3  
Members and Staff Documents

56	MON303-0001337	MON303-0001343		03/21/2002	STAFF SUMMARY SHEET CORONA FALL TASKER (CFD1T-11) KC-135R/KC-767 OFFLOAD CHARTS	
57	MON303-0001221	MON303-0001221		03/22/2002	STAFF SUMMARY SHEET CV32-0120 (XOR) 767 TURBULENCE	
58	MON303-0002600	MON303-0002604		03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-119 BUY AMERICA BEING 767, ANSWER QUESTION 1	MON303-0002601, MON303-0002603, MON303-0002604
59	MON303-0002606	MON303-0002612		03/29/2302	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-120 BUY AMERICA BEING 767, ANSWER QUESTION 2	MON303-0002609, MON303-0002611, MON303-0002612
60	MON303-0002613	MON303-0002616		03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-121 BUY AMERICA BEING 767, ANSWER QUESTION 3	MON303-0002614, MON303-0002616
61	MON303-0002617	MON303-0002620		03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-122 BUY AMERICA BEING 767, ANSWER QUESTION 4	MON303-0002618, MON303-0002620
62	MON303-0002621	MON303-0002624		03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-123 BUY AMERICA BEING 767, ANSWER QUESTION 5	MON303-0002622, MON303-0002624
63	MON303-0001329	MON303-0001332		04/01/2002	STAFF SUMMARY SHEET AIR FORCE TANKER RECAPITALIZATION FUNDING	
64	MON303-0002453	MON303-0002468	MON303-0002453 * MON303-0002578	04/03/2002	KC-135E REPLACEMENT WHY NOW? WHY A LEASE?	
65	MON303-0002605	MON303-0002607		04/03/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HS-02-003 767 LEASE AUTHORITY, 3	MON303-0002607
66	MON303-0000399	MON303-0000403		04/03/2002	NEW TANKER ISSUES	MON303-0000403
67	MON302-0000768	MON302-0000831		04/10/2002	MANAGEMENT AND RETENTION OF ELECTRONIC MAIL (E-MAIL)	MON303-0000788 THRU MON302-0000772, MON302-0000778 THRU MON302-0000779, MON302-0000785, MON303-0000788, MON302-0000819 THRU MON302-0000821
68	MON303-0001333	MON303-0001336		04/12/2002	CSAF TASKER INFORMATION ONLY	
69	MON303-0001327	MON303-0001328		04/15/2002	767 RFI TANKER LEASE BRIEFING FOLLOW-UP TASKERS	
70	MON303-0001355	MON303-0001366		04/18/2002	767 LEASE RFI INFO	MON303-0001365, MON303-0001366 ARE DUPLICATES OF MON303-0001327, MON303-0001328
71	MON303-0001222	MON303-0001224		04/26/2002	767 LEASE SOUNDBITES FOR CSAF	
72	MON303-0000384	MON303-0000384		05/06/2002	TANKER LEASE - HOW URGENT IS THE REQUIREMENT FOR NEW TANKERS? (AQ)	
73	MON303-0000385	MON303-0000388		05/06/2002	QFR 767 LEASING	MON303-0000388
74	MON303-0001225	MON303-0001225		05/07/2002		
75	MON302-0000025	MON302-0000031		05/08/2002	RE: TANKER QUESTIONS FROM BILL GREENWALT (MAJORITY STAFF, SASC)	

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76	MON303-0001367	MON303-0001372		03/08/2002	RESPONSE TO SASC QUESTIONS ON LEASING	
77	MON302-0006048	MON302-0006048		03/15/2002	NANCY SPRUILL BOB STUART, GENESSEX, MAJOR VAUGHN (737), LTCOL POLLOCK (767), STEVE LYONS RE USAF NEGOTIATIONS OF 737 AND 767	
78	MON303-0001344	MON303-0001344		05/17/2002	SECAF TASKER DIRECT REPLY	MON303-0001348
79	MON303-0001391	MON303-0001393		05/29/2002	FML INQUIRY-767 TESTBED (MR. NORQUIST)	
80	MON303-0000404	MON303-0000404		06/05/2002	BACKGROUND PAPER ON FUTURE AF COMMERCIAL DERIVATIVE AIRCRAFT REQUIREMENTS	
81	MON303-0001403	MON303-0001405		08/08/2002	OFFICE OF THE SECRETARY OF THE AIR FORCE SECAF TASKER	
82		MON303-0001402		08/12/2002	FML INQUIRY - 767 TESTBED (MR. NORQUIST)	
83		MON303-0000578		08/17/2002	POINT PAPER ON COMMERCIAL DERIVATIVE AIR REFUELING AIRCRAFT LEASE PROGRAM AND ITALIAN AIR FORCE 8767 TANKER AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE PUTS NEW TANKERS IN THE HANDS OF THE WARFIGHTER AS API MAY AVOID SIGNIFICANT UPFRONT ACQUISITION	
84	MON303-0001421	MON303-0001422		06/20/2002		
85	MON303-0001373	MON303-0001390		06/21/2002	SECAF TASKER DIRECT REPLY	MON303-0001386, MON303-0001390
86	MON303-0001394	MON303-0001395		06/25/2002	SECAF TASKER DIRECT REPLY	
87	MON303-0001133	MON303-0001133		06/27/2002	POINT PAPER ON COMMERCIAL DERIVATIVE AIR REFUELING AIRCRAFT LEASE PROGRAM AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE PUTS NEW TANKERS IN THE HANDS OF THE WARFIGHTER AS API MAY AVOID SIGNIFICANT UPFRONT ACQUISITION COST AND REDUCE KC- 135 AGING AIR	
88	MON303-0001415	MON303-0001420		07/22/2002	REP BRYANT/BOEING 767 LEASE	MON303-0001416
89	MON303-0001424	MON303-0001431		07/22/2002	OSD L02-0161, CONSTITUENT CONCERNS W/ LEASING OF BOEING 767-(MOC BRYANT)	MON303-0001431
90	MON303-0001432	MON303-0001457		08/17/2002		
91	MON303-0001349	MON303-0001354		08/02/2002	SECAF TASKER INFORMATION ONLY	MON303-0001353, MON303-0001354
92	MON303-0001491	MON303-0001493		08/28/2002	LLW-02-08-0139, TANKER FEE FOR SERVICE	
93	MON303-0000405	MON303-0000406		10/04/2002	SAF ACC CORRESPONDENCE CONTROL SHEET CLASS JUSTIFICATION AND APPROVAL (J&A) FOR THE 767 MULTI-YEAR AIRCRAFT PILOT LEASE PROGRAM (03-JA-001)	
94	MON302-0003907	MON302-0004003		10/11/2002	KC-787A MODEL CONTRACT USAF PROGRAM GENERAL TERMS AND CONDITIONS	
95	MON302-0005950	MON302-0005950		10/11/2002	IMPACT OF TANKER LEASE ON OUTLAYS	

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96	MON303-0000412	MON303-0000423		10/17/2002	SUMMARY REFERENCE NO: 03-JA-001 PROGRAM NAME AND SHORT DESCRIPTION: K-767 MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM	
97	MON303-0001494	MON303-0001499		10/18/2002	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0001494
98	MON302-0006010	MON302-0006010		11/06/2002	KC-767 LEASE	
99	MON302-0005914	MON302-0005923		11/07/2002		MON302-0005914 THRU MON302-0005918
100	MON303-0001500	MON303-0001511		11/09/2002	K-767 MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM	
101	MON303-0001528	MON303-0001538		11/13/2002	OSLL02-0217, PROPOSED 717 LEASE ( )	MON303-0001532, MON303-0001533
102	MON302-0005940	MON302-0005940		11/20/2002	RE: TANKERS	
103	MON302-0005953	MON302-0005954		11/21/2002	KC-767 LEASE CONTRACT	
104	MON303-0000424	MON303-0000425		11/21/2002	STAFF SUMMARY SHEET EADS MEMO TO DR SAMBUR DATED 14 NOV 02	MON303-0000425
105	MON303-0001512	MON303-0001518		11/22/2002	STAFF SUMMARY SHEET USECAF LETTER TO DEPSECDEF ON KC-767 LEASING AND FUNDING	
106	MON303-0001517	MON303-0001518		11/22/2002	STAFF SUMMARY SHEET USECAF LETTER TO DEPSECDEF ON KC-767 LEASING AND FUNDING	
107	MON301-0000079	MON301-0000079		11/25/2002	767	
108	MON302-0005955	MON302-0005955		11/25/2002	RE: KC-767 LEASING REVIEW PANEL MEETING - 27 NOV 02, 1400, 3D1019	
109	MON302-0006024	MON302-0006024		11/25/2002	FW: TANKER OPTIONS	
110	MON302-0005977	MON302-0005979		12/06/2002	LEASING REVIEW PANEL MEETING ON THE AIR FORCE BOEING 767 TANKER LEASE	
111	MON303-0001537	MON303-0001541		12/12/2002	SECDEF LTR ON LEASE OF 100 BOEING 767S ( )	
112	MON301-0000119	MON301-0000119	MON301-0000119 - MON301-0000126	12/13/2002	Approved Os and As on KC-135 Recapitalization	
113	MON301-0000120	MON301-0000126	MON301-0000119 - MON301-0000126	12/13/2002	KC-135 TANKER MODERNIZATION ACTION GROUP QUESTIONS AND ANSWERS	
114	MON303-0001542	MON303-0001542		12/16/2002	LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS	
115	MON302-0005883	MON302-0005885		12/23/2002	RE: 767 LEASING REVIEW PANEL MFR	
116	MON301-0000075	MON301-0000076		12/30/2002	767 Leasing Review Panel MFR	
117	MON302-0005981	MON302-0005984		01/06/2003	RE: LEASING WORKING GROUP MEETING, JANUARY 6, 2003	
118	MON301-0000074	MON301-0000074		01/07/2003	767 Leasing Review Panel	
119	MON303-0001543	MON303-0001543		01/15/2003		
120	MON302-0005675	MON302-0005877		02/05/2003	767 LEASE (SPE) MTS.	
121	MON301-0000001	MON301-0000001		02/06/2003	HASC Hearing 767	

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	FRID	FRID		DATE	TITLE	
122	MON302-0005889	MON302-0005889		02/06/2003	MTG. AT 1600 THURS. INCLUDE AC OMB-PURPOSE OF MTG.	
123	MON302-0005895	MON302-0005896		02/06/2003	RE: ANSWERS TO QUESTIONS RE: 767 TANKER LEASE	
124	MON302-0005839	MON302-0005839		02/10/2003	FW: TANKER LEASE	
125	MON302-0006032	MON302-0006032		02/10/2003	FW: TANKERS	
126	MON302-0006187	MON302-0006189		02/10/2003	LEASING REVIEW PANEL MEETING ON THE AIR FORCE BOEING 767 TANKER LEASE	
127	MON302-0005990	MON302-0005993		02/13/2003	LEASING WORKING GROUP MEETING, FEBRUARY 20, 2003, 9:00-11:00 AM	
128	MON302-0006154	MON302-0006158		02/19/2003		
129	MON301-0000089	MON301-0000070		02/20/2003	21 Feb Breakfast with Chris Walter	
130	MON302-0005988	MON302-0005989		02/20/2003	TAB A LEASING WORKING GROUP MEETING, FEBRUARY 20, 2003, 9:00-11:00 AM AGENDA	
131	MON302-0006187	MON302-0006188		02/21/2003	KC-767 LEASE PROPOSAL	
132	MON302-0006179	MON302-0006182		02/21/2003	"ROLLING" DISCOUNT RATE IMPLEMENTATION FOR THE KC-767 BUSINESS CASE ANALYSIS	
133	MON302-0006190	MON302-0006191		02/21/2003	LEASING REVIEW PANEL WORKING GROUP MEETING, FEBRUARY 20, 2003	
134	MON302-0005980	MON302-0005980		02/27/2003	LEASING REVIEW PANEL MEETING, FEBRUARY 27, 2003, 1330 TO 1500, 3D1019 AGENDA	
135	MON302-0006189	MON302-0006178		02/27/2003	LEASING REVIEW PANEL KC-767A UPDATE OSD PA&E	
136	MON302-0006050	MON302-0006057		02/28/2003	KC-767A LEASE PROPOSAL	
137	MON302-0006058	MON302-0006065		02/28/2003	LEASING REVIEW PANEL KC-767A UPDATE OSD PA&E FEBRUARY 28, 2003	
138	MON302-0006128	MON302-0006142		02/28/2003	FW: LETTER FROM DR. SAMB JR	
139	MON302-0006098	MON302-0006125		03/03/2003	LEASING REVIEW PANEL MEETING ON THE AIR FORCE BOEING 767 TANKER LEASE	MON302-0006070 IS A DUPLICATE OF MON302-0006099 AND WAS REMOVED. OTHER REMOVED INCLUDES MON302-0006076, MON302-0006119, MON302-0006120
140	MON302-0006193	MON302-0006193		03/04/2003	TABLE OF CONTENTS	
141	MON302-0005995	MON302-0005996		03/08/2003	LEASING REVIEW PANEL MEETING ON THE AIR FORCE BOEING 767 TANKER LEASE	
142	MON302-0006033	MON302-0006035		03/08/2003	TANKERS - LEASING - MARCH 8, 2003	
143	MON302-0005618	MON302-0005628		03/07/2003	DRAFT CLOSE HOLD IDA - BOEING MEETING MARCH 7, 2003	
144	MON302-0005937	MON302-0005937		03/07/2003	DIFFERENCES IN ESTIMATES OF KC-767A PRICE	
145	MON302-0005894	MON302-0005894		03/09/2003	AMENDMENT TO IDA TASK ORDER BA-7-2284	
146	MON302-0006014	MON302-0006014		03/12/2003	RECOMMENDATION:	
147	MON302-0005944	MON302-0005949		03/17/2003		

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148	MON302-0005928	MON302-0005931		03/19/2003	DECISION PAPER ON TANKER LEASE PROPOSAL	
149	MON302-0005933	MON302-0005934		03/20/2003	DECISION PAPER ON TANKER LEASE PROPOSAL	
150	MON303-0001545	MON303-0001548		03/20/2003	SECAF TASKER DIRECT REPLY	
151	MON302-0006021	MON302-0006022		03/25/2003	TANKER LEASE	
152	MON302-0005935	MON302-0005935		03/28/2003	DECISION PAPER ON TANKER LEASE PROPOSAL	
153	MON302-0006017	MON302-0006018		03/28/2003	TALKING POINTS ON TANKER LEASE PROPOSAL	
154	MON303-0001563	MON303-0001572		03/28/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	
155	MON302-0005627	MON302-0005648		03/31/2003	COORDINATION SHEET MFF ON IDA - BOEING MEETING ON KC-767, MARCH 17, 2003	MON302-0005631, MON302-0005632, MON302-0005834, MON302-0005839, MON302-0005840, MON302-0005648
156	MON303-0001719	MON303-0001720		03/31/2003	STAFF SUMMARY SHEET PACKAGE (BLUE): SECAF RESPONSE ON TANKER BASING IN ND	
157	MON303-0001552	MON303-0001557		04/01/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	MON303-0001557
158	MON303-0000488	MON303-0000473		04/09/2003	QFR FROM CM SKELTON ON 787 LEASE	MON303-0000472
159	MON302-0005959	MON302-0005960		04/10/2003	LEASE TANKERS-APRIL 10, 2003	
160	MON303-0001573	MON303-0001578		04/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	MON303-0001578
161	MON302-0005976	MON302-0005976		04/23/2003	LEASING PRICE ESTIMATE REVIEW SEATING CHART-APRIL 23, 2003-0930-1130	
162	MON302-0006020	MON302-0006020		04/28/2003	TANKER AIRCRAFT RETIREMENT/LEASING	
163	MON303-0001678	MON303-0001718		04/28/2003	STAFF SUMMARY SHEET TANKER ROADMAP	
164	MON303-0002395	MON303-0002395		04/28/2003	STAFF SUMMARY SHEET TANKER ROADMAP	
165	MON302-0006013	MON302-0006013		04/30/2003	PRICE ESTIMATE COMPARISON	
166	MON303-0000922	MON303-0000927		05/01/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT 4. CCD CONTROL # U00200-03	
167	MON302-0005974	MON302-0005974		05/07/2003	RE: 767 INFORMATION PAPER	
168	MON302-0005941	MON302-0005941		05/12/2003	MOST FAVORED	
169	MON302-0005956	MON302-0005957		05/13/2003	KC-767 TANKER LEASE STATUS	
170	MON302-0005951	MON302-0005952		05/15/2003	FW: KC-767 CONTRACT UPDATE	
171	MON302-0005943	MON302-0005943		05/22/2003	RE: IDA COST	
172	MON303-0001743	MON303-0001745		05/30/2003	SECAF TASKER AF BOEING 787 TANKER NOSE DESIGN APPROPRIATE ACTION	
173	MON303-0000974	MON303-0000978		06/09/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
174	MON303-0000910	MON303-0000912		06/18/2003	SECAF TASKER 767 UNION LETTER INFORMATION ONLY	

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NO	DOC#	DOC#	DOC#	DATE	DESCRIPTION
175	MON303-0001751	MON303-0001753		06/18/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP
178	MON303-0000899	MON303-0000899	MON303-0000899 - MON303-0000902	06/18/2003	INFORMATION CORR, U09281-03: THANK YOU FOR RESISTING CRITICS AND YOUR DECISION TO PUSH FORWARD THE LEASING OF NEW 787 AIR REFUELING TANKERS
177	MON303-0001784	MON303-0001768		06/19/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP
178	MON303-0001757	MON303-0001758		06/20/2003	
179	MON303-0000928	MON303-0000928	MON303-0000928 - MON303-0000929	06/23/2003	INFORMATION CORR, U09536: THANK YOU FOR YOUR DECISION TO LEASE NEW 787 TANKER TO REPLACE 40+ YEAR OLD AIR REFUELERS
180	MON303-0000907	MON303-0000909		06/24/2003	SECAF TASKER 787 TANKER LEASE THANKS APPROPRIATE ACTION
181	MON303-0001746	MON303-0001750		06/24/2003	BOEING 787
182	MON303-0001759	MON303-0001783		06/24/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT
183	MON303-0001773	MON303-0001775		06/25/2003	SECAF TASKER 787 SEA LETTER APPROPRIATE ACTION
184	MON303-0000971	MON303-0000973		06/28/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP
185	MON303-0000918	MON303-0000921		06/30/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP OSD CONTRCL#: U10201-03
188	MON302-0005457	MON302-0005481		07/02/2003	ATTACHMENT A - EVOLUTION OF ASSIGNED TASKING
187	MON303-0001776	MON303-0001781		07/02/2003	SECAF TASKER 787 TANKER LEASE LETTER APPROPRIATE ACTION
188	MON303-0001790	MON303-0001793		07/02/2003	SECAF TASKER COMPLAINT IN REFERENCE TO THE CONTRACT OF THE 787 TANKERS APPROPRIATE ACTION
189	MON303-0001782	MON303-0001789		07/07/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT
190	MON303-0000903	MON303-0000908		07/10/2003	SAFAQ TASKER MEMO FOR SAFAQ SIGNATURE
191	MON303-0001798	MON303-0001801		07/10/2003	
192	MON303-0001802	MON303-0001817		07/11/2003	
193	MON303-0001818	MON303-0001818		07/14/2003	
194	MON303-0001819	MON303-0001820		07/21/2003	
195	MON303-0001794	MON303-0001797		07/22/2003	SAFAQ TASKER MEMO FOR SAFAQ SIGNATURE
196	MON303-0001821	MON303-0001821		07/24/2003	

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1	MON302-0001406	MON302-0001427		07/29/2003	BOEING MILITARY LEASE PROPOSAL	
2	MON302-0002546	MON302-0002687		07/31/2003		MON302-0002629, MON302-0002674, MON302-0002592--MON302-0002596(DUPLICATE)
3	MON302-0001920	MON302-0002035		07/XX/2003	INSTITUTE FOR DEFENSE ANALYSES IDA PAPER P-3802 PURCHASE PRICE ESTIMATE FOR THE KC-767A TANKER AIRCRAFT (REDACTED VERSION)	MON302-0001921, MON302-0001963, MON302-0001965, MOON302-0001989, MON302-0002011 MON302-0002017, MON302-0002021, MON302-0002023, MON302-0002027, MON302-0002031, MON302-10002035
4	MON303-0001822	MON303-0001823		08/04/2003	SECAF TASKER SASC TANKER LEASE HEARING MATERIALS (4 SEP 03) APPROPRIATE ACTION	
5	MON302-0000211	MON302-0000349		08/07/2003	RE TANKER AOA	MON302-0000241, MON302-0000283--MON302-0000285, MON302-0000287, MON302-000289, MON302-0000290, MON302-0000292, MON302-0000296, MON302-0000300
6	MON302-0005531	MON302-0005592		08/27/2003	FAX WORKING DRAFT OF ASSESSMENT OF DOD LEASING ACTIONS	
7	MON302-0005519	MON302-0005520		08/28/2003	COMMENTS ON IG DRAFT REPORT OF 27 AUG	
8	MON302-0005521	MON302-0005522		08/28/2003	COMMENTS ON IG WORKING DRAFT OF ASSESSMENT OF DOD LEASING ACTIONS--27 AUGUST	
9	MON302-0005523	MON302-0005528		08/28/2003	FW: IG COMMENTS	
10	MON302-0005485	MON302-0005486		08/29/2003	ISSUANCE OF REPORT NO. D-2003-129, "ASSESSMENT OF DOD LEASING ACTIONS"	
11	MON303-0001828	MON303-0001838		09/11/2003	SECRETARY OF DEFENSE CORRESPONDENCE REPORT	
12	MON303-0001839	MON303-0001839		09/11/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
13	MON303-0001834	MON303-0001838		09/12/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
14	MON302-0005413	MON302-0005452		09/15/2003	LEVIN/WARNER RESPONSE LETTER COORDINATION SHEET SUSPENSE 15 SEPTEMBER 2003 1500	

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	MONID	APPID	APPID	DATE	DESCRIPTION	MONID
15	MON301-000077	MON301-000077	MON301-000077 - MON301-000078	09/17/2003	767 Working Group MFR	
16	MON301-000078	MON301-000078	MON301-000077 - MON301-000078	09/17/2003	LEASING WORKING GROUP MEETING REGARDING 25-71 PROPOSAL	
17	MON303-0001840	MON303-0001847		09/24/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
18	MON303-0000930	MON303-0000935		09/26/2003	CONGRESSIONAL SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP OSD CONTROL #: U15671-03	
19	MON303-0001848	MON303-0001853		09/26/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP	
20	MON303-0001854	MON303-0001859		10/02/2003	SECAF TASKER TANKER LEASE REQUEST-SEN	
21	MON303-0001860	MON303-0001860		10/08/2003	ACTION	
22	MON302-0000832	MON302-0000842		10/14/2003	MILITARY AIRCRAFT: INSTITUTE FOR DEFENSE AIRCRAFT LEASING PROPOSAL	
23	MON303-0000955	MON303-0000959		10/15/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
24	MON302-0000729	MON302-0000767		10/16/2003		MON302-0000750
25	MON303-0000578	MON303-0000589		10/24/2003	STAFF SUMMARY SHEET LONG-RANGE TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECDEF	
26	MON302-0001276	MON302-0001327		10/XX/2003	KC-135 CORROSION AND SERVICE LIFE REPORT	MON302-0001277, MON302-0001327
27	MON302-0000001	MON302-0000023		11/06/2003	PUBLIC LAW 108-106-NOV. 6, 2003 117 STAT. 1215	
28	MON303-0001861	MON303-0001871		11/20/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
29	MON303-0000277	MON303-0000282		11/21/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT 4. CCD CONTROL # U18896-03	MON303-0000277-MON303-0000278
30	MON303-0001921	MON303-0001924		12/03/2003	SECAF TASKER TANKER LEASE REQUEST-SEN WARNER AND SEN MCCAIN RESPONSE TO DEP SECDEF LETTERS (2 DEC 03) APPROPRIATE ACTION	MON303-0001921
31	MON303-0000950	MON303-0000954		12/05/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0000950, MON303-0000951, MON303-0000954

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NO.	DOC ID	DOC ID	DATE	DESCRIPTION	DOC ID
32	MON303-0000966	MON303-0000977	12/08/2003	SECAF TASKER TANKER LEASE REQUEST -- DEPSECDEF LETTERS TO SEN STEVENS AND CM LEWIS (2 DEC03)	MON303-0000966
33	MON303-0000946	MON303-0000949	12/11/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0000946, MON303-000947, MON303-0000949
34	MON303-0001889	MON303-0001892	12/11/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0001889, MON303-0001890, MON303-0001892
35	MON302-0005483	MON302-0005484	12/12/2003	AUDIT OF THE ACQUISITION OF THE BOEING KC 767A AERIAL TANKER AIRCRAFT PROGRAM (PROJECT NO. D204AE-0083)	
36	MON302-0001328	MON302-0001405	12/19/2003	RE: OIPT ON TANKER RECAP (FOUO)	
37	MON303-0000936	MON303-0000945	12/29/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT 1. CCD CONTROL # U20258-03	MON303-0000936, MON303-0000937, MON303-0000945
38	MON303-0001913	MON303-0001920	01/05/2004	SECAF TASKER FRIGATE INTERNATIONAL AIRWAYS TANKER PROGRAM(1 DEC 03 FAX) APPROPRIATE ACTION	MON303-0001913
39	MON303-0000209	MON303-0000211	01/14/2004	PROGRAM FACT SHEET KC-767A TANKER AIRCRAFT	
40	MON303-0001925	MON303-0001928	02/02/2004		
41	MON303-0001935	MON303-0001941	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
42	MON303-0001942	MON303-0001948	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
43	MON303-0001949	MON303-0001952	02/10/2004	SECAF TASKER INVESTIGATION OF MRS. DRUYUN TANKER LEASE -- ROBIN STILFRIED (22 JAN 04) APPROPRIATE ACTION	MON303-0001949
44	MON303-0002436	MON303-0002447	02/13/2004	STAFF SUMMARY SHEET OSD04-0042: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE: REQUEST COORDINATION	
45	MON303-0001956	MON303-0001958	02/18/2004	STAFF SUMMARY SHEET PACKAGE (RED): OSLL04-0018 - TINKER PLACARDS - SENATOR MCCAIN	
46	MON303-0001953	MON303-0001955	02/20/2004	SECAF TASKER RESPONSE TO SEN MCCAIN'S LETTER REGARDING TANKER CORROSION DATA	MON303-0001953
47	MON303-0001959	MON303-0001963	02/26/2004	STAFF SUMMARY SHEET TANKER AOA LETTER	

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	ISSUE	FINANCIAL	DATE	DESCRIPTION	REFERENCE
48	MON303-0001954	MON303-0001965	02/27/2004		
49	MON303-0001971	MON303-0001976	03/19/2004	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0001971, MON303-0001972
50	MON303-0001978	MON303-0001983	03/29/2004	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0001978, MON303-0001979
51	MON303-0000558	MON303-0000562	04/19/2004	STAFF SUMMARY SHEET RESPONSE TO FRIGATE 6 APR 04 LETTER TO SECAF ON KC-767 LEASING (TASK OS04-0091)	
52	MON303-0002003	MON303-0002006	04/19/2004	LLP94-0059; CONGRESSIONAL TANKER: MR. RONALD ALT (REP. CASTLE)	
53	MON301-0000127	MON301-0000131	04/21/2004	Chairman Lewis and CM Nethercutt meetings • 22 Apr 04	
54	MON303-0001993	MON303-0001994	04/26/2004		
55	MON303-0001995	MON303-0001997	04/26/2004		
56	MON303-0000127	MON303-0000170	04/27/2004	2004 HEARING EXCERPTS: 767 TANKER 27 APRIL 2004 SASC HEARING: DOD CONFIRMATIONS • JONAS, OTHERS	
57	MON303-0001984	MON303-0001992	04/29/2004	SECAF TASKER FRIGATE INTERNATIONAL AIRWAYS-TANKER LEASE OFFER (6 APR 04) DIRECT REPLY	MON303-0001984
58	MON302-0000024	MON302-0000210	04/XX/2004	MATERIAL CONDITION AND MAINTENANCE MAN-HOUR UTILIZATION IN THE AIR FORCE'S KC-135 FLEET	MON302-0000049, MON302-0000067, MON302-0000083
59	MON303-0000563	MON303-0000565	05/03/2004	SECAF TASKER TANKER PROGRAM • DR. DAVID CHIGOS LETTER TO SECAF (26 MAR 04) APPROPRIATE ACTION	MON303-0000563
60	MON303-0000566	MON303-0000568	05/13/2004	AIR FORCE COMMENTS TO DOD IG FINAL REPORT, "ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT," PROJECT NUMBER D-2004AE-0064	
61	MON302-0002975	MON302-0003061	05/28/2004	MEETING AGENDA MAY 28 2004 KC-135 RECAPITALIZATION ANALYSIS OF ALTERNATIVES SENIOR STEERING GROUP 5D 1027 PENTAGON WASHINGTON, D.C., 20330	MON302-0003023, MON302-0003061
62	MON301-0000067	MON301-0000068	06/01/2004	2 Jun House Reception	
63	MON303-0001113	MON303-0001116	06/14/2004	SECAF TASKER LETTER SUPPORTING BOEING AND 767 TANKER PROGRAM (MINOR LETTER UNDATED)	MON303-0001113
64	MON303-0001117	MON303-0001120	06/15/2004	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0001117

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	REF ID	REF ID	REF ID	DATE	DESCRIPTION	REF ID
65	MON303-0002011	MON303-0002014		06/15/2004	SECAF TASKER LETTER SUPPORTING AIRBUS TANKER PROGRAM (KRANCH LEITER TO SECDEF. 11 MAY 04)	MON303-0002011
66	MON303-0002018	MON303-0002020		06/20/2004	SECAF TASKER FRIGATE INTERNATIONAL AIRWAYS TANKER PROGRAM (19 JUL 04 FAX) APPROPRIATE ACTION	MON303-0002018

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Order	Code	Subcode	Project	Date	Title	Comments
1	MON301-000003	MON301-000037	MON301-000002 - MON301-000068	06/23/2004	FY05 MARKS COMPARISON - APPROPRIATIONS (AS OF: 23 JUN 04)	MON301-000003, 000006-000013, 000015-000022, 000024-000037
2	MON301-000038	MON301-000066	MON301-000002 - MON301-000068	08/15/2004	FY05 DEFENSE APPROPRIATION MARK TOTAL WITH SAC MARKS	MON301-000039-000056 & 000058-000068
3	MON303-0002015	MON303-0002017		06/28/2004	SECAF TASKER TANKER PROGRAM-DR DAVID CHIGOS LETTER TO SECAF (14 JUN04)	
4	MON301-000081	MON301-0000114	MON301-000080 - MON301-0000118	08/15/2004	FY05 DEFENSE APPROPRIATION MARK TOTAL WITH CONFERENCE MARKS	MON301-000083-000093 & 0000105-0000114
5	MON305-0000001	MON305-0000001		08/24/2004	1500 MEETING WITH FMB - I WILL BE LATE AND TONY IS ESCORTING THE CHAPLAIN	
6	MON302-0005994	MON302-0005994		04/28/XXXX		
7	MON302-0003438	MON302-0003656		06/02/XXXX	OPERATING LEASE CRITERIA (OMB CIRCULAR A-11)	
8	MON302-0005529	MON302-0005530		08/30/XXXX		
9	MON302-0004414	MON302-0004423		XX/XX/XXXX	SECTION 33-ESTIMATES RELATED TO SPECIFIC TYPES OF PROGRAMS AND EXPENDITURES	
10	MON302-0005454	MON302-0005454		XX/XX/XXXX	ASSESSMENT OBJECTIVE	
11	MON302-0005482	MON302-0005466		XX/XX/XXXX	ATTACHMENT B - PERSONNEL CONTACTED DURING REVIEW	
12	MON302-0005467	MON302-0005469		XX/XX/XXXX	ATTACHMENT C - INFORMATION PAPER ON LEASING FROM PA&E	
13	MON302-0005476	MON302-0005477		XX/XX/XXXX	ATTACHMENT G - TRUST BUSINESS RELATIONSHIP AND FINANCING	

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Request ID	Request ID	Request ID	Date	Description
14	MON302-0005478	MON302-0005478	XX/XX/XXXX	ATTACHMENT H - LEASE TIMELINE
15	MON302-0005479	MON302-0005481	XX/XX/XXXX	ATTACHMENT I - CHRONOLOGY OF REQUESTS AND RESPONSES TO SENATOR JOHN MCCAIN
16	MON302-0005482	MON302-0005482	XX/XX/XXXX	ATTACHMENT J - ACRONYMS
17	MON302-0005488	MON302-0005505	XX/XX/XXXX	AIR FORCE AND OSD BOEING LEASE DECISION PROCESS
18	MON302-0005506	MON302-0005518	XX/XX/XXXX	DOD INTERACTION WITH CONGRESS PART I
19	MON302-0005617	MON302-0005617	XX/XX/XXXX	COORDINATION ON MFR FOR IDA - BOEING MEETING
20	MON302-0005649	MON302-0005649	XX/XX/XXXX	KC-767A TANKER 10A REQUESTED INFORMATION
21	MON302-0005650	MON302-0005667	XX/XX/XXXX	APPENDIX 1 ACRONYMS, ABBREVIATIONS, DEFINITIONS, ASSUMPTIONS AND MODEL INPUTS
22	MON302-0005688	MON302-0005681	XX/XX/XXXX	APPENDIX 10 FUNCTIONAL SYSTEMS INTEGRITY PROGRAM (FSIP)
23	MON302-0005682	MON302-0005698	XX/XX/XXXX	APPENDIX 11 MSR DEFINITION & DESCRIPTION
24	MON302-0005699	MON302-0005703	XX/XX/XXXX	APPENDIX 12 RTOC
25	MON302-0005704	MON302-0005717	XX/XX/XXXX	APPENDIX 13 PREVIOUS STUDIES
26	MON302-0005718	MON302-0005741	XX/XX/XXXX	APPENDIX 2 COST ANALYSIS & METHODOLOGY
27	MON302-0005742	MON302-0005796	XX/XX/XXXX	APPENDIX 3 AIRCRAFT AVAILABILITY
28	MON302-0005796	MON302-0005824	XX/XX/XXXX	APPENDIX 4 PDM POSSESSION DRIVERS
29	MON302-0005825	MON302-0005834	XX/XX/XXXX	KC-135 ECONOMIC SERVICE LIFE STUDY APENDIX 5 ENGINE SUPPORT COSTS

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Row	Req Doc	Fin Doc	Req Org	Date	Title	Initial Report Period
30	MON302-0005835	MON302-0005844		XX/XX/XXXX	APPENDIX 6 STRUCTURAL SERVICE LIFE	
31	MON302-0005845	MON302-0005858		XX/XX/XXXX	APPENDIX 7 MSR FORECASTING METHODOLOGY	
32	MON302-0005859	MON302-0005868		XX/XX/XXXX	APPENDIX 8 STRUCTURAL INVESTMENTS	
33	MON302-0005891	MON302-0005891		XX/XX/XXXX	AIR FORCE BOEING 767 TANKER LEASE DECISION INFORMATION PAPER	
34	MON302-0005892	MON302-0005892		XX/XX/XXXX	AIR FORCE BOEING 767 TANKER LEASE DECISION INFORMATION PAPER	
35	MON302-0005893	MON302-0005893		XX/XX/XXXX	AIR FORCE BOEING 767 TANKER LEASE DECISION	
36	MON302-0005897	MON302-0005897		XX/XX/XXXX	AFAP OUTLAYS WITH/WITHOUT 767 LEASE \$ IN THOUSANDS	
37	MON302-0005974	MON302-0005975		XX/XX/XXXX	FW: LEASING PANEL-DRAFT	
38	MON302-0005995	MON302-0005995		XX/XX/XXXX	KC-135E RECAPITALIZATION ISSUE PAPER	
39	MON302-0005996	MON302-0006009		XX/XX/XXXX		
40	MON302-0006143	MON302-0006146		XX/XX/XXXX	OPERATIONAL IMPACTS OF KC-767	
41	MON302-0006149	MON302-0006153		XX/XX/XXXX	SUMMARY OF THE KEY LEGAL ISSUES	
42	MON302-0006184	MON302-0006184		XX/XX/XXXX	NO WRITTEN REPORT WAS PROVIDED BY OMB REGARDING THE PRECEDENT THAT THE TANKER LEASE WOULD SET FOR OMB CIRCULAR A-94.	
43	MON302-0006185	MON302-0006185		XX/XX/XXXX	USAF KC-767A LEASE BOEING COST EXPOSURE	

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NO.	DATE	FROM	TO	DTG	TITLE	INITIALS/REFERENCES
44	MON302-0006192	MON302-0006182		XX/XX/XXXX	POINT PAPER ON KC-767 TANKER LEASE PROGRAM AIR FORCE MESSAGE PILOT PROGRAM OPERATING LEASE IS LOWEST COST, QUICKEST, LEAST RISK STRATEGY TO MAINTAIN LONG-TERM HEALTH OF AMERICA'S TANKER FLEET LEASE AVOIDS SIGNIFICANT UPFRONT ACQUISITION COST AND REDU	
45	MON303-0000214	MON303-0000216	MON303-0000212 - MON303-0000217	06/24/2003	OFFICE OF THE SECRETARY OF THE AIR FORCE SECDEF TASKER SUBJECT 767 TANKER LEASE THANKS	
46	MON303-0000217	MON303-0000217	MON303-0000212 - MON303-0000217	XX/XX/XXXX		
47	MON303-0000232	MON303-0000233	MON303-0000230 - MON303-0000236	05/12/2004	FW: Final Comments to 767 DoD IG Report - 17 May suspense	
48	MON303-0000234	MON303-0000235	MON303-0000230 - MON303-0000236	04/07/2004	DODIG FINAL REPORT, "ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT", (PROJECT D2004AE-0063)	MON303-0000235
49	MON303-0000238	MON303-0000236	MON303-0000230 - MON303-0000236	XX/XX/XXXX	AIR FORCE COMMENTS TO DODIG FINAL REPORT, "ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT," PROJECT NUMBER D-2004AE-0064	
50	MON303-0000242	MON303-0000242	MON303-0000241 - MON303-0000261	11/28/2001	STAFF SUMMARY SHEET KC-767S C2ISR CONCS	
51	MON303-0000243	MON303-0000248	MON303-0000241 - MON303-0000261	XX/XX/XXXX	APPENDIX X (TO KC-767S CONOPS) KC-767S SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
52	MON303-0000249	MON303-0000281	MON303-0000241 - MON303-0000261	11/26/2001	0-6 LEVEL REVIEW COMMENTS KC-767S CONCEPT OF OPERATIONS (CONOPS) KC-767S SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
53	MON303-0000262	MON303-0000263	MON303-0000262 - MON303-0000269	XX/XX/XXXX	OS03-0427: (Master) Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000263

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Seq	ReqDoc	EndDoc	Package	Date	Title	Req. # / Pages / Mem. #
54	MON303-0000264	MON303-0000265	MON303-0000262 - MON303-0000269	01/06/2004	RE: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000265
55	MON303-0000266	MON303-0000267	MON303-0000262 - MON303-0000269	12/29/2003	Status update: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal	MON303-0000267
56	MON303-0000268	MON303-0000268	MON303-0000262 - MON303-0000269	XX/XX/XXXX		
57	MON303-0000269	MON303-0000269	MON303-0000262 - MON303-0000269	01/06/2004	REQUEST FOR INFORMATION RELATED TO KC-767 TANKER LEASE PROPOSAL	
58	MON303-0000270	MON303-0000270	MON303-0000270 - MON303-0000271	XX/XX/XXXX	OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	
59	MON303-0000284	MON303-0000285	MON303-0000283 - MON303-0000285	11/02/2001	STAFF SUMMARY SHEET KC-767 C2/SR CONOPS	MON303-0000285
60	MON303-0000287	MON303-0000288		XX/XX/XXXX	US AIR FORCE BUDGET/PROGRAM FACT PAPER PROGRAM: KC-135E REPLACEMENT PROGRAM	
61	MON303-0000290	MON303-0000290	MON303-0000289 - MON303-0000293	10/02/2001	KC-135E REPLACEMENT OPERATIONAL REQUIREMENT DOCUMENT (ORD) (MAJAX/2 OCT 01)	
62	MON303-0000291	MON303-0000292	MON303-0000289 - MON303-0000293	XX/XX/XXXX		
63	MON303-0000293	MON303-0000293	MON303-0000289 - MON303-0000293	01/02/2002	STAFF SUMMARY SHEET 767 'WAY AHEAD' LETTER FROM SECAFTO HILL	
64	MON303-0000295	MON303-0000295	MON303-0000294 - MON303-0000309	01/31/2002	STAFF SUMMARY SHEET CORONA TASKER (CFO1T-11) - DIFFERENCES IN FUEL CAPACITY AND TANKER CAPABILITY BETWEEN 767 AND KC-135R	
65	MON303-0000296	MON303-0000304	MON303-0000294 - MON303-0000309	XX/XX/2001	CORONA FALL '01 TASKER-11	
66	MON303-0000305	MON303-0000305	MON303-0000294 - MON303-0000309	11/13/2001	STAFF SUMMARY SHEET POST CORONA TASKER (MOBILITY SUPPORT TO GSTF BRIEF)	
67	MON303-0000306	MON303-0000306	MON303-0000294 - MON303-0000309	11/13/2001	XORM 111301.1 POST CORONA TASKER (MOBILITY SUPPORT TO GSTF BRIEF) (LT COL ANGWIN)	

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Seq No	EMPO	EMPO	FILE NO	Date	Title	Information Deleted/Removed
68	MON303-0000314	MON303-0000314	MON303-0000313 - MON303-0000324	01/18/2002	STAFF SUMMARY SHEET PROPOSED LETTER OF RESPONSE TO EADS-AIRBUS ON TANKER LEASE	
69	MON303-0000316	MON303-0000316	MON303-0000313 - MON303-0000324	XX/XX/XXXX		
70	MON303-0000317	MON303-0000317	MON303-0000313- MON303-0000324	XX/XX/XXXX		
71	MON303-0000324	MON303-0000324	MON303-0000313- MON303-0000324	XX/XX/XXXX	AFPEO/AT: COL BDWLDS CONCURS ON PACKAGE.	
72	MON303-0000335	MON303-0000339		XX/XX/XXXX	LEASING OF 767 TANKERS AND 737 VIP AIRCRAFT	
73	MON303-0000341	MON303-0000343	MON303-0000340- MON303-0000361	12/17/2001	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
74	MON303-0000344	MON303-0000349	MON303-0000340- MON303-0000361	XX/XX/XXXX	APPENDIX X (TO 767 TANKER CONOPS) 767 TANKER SENSOR/COMMUNICATIONS/D ATA LINK RELAY CAPABILITY EXECUTIVE SUMMARY	
75	MON303-0000353	MON303-0000361	MON303-0000340- MON303-0000361	XX/XX/XXXX	COMMENTS MATRIX - 767 C2ISR CONOPS- 2LTR COORD	
76	MON303-0000374	MON303-0000374	MON303-0000373 - MON303-0000382	03/28/2002	XORM 020328.12 CORONA FALL TASKER (CFOIT-11) - KC- 135R/KC-767 OFFLOAD CHARTS (LT COL OLIVER 128 MAR 02)	
77	MON303-0000375	MON303-0000380	MON303-0000373 - MON303-0000382	02/11/2002	FUEL OFFLOAD COMPARISONS FROM 8,600 FOOT RUNWAY REFUEL ON ORBIT	
78	MON303-0000381	MON303-0000381	MON303-0000373 - MON303-0000382	03/21/2002	STAFF SUMMARY SHEET CORONA FALL TASKER (CFOIT- 11) - KC-135R/KC-767 OFFLOAD CHARTS	
79	MON303-0000383	MON303-0000383		XX/XX/XXXX	GEN JUMPER DEFENSE WRITERS GROUP INTERVIEW "SOUND BITES" ON 767 TANKER LEASE	
80	MON303-0000408	MON303-0000408	MON303-0000407 - MON303-0000411	10/02/2001	KC-135E REPLACEMENT OPERATIONAL REQUIREMENT DOCUMENT (ORD) (MAJ AX/2 OCT 01)	
81	MON303-0000409	MON303-0000409	MON303-0000407 - MON303-0000411	10/30/2002	RED PKG: SECAF LETTER TO WHITE HOUSE CSAF (KC-767)	
82	MON303-0000428	MON303-0000430	MON303-0000427 - MON303-0000435	05/10/2002	STAFF SUMMARY SHEET BOEING 737 LEASE STATUS	
63	MON303-0000431	MON303-0000431	MON303-0000427 - MON303-0000435	11/20/2002		

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	Begin Date	End Date	Project	Date	Title	Global Project Reference
84	MON303-0000435	MON303-0000435	MON303-0000427 - MON303-0000435	11/14/2002		
85	MON303-0000436	MON303-0000436		XX/XX/XXXX	FY 02 BTR REQUEST FOR: KC-767	
86	MON303-0000438	MON303-0000438	MON303-0000437 - MON303-0000451	03/20/2003	STAFF SUMMARY SHEET KC-767A OPERATIONAL CAPABILITIES	
87	MON303-0000439	MON303-0000447	MON303-0000437 - MON303-0000451	03/20/2003	KC-767A CAPABILITIES	
88	MON303-0000448	MON303-0000451	MON303-0000437 - MON303-0000451	XX/XX/XXXX	BACKGROUND PAPER KC-767 OPERATIONAL IMPACT SUMMARY	
89	MON303-0000453	MON303-0000453	MON303-0000452 - MON303-0000467	03/20/2003	STAFF SUMMARY SHEET PACKAGE (BLUE) KC-767A OPERATIONAL CAPABILITIES	
90	MON303-0000464	MON303-0000467	MON303-0000452 - MON303-0000467	XX/XX/XXXX	BACKGROUND PAPER KC-767 OPERATIONAL IMPACT SUMMARY	
91	MON303-0000475	MON303-0000475	MON303-0000474 - MON303-0000488	10/24/2003	STAFF SUMMARY SHEET LONG-RANGE TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECDEF	
92	MON303-0000476	MON303-0000476	MON303-0000474 - MON303-0000488	XX/XX/XXXX	TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECRETARY OF DEFENSE	
93	MON303-0000478	MON303-0000485	MON303-0000474 - MON303-0000488	10/23/2003	LONG-RANGE TANKER FLEET RECAPITALIZATION PLAN 23 OCTOBER 2003	
94	MON303-0000488	MON303-0000488	MON303-0000474 - MON303-0000488	XX/XX/XXXX	RECAPITALIZATION NOTIONAL TOP LEVEL SCHEDULE	
95	MON303-0000488	MON303-0000488	MON303-0000487 - MON303-0000499	10/24/2003	STAFF SUMMARY SHEET LONG-RANGE TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECDEF	
96	MON303-0000489	MON303-0000489	MON303-0000487 - MON303-0000499	XX/XX/XXXX	TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECRETARY OF DEFENSE	
97	MON303-0000501	MON303-0000501	MON303-0000500* MON303-0000557	03/18/2004	STAFF SUMMARY SHEET STUDY OF LONG-TERM TANKER AIRCRAFT MAINTENANCE AND TRAINING REQUIREMENTS	
98	MON303-0000502	MON303-0000502	MON303-0000500 - MON303-0000557	XX/XX/XXXX	STUDY OF LONG-TERM TANKER AIRCRAFT MAINTENANCE AND TRAINING REQUIREMENTS SUBMISSION TO SECRETARY OF DEFENSE	

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NO	REQD	EMD	PROG	DT	DESC	INSTR
99	MON303-000503	MON303-000503	MON303-000500 - MON303-000557	03/12/2004	STAFF SUMMARY SHEET STUDY OF LONG-TERM TANKER AIRCRAFT MAINTENANCE AND TRAINING REQUIREMENTS	
100	MON303-000504	MON303-000504	MON303-000500 - MON303-000557	XXXXXXXX		
101	MON303-000505	MON303-000519	MON303-000500 - MON303-000557	XXXXXXXX	THREE AND FOUR LEITER RESOLUTION TABLE	
102	MON303-000520	MON303-000521	MON303-000500 - MON303-000557	03/01/2004	STAFF SUMMARY SHEET STUDY OF LONG-TERM TANKER AIRCRAFT MAINTENANCE AND TRAINING REQUIREMENTS	MON303-000521
103	MON303-000522	MON303-000557	MON303-000500 - MON303-000557	04/01/2004	REPORT TO CONGRESS STUDY OF LONG-TERM TANKER AIRCRAFT MAINTENANCE AND TRAINING REQUIREMENTS	
104	MON303-000573	MON303-000573	MON303-000570 - MON303-000575	02/19/2004	BULLET BACKGROUND PAPER KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
105	MON303-000574	MON303-000574	MON303-000570 - MON303-000575	02/23/2004	XORM 040219 18 PKG: BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS (TITTINGER)	
106	MON303-000575	MON303-000575	MON303-000570 - MON303-000575	02/19/2004	STAFF SUMMARY SHEET XORM 040219 18 PKG: BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
107	MON303-000593	MON303-000618	MON303-000590 - MON303-000632	03/10/2003	FACT SHEET KC-135E/787 QUESTIONS (CM TIAHRT STAFF)	MON303-000618
108	MON303-000620	MON303-000620	MON303-000590 - MON303-000632	XXXXXXXX	TASKER KC-135E/787 QUESTIONS (REP TIAHRT)	
109	MON303-000621	MON303-000621	MON303-000590 - MON303-000632	XXXXXXXX	TASKER: TANKER QUESTIONS FROM CM NETHERCUTT	
110	MON303-000622	MON303-000627	MON303-000590 - MON303-000632	XXXXXXXX	CM NETHERCUTT: WHAT ARE THE SAVINGS ASSOCIATED WITH THE KC-135E REDUCTIONS? (XP)	
111	MON303-000628	MON303-000628	MON303-000590 - MON303-000632	03/28/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	

	Begin Date	End Date	Package	Date	Title	Inventory Page # (MSU)
112	MON303-0000637	MON303-0000637	MON303-0000633 - MON303-0000722	XX/XX/XXXX	STAFF COORDINATION SHEET TANKER ROADMAP	
113	MON303-0000638	MON303-0000640	MON303-0000633 - MON303-0000722	04/28/2003	STAFF SUMMARY SHEET TANKER ROADMAP	MON303-0000639
114	MON303-0000641	MON303-0000680	MON303-0000633 - MON303-0000722	XX/XX/XXXX	DRAFT TANKER ROADMAP	
115	MON303-0000681	MON303-0000681	MON303-0000633 - MON303-0000722	04/28/2003	TANKER ROADMAP FOR SECAF	
116	MON303-0000682	MON303-0000693	MON303-0000633 - MON303-0000722	09/26/2002		MON303-0000683
117	MON303-0000706	MON303-0000707	MON303-0000633 - MON303-0000722	XX/XX/XXXX	PAA BAI TAI	
118	MON303-0000708	MON303-0000709	MON303-0000633 - MON303-0000722	XX/XX/XXXX		
119	MON303-0000716	MON303-0000717	MON303-0000633 - MON303-0000722	XX/XX/XXXX	PAA BAI TAI	
120	MON303-0000718	MON303-0000721	MON303-0000633 - MON303-0000722	XX/XX/XXXX		
121	MON303-0000722	MON303-0000722	MON303-0000633 - MON303-0000722	XX/XX/XXXX		
122	MON303-0000725	MON303-0000727	MON303-0000723 - MON303-0000728	06/24/2003	SECAF TASKER 767 TANKER LEASE THANKS APPROPRIATE ACTION	
123	MON303-0000728	MON303-0000728	MON303-0000723 - MON303-0000728	XX/XX/XXXX		
124	MON303-0000736	MON303-0000736	MON303-0000734 - MON303-0000740	07/21/2003	RE: RE: AQ03-0606; Omega Air - KC-135E Tankers	
125	MON303-0000737	MON303-0000738	MON303-0000734 - MON303-0000740	07/16/2003	RE: AQ03-0605; Omega Air - KC 135E Tankers	
126	MON303-0000739	MON303-0000739	MON303-0000734 - MON303-0000740	07/14/2003	RE: AQ03-0606; Omega Air - KC 135E Tankers	
127	MON303-0000740	MON303-0000740	MON303-0000734 - MON303-0000740	XX/XX/XXXX		
128	MON303-0000744	MON303-0000744	MON303-0000744 - MON303-0000755	XX/XX/XXXX	AQ03-0646: (Maser) TASK JRED: 767 SEA Letter	
129	MON303-0000745	MON303-0000745	MON303-0000744 - MON303-0000755	07/17/2003	AQ03-0646: (Maser) TASK JRED: 767 SEA Letter	
130	MON303-0000746	MON303-0000749	MON303-0000744 - MON303-0000755	07/21/2003	SAF/IAQ TASKER VEMO FOR SAF/IAQ SIGNATURE	
131	MON303-0000751	MON303-0000751	MON303-0000744 - MON303-0000755	XX/XX/XXXX		
132	MON303-0000758	MON303-0000759	MON303-0000756 - MON303-0000759	09/16/2003	FW: Proposal to Purchase and/or Lease Airbus Aircraft (AQ03-0842)	
133	MON303-0000805	MON303-0000805	MON303-0000803 - MON303-0000846	10/30/2003	Coordinated Tanker Recap Plan	
134	MON303-0000807	MON303-0000807	MON303-0000803 - MON303-0000846	10/24/2003	Tanker Fleet Recapitalization Plan	
135	MON303-0000811	MON303-0000811	MON303-0000803 - MON303-0000846	10/24/2003	STAFF SUMMARY SHEET LONG RANGE TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECDEF	

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#	ReqDoc	EndDoc	Package	Date	Title	Irrelevant Pages Removed
136	MON303-0000812	MON303-0000812	MON303-0000803 - MON303-0000846	XX/XX/XXXX	TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECRETARY OF DEFENSE	
137	MON303-0000813	MON303-0000813	MON303-0000803 - MON303-0000846	XX/XX/XXXX	3-LTR AND AMC COORDINATION TABLE ACTION OFFICER INFORMATION	
138	MON303-0000814	MON303-0000814	MON303-0000803 - MON303-0000846	XX/XX/XXXX	RECAPITALIZATION NOTIONAL TOP LEVEL SCHEDULE	
139	MON303-0000815	MON303-0000822	MON303-0000803 - MON303-0000846	10/23/2003	LONG RANGE TANKER FLEET RECAPITALIZATION PLAN	
140	MON303-0000823	MON303-0000823	MON303-0000803 - MON303-0000846	10/24/2003	STAFF SUMMARY SHEET LONG RANGE TANKER FLEET RECAPITALIZATION PLAN SUBMISSION TO SECDEF	
141	MON303-0000848	MON303-0000849	MON303-0000847 - MON303-0000849	11/25/2003	SECAF TASKER TANKERS MEMO FOR SECAF SIGNATURE (OR APPROPRIATE MEDIUM FOR SECAF RESPONSE)	
142	MON303-0000850	MON303-0000850	MON303-0000850 - MON303-0000851	XX/XX/XXXX	CC03-0076: BLUETASKER: "Tanker Lease Details" Combatant CC Conference	
143	MON303-0000851	MON303-0000851	MON303-0000850 - MON303-0000851	02/10/2003	Task closure request: CC03-0076: BLUE TASKER "Tanker Lease Details" Combatant CC Conference	
144	MON303-0000852	MON303-0000852	MON303-0000852 - MON303-0000860	XX/XX/XXXX	CC03-0276: (AQP) TASK (RED): Avionics/Tanker/JSF Update "4- Star Con"	
145	MON303-0000884	MON303-0000885	MON303-0000883 - MON303-0000889	02/06/2003	Task Completed: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	
146	MON303-0000886	MON303-0000886	MON303-0000883 - MON303-0000889	01/28/2003	FW: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	
147	MON303-0000887	MON303-0000887	MON303-0000883 - MON303-0000889	01/26/2003	RE: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	
148	MON303-0000888	MON303-0000889	MON303-0000883 - MON303-0000889	XX/XX/XXXX	OSLL03-0007: Specifics of Tanke Roadmap (Sen Dorgan, 15 Jan)	MON303-0000889
149	MON303-0000890	MON303-0000891	MON303-0000890 - MON303-0000891	XX/XX/XXXX	OSLL03-0007: Specifics of Tanke Roadmap (Sen Dorgan, 15 Jan)	MON303-0000891

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Row #	Start Date	End Date	Activity	Date	Title	MON303-0000980
150	MON303-0000892	MON303-0000892	MON303-0000890 - MON303-0000895	01/28/2003	FW: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan. 15 Jan)	
151	MON303-0000893	MON303-0000893	MON303-0000890 - MON303-0000895	01/28/2003	RE: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan. 15 Jan)	
152	MON303-0000896	MON303-0000896		XX/XX/XXXX	OSLL03-0043: (Master) KC 767 Lease and Placement of Aircraft in North Dakota (Gov Hoeven. 19 Mar 03) (copy)	
153	MON303-0000897	MON303-0000897		XX/XX/XXXX	OSLL03-0156: (Master) TASK (RED): Tanker Lease Request (Sen Warner & Levin 2 Oct 03) (copy)	
154	MON303-0000898	MON303-0000898		XX/XX/XXXX	OSLL03-0156: TASK (RED): Tanker Lease Request (Sen Warner & Levin 2 Oct 03) (copy)	
155	MON303-0000979	MON303-0000980	MON303-0000979 - MON303-0000985	XX/XX/XXXX	AQ04-0349: Air Force Comments to DoD IG Final Report, "Acquisition of the Boeing KC-767A Tanker Aircraft" Project Number D-2004AE-0084	MON303-0000980
156	MON303-0000981	MON303-0000982	MON303-0000979 - MON303-0000985	05/12/2004	FW: Final Comments to 767 DoD IG Report - 17 May suspense	
157	MON303-0000983	MON303-0000984	MON303-0000979 - MON303-0000985	04/07/2004	DODIG FINAL REPORT, "ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT". (PROJECT D2004AE-0083)	MON303-0000984
158	MON303-0000985	MON303-0000985	MON303-0000979 - MON303-0000985	XX/XX/XXXX	AIR FORCE COMMENTS TO DOD IG FINAL REPORT, "ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT." PROJECT NUMBER D-2004AE-0084	
159	MON303-0000986	MON303-0000987	MON303-0000986 - MON303-0000993	XX/XX/XXXX	OS03-0427: (Master) Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000987
160	MON303-0000988	MON303-0000989	MON303-0000986 - MON303-0000993	01/06/2004	RE OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000989

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ID	From Date	To Date	Planned	Date	Title	Activity Link (if applicable)
161	MON303-0000990	MON303-0000991	MON303-0000986 - MON303-0000993	12/29/2003	Status update: OS03-0427: Task (BLUE): Request for Information Related to KC-757 Tanker Lease Proposal	MON303-0000991
162	MON303-0000992	MON303-0000992	MON303-0000986 - MON303-0000993	XX/XX/XXXX		
163	MON303-0000993	MON303-0000993	MON303-0000986 - MON303-0000993	01/06/2004	REQUEST FOR INFORMATION RELATED TO KC-757 TANKER LEASE PROPOSAL	
164	MON303-0000996	MON303-0000996	MON303-0000996 - MON303-0001003	XX/XX/XXXX	OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
165	MON303-0000997	MON303-0001003	MON303-0000996 - MON303-0001003	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
166	MON303-0001004	MON303-0001004	MON303-0001004 - MON303-0001013	XX/XX/XXXX	OS04-0091: TASK (BLUE): Frigate International Always - Tanker Lease Offer (Anderson to SECDEF 6 Apr 04)	
167	MON303-0001014	MON303-0001014	MON303-0001014 - MON303-0001065	XX/XX/XXXX	OSD 11308-04: (Master) CONCERNED ABOUT HOW THE ANALYSIS OF ALTERNATIVES (AOA) FOR THE TANKER LEASE PROPOSAL WILL BE CONDUCTED	
168	MON303-0001015	MON303-0001016	MON303-0001014 - MON303-0001065	08/05/2004	Task Completed: OSD 11308-04: CONCERNED ABOUT HOW THE ANALYSIS OF ALTERNATIVES (AOA) FOR THE TANKER LEASE PROPOSAL WILL BE CONDUCTED	
169	MON303-0001017	MON303-0001017	MON303-0001014 - MON303-0001065	07/29/2004	Appropriate Action: OSD 11308-04: CONCERNED ABOUT HOW THE ANALYSIS OF ALTERNATIVES (AOA) FOR THE TANKER LEASE PROPOSAL WILL BE CONDUCTED	

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Item	Req Doc	Encl Doc	Project	Date	Title	Project/Activity
170	MON303-0001018	MON303-0001028	MON303-0001014 - MON303-0001065	07/28/2004	COMMENTS TO LETTER: SENATOR MCCAIN TO SECRETARY OF DEFENSE, 28 JUL 04 INSERTED INTO THE TEXT OF THE LETTER ARE AQO'S COMMENTS THAT ADDRESS THE ISSUES RAISED	
171	MON303-0001039	MON303-0001047	MON303-0001014- MON303-0001065	08/04/2004	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	
172	MON303-0001097	MON303-0001097	MON303-0001097 - MON303-0001104	XX/XX/XXXX	OSD04-0042: TASK (RED): Guidance for Tanker Fleet Recapitalization Analysis of Alternatives (AOA) (Krieg, 10 Feb 04)	
173	MON303-0001096	MON303-0001104	MON303-0001097 - MON303-0001104	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
174	MON303-0001105	MON303-0001105		XX/XX/XXXX	OSD04-0259: Task (RED) Request for Documents Concerning KC-767 Tanker aircraft program (copy)	
175	MON303-0001108	MON303-0001109	MON303-0001108 - MON303-0001112	02/19/2004	BULLET BACKGROUND PAPER KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
176	MON303-0001110	MON303-0001111	MON303-0001108 - MON303-0001112	02/23/2004	XORM 040218.18 PKG: BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
177	MON303-0001112	MON303-0001112	MON303-0001108 - MON303-0001112	02/19/2004	STAFF SUMMARY SHEET XORM 1040219.18 PKG BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
178	MON303-0001135	MON303-0001136	MON303-0001134 - MON303-0001180	03/15/2004	STAFF SUMMARY SHEET AIR FORCE RESPONSE TO OFFICE OF THE INSPECTOR GENERAL, DEPARTMENT OF DEFENSE (DOD/IG) DRAFT REPORT D2004AE-0063, ACQUISITION OF THE BOEING KC-767A TANKER AIRCRAFT	MON303-0001136
179	MON303-0001187	MON303-0001190		XX/XX/XXXX	SAF/XORM	

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Page	Envelope	Folder	Document	Date	Title	Retention Period
1	MON303-0001241	MON303-0001259	MON303-0001241 - MON303-0001275	XX/XX/XXXX	BOEING 767	
2	MON303-0001260	MON303-0001260	MON303-0001241 - MON303-0001275	XX/XX/XXXX	INCREASE FLEET AVAILABILITY	
3	MON303-0001261	MON303-0001261	MON303-0001241 - MON303-0001275	XX/XX/XXXX	AFFORDABILITY	
4	MON303-0001262	MON303-0001262	MON303-0001241 - MON303-0001275	XX/XX/XXXX	FEATURES AND BENEFITS	
5	MON303-0001263	MON303-0001263	MON303-0001241 - MON303-0001275	XX/XX/XXXX	FEATURES AND BENEFITS (CONTINUED)	
6	MON303-0001264	MON303-0001264	MON303-0001241 - MON303-0001275	XX/XX/XXXX	SUMMARY	
7	MON303-0001265	MON303-0001265	MON303-0001241 - MON303-0001275	XX/XX/XXXX	NEAR TERM TANKER MARKET ASSESSMENT	
8	MON303-0001266	MON303-0001266	MON303-0001241 - MON303-0001275	XX/XX/XXXX	TYPICAL 767 TANKER CONFIGURATION OPTIONS	
9	MON303-0001267	MON303-0001267	MON303-0001241 - MON303-0001275	XX/XX/XXXX	TANKER LEGACY	
10	MON303-0001268	MON303-0001268	MON303-0001241 - MON303-0001275	XX/XX/XXXX	LEVERAGING PAST EXPERIENCES FOR THE NEW TANKER	
11	MON303-0001269	MON303-0001269	MON303-0001241 - MON303-0001275	XX/XX/XXXX	THE OFFER	
12	MON303-0001270	MON303-0001270	MON303-0001241 - MON303-0001275	XX/XX/XXXX	FIRST DELIVERY 33 MONTHS AFTER RECEIPT OF ORDER	
13	MON303-0001271	MON303-0001271	MON303-0001241 - MON303-0001275	XX/XX/XXXX	INCREASED AERIAL REFUELING CAPABILITY IN A PROVEN COMMERCIAL PLATFORM	
14	MON303-0001272	MON303-0001272	MON303-0001241 - MON303-0001275	XX/XX/XXXX	DELIVERS 30% MORE FUEL AT 500NM THAN KC-135R	
15	MON303-0001273	MON303-0001273	MON303-0001241 - MON303-0001275	XX/XX/XXXX	INCREASED CAPABILITY	
16	MON303-0001274	MON303-0001274	MON303-0001241 - MON303-0001275	XX/XX/XXXX	AVAILABLE OPTIONS	
17	MON303-0001275	MON303-0001275	MON303-0001241 - MON303-0001275	XX/XX/XXXX	INTEGRATED AIR FORCE/INDUSTRY TEAM MINIMIZES SUPPORT COSTS	

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	Sub-Project	Sub-Project	Project	ETL	Notes	Comments
18	MON303-0001276	MON303-0001283		XX/XX/XXXX		
19	MON303-0001585	MON303-0001585	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
20	MON303-0001586	MON303-0001586	MON303-0001585 - MON303-0001675	XX/XX/XXXX	STAFF COORDINATION SHEET TANKER ROUNDUP	
21	MON303-0001587	MON303-0001588	MON303-0001585 - MON303-0001675	04/28/2003	STAFF SUMMARY SHEET TANKER ROADMAP	
22	MON303-0001589	MON303-0001628	MON303-0001585 - MON303-0001675	XX/XX/XXXX	DRAFT TANKER ROADMAP	
23	MON303-0001629	MON303-0001629	MON303-0001585 - MON303-0001675	04/28/2003	TANKER ROADMAP FOR SECAF	
24	MON303-0001630	MON303-0001630	MON303-0001585 - MON303-0001675	04/29/2003	XORM.030429.33,RED PACKAGE: TANKER ROADMAP	
26	MON303-0001631	MON303-0001631	MON303-0001585 - MON303-0001675	XX/XX/XXXX	TOP 4 ACTION MUST REACH HAF/ES NLT (1200) ASAP	
26	MON303-0001632	MON303-0001635	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
27	MON303-0001636	MON303-0001637	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
28	MON303-0001638	MON303-0001649	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
29	MON303-0001650	MON303-0001661	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
30	MON303-0001662	MON303-0001663	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
31	MON303-0001664	MON303-0001664	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
32	MON303-0001665	MON303-0001665	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
33	MON303-0001666	MON303-0001667	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
34	MON303-0001668	MON303-0001668	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
35	MON303-0001669	MON303-0001669	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
36	MON303-0001670	MON303-0001670	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
37	MON303-0001671	MON303-0001671	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
38	MON303-0001672	MON303-0001673	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
39	MON303-0001674	MON303-0001675	MON303-0001585 - MON303-0001675	XX/XX/XXXX		
40	MON303-0001908	MON303-0001912		XX/XX/XXXX		
41	MON303-0002022	MON303-0002025		XX/XX/XXXX	SAF/XORM	
42	MON303-0002026	MON303-0002026	MON303-0002026 - MON303-0002059	XX/XX/XXXX		

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	FOUO	FOUO	FOUO	Date	Title	Page Count
43	MON303-0002027	MON303-0002027	MON303-0002026 - MON303-0002069	04/30/2001	HQ USAF/XORM	
44	MON303-0002028	MON303-0002028	MON303-0002026 - MON303-0002069	XX/XX/XXXX		
45	MON303-0002029	MON303-0002041	MON303-0002026 - MON303-0002069	05/03/2001	KC-10 UPDATE	
46	MON303-0002042	MON303-0002067	MON303-0002026 - MON303-0002069	03/21/2001	AIRLIFT CAPABILITIES/REQUIREMENTS	
47	MON303-0002068	MON303-0002068	MON303-0002026 - MON303-0002069	XX/XX/XXXX		
48	MON303-0002069	MON303-0002069	MON303-0002026 - MON303-0002069	XX/XX/XXXX		
49	MON303-0002070	MON303-0002071		XX/XX/XXXX	HOT-QDR INFORAMTION RESPONSE TO 3 QUESTIONS REGARDING "COTS TANKER	
50	MON303-0002074	MON303-0002074	MON303-0002074 - MON303-0002076	XX/XX/XXXX		
51	MON303-0002075	MON303-0002076	MON303-0002074 - MON303-0002076	11/02/2001	STAFF SUMMARY SHEET KC- 767 C2ISR CONOPS	
52	MON303-0002077	MON303-0002077	MON303-0002077 - MON303-0002078	XX/XX/XXXX		
53	MON303-0002078	MON303-0002078	MON303-0002077 - MON303-0002078	11/23/2001	STAFF SUMMARY SHEET KC- 767 C2ISR CONOPS-UPDATE	
54	MON303-0002095	MON303-0002095	MON303-0002095 - MON303-0002100	XX/XX/XXXX		
55	MON303-0002096	MON303-0002097	MON303-0002095 - MON303-0002100	12/15/2001	XCRM 0112 15.09 AF/XO CONCERNS WITH SENATE LANGUAGE ON KC-767 LEASE (MAJ DLIVER, 15 DEC 01)	
56	MON303-0002098	MON303-0002098	MON303-0002095 - MON303-0002100	12/15/2001	POINT PAPER ON AF/XO CONCERNS WITH SENATE LANGUAGE ON KC-767 LEASE	
57	MON303-0002099	MON303-0002100	MON303-0002095 - MON303-0002100	XX/XX/XXXX	U.S. AIR FORCE BUDGET/PROGRAM FACT PAPER	

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Row #	Par File	Sup File	File(s)	Date	Title	File(s) / Process
58	MON303-0002104	MON303-0002104	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
59	MON303-0002105	MON303-0002106	MON303-0002104 - MON303-0002147	01/11/2002	XORM 011102.08 - CORONA TASKER - TANKER FITR UPDATE (LT COL NYGAARD)	
60	MON303-0002107	MON303-0002107	MON303-0002104 - MON303-0002147	01/11/2002	STAFF SUMMARY SHEET CORONA TASKER CF01T-16: TANKER FORK IN THE ROAD UPDATE	
61	MON303-0002108	MON303-0002126	MON303-0002104 - MON303-0002147	XX/XX/XXXX	TANKER FITR CORONA UPDATE	
62	MON303-0002127	MON303-0002127	MON303-0002104 - MON303-0002147	01/15/2002	OPEN SESSION TASKER	
63	MON303-0002128	MON303-0002131	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
64	MON303-0002132	MON303-0002135	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
65	MON303-0002136	MON303-0002139	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
66	MON303-0002140	MON303-0002143	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
67	MON303-0002144	MON303-0002147	MON303-0002104 - MON303-0002147	XX/XX/XXXX		
68	MON303-0002149	MON303-0002149	MON303-0002149 - MON303-0002244	XX/XX/XXXX		
69	MON303-0002150	MON303-0002151	MON303-0002149 - MON303-0002244	XX/XX/XXXX	HQ AMC 004-01-B, KC-767 AIR REFUELING AIRCRAFT PROGRAM (U) OPERATIONAL REQUIREMENTS DOCUMENT COMMENTS MATRIX AIR STAFF COORDINATION	
70	MON303-0002152	MON303-0002242	MON303-0002149 - MON303-0002244	01/18/2002	OPERATIONAL REQUIREMENTS DOCUMENT AMC 004-01-B KC-767 AIR REFUELING AIRCRAFT PROGRAM ACAT LEVEL IC	

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NO	DOC ID	DOC ID	DOC ID	DATE	TITLE	STATUS
71	MON303-0002243	MON303-0002243	MON303-0002149 - MON303-0002244	02/08/2002	DRAFT ORD COORDINATION SHEET FOR HQ AMC 004-01-B, KC-767 AIR REFUELING AIRCRAFT PROGRAM (U)	
72	MON303-0002244	MON303-0002244	MON303-0002149- MON303-0002244	XX/XX/XXXX	OV-1 OPERATIONAL CONCEPT GRAPIC & SV-1 SYSTEM INTERFACE DESCRIPTION	
73	MON303-0002245	MON303-0002247		XX/XX/XXXX	PACKAGE: XORM 020124.9 RVW DRAFT ORD HQ AMC 04-0 1B 767 AR PROGRAM (DRAFT)	
74	MON303-0002248	MON303-0002248	MON303-0002248 - MON303-0002249	XX/XX/XXXX		
75	MON303-0002249	MON303-0002249	MON303-0002248 - MON303-0002249	02/08/2002	STAFF SUMMARY SHEET KC-767 ORD STATUS	
76	MON303-0002250	MON303-0002250	MON303-0002250 - MON303-0002347	XX/XX/XXXX		
77	MON303-0002251	MON303-0002341	MON303-0002250 - MON303-0002347	01/18/2002	OPERATIONAL REQUIREMENTS DOCUMENT AMC 004-01-B KC- 767 AIR REFUELING AIRCRAFT PROGRAM ACAT LEVEL I	
78	MON303-0002342	MON303-0002344	MON303-0002250 - MON303-0002347	XX/XX/XXXX	DRAFT ORD COORDINATION SHEET FOR HQ AMC 004-01-B, KC-767 AIR REFUELING AIRCRAFT PROGRAM (U)	
79	MON303-0002345	MON303-0002345	MON303-0002250 - MON303-0002347	02/21/2002	STAFF SUMMARY SHEET KC-767 ORD REVIEW	
80	MON303-0002346	MON303-0002346	MON303-0002250 - MON303-0002347	XX/XX/XXXX	DRAFT ORD: HQ AMC 004-01-B, KC-767	

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NO.	DOC ID	DOC ID	DOC ID	DATE	DOC TITLE	REVIEW DATE
81	MON303-0002347	MON303-0002347	MON303-0002250 - MON303-0002347	XX/XX/XXXX	OV-1 OPERATIONAL CONCEPT GRAPHIC & SV-1 SYSTEM INTERFACE DESCRIPTION	
82	MON303-0002348	MON303-	MC	XX/XX/XXXX		
83	MON303-0002349	MON303-0002349	MON303-0002348 - MON303-0002352	02/25/2002	STAFF SUMMARY SHEET STATUS OF KC-767 ORD AND SMART TANKER INITIATIVE	
84	MON303-0002350	MON303-0002351	MON303-0002348 - MON303-0002352	02/24/2002	BULLET BACKGROUND PAPER ON COMMERCIAL DERIVATIVE TANKER ORD STATUS	
85	MON303-0002352	MON303-0002352	MON303-0002348 - MON303-0002352	02/24/2002	BULLET BACKGROUND PAPER ON SMART TANKER INITIATIVES STATUS	
86	MON303-0002357	MON303-0002357	MON303-0002357 - MON303-0002376	XX/XX/XXXX		
87	MON303-0002358	MON303-0002358	MON303-0002357 - MON303-0002376	11/2002	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
88	MON303-0002359	MON303-0002364	MON303-0002357 - MON303-0002376	XX/XX/XXXX	APPENDIX X (TO 767 TANKER CONOPS) 767 TANKER SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
89	MON303-0002365	MON303-0002367	MON303-0002357 - MON303-0002376	12/17/2001	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
90	MON303-0002368	MON303-0002376	MON303-0002357 - MON303-0002376	XX/XX/XXXX	COMMENTS MATRIX-767 C2ISR CONOPS-2 LTR COORD	
91	MON303-0002377	MON303-0002377	MON303-0002377 - MON303-0002379	XX/XX/XXXX		

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Doc ID	Doc Title	Doc Type	Doc Date	Doc Content	Doc Status
92	MON303-0002378	MON303-0002378	MON303-0002377 - MON303-0002379	03/22/2002	CV02-0120 (XOR) 767 TURBULENCE (LT COL OLIVER)
93	MON303-0002379	MON303-0002379	MON303-0002377 - MON303-0002379	03/22/2002	STAFF SUMMARY SHEET CV02- 0120 (XOR) 767 TURBULENCE
94	MON303-0002380	MON303-0002380	MON303-0002380 - MON303-0002382	XX/XX/XXXX	
95	MON303-0002381	MON303-0002381	MON303-0002380 - MON303-0002382	03/22/2002	CV02-0120 (XOR) 767 TURBULENCE (LT COL OLIVER)
96	MON303-0002382	MON303-0002382	MON303-0002380 - MON303-0002382	03/22/2002	STAFF SUMMARY SHEET CV02- 0120 (XOR) 767 TURBULENCE
97	MON303-0002383	MON303-0002383	MON303-0002383 - MON303-0002391	XX/XX/XXXX	
98	MON303-0002384	MON303-0002386	MON303-0002383 - MON303-0002391	04/23/2002	XO 020422.09 (XOR) PRIVATE AERIAL TANKER EARNS NAVY PRAISE (MAJAX, 23 AP 02)
99	MON303-0002387	MON303-0002389	MON303-0002383 - MON303-0002391	04/22/2002	PRIVATE AERIAL TANKER EARNS NAVY'S PRAISE
100	MON303-0002390	MON303-0002391	MON303-0002383 - MON303-0002391	4/23/2002	TALKING PAPER ON CONTRACT AIR REFUELING AIR FORCE MESSAGE CONTRACT AIR REFUELING HAS BEEN EVALUATED AND REJECTED AMC, USTC, AND JOINT STAFF. MAY BE READDRESSSED IN FUTURE AIR REFUELING ANALYSIS OF ALTERNATIVES.
101	MON303-0002392	MON303-0002392	MON303-0002392 - MON303-0002394		

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NO	FILE NO	FILE NO	FILE NO	FILE NO	FILE NO	FILE NO
102	MON303-0002393	MON303-0002393	MON303-0002392 - MON303-0002394	05/15/2002	XORM 020515.12 767 TANKER LEASE UPDATE (LT COL OLIVER/15 MAY 02)	
103	MON303-0002394	MON303-0002394	MON303-0002392 - MON303-0002394	05/15/2002	TALKING PAPER ON 767 TANKER LEASE NEGOTIATIONS	
104	MON303-0002396	MON303-0002396	MON303-0002396 - MON303-0002423	XX/XX/XXXX		
105	MON303-0002397	MON303-0002406	MON303-0002396 - MON303-0002423	05/30/2003	REPORT TO THE CONGRESSIONAL DEFENSE COMMITTEE ON BOEING 767 AIR REFUELING AIRCRAFT MULTI-LEASE PILOT PROGRAM	
106	0002407	MON303-0002410	MON303-0002396 - MON303-0002423	05/30/2003	ANNEX 1 KC-767 OPERATIONAL IMPACT	
107	MON303-0002411	MON303-0002416	MON303-0002396 - MON303-0002423	05/30/2003	ANNEX 2 FINANCIAL ANALYSIS	
108	MON303-0002417	MON303-0002418	MON303-0002396 - MON303-0002423	XX/XX/XXXX	ANNEX 3 PROPOSED CONTRACT TERMS AND CONDITIONS	
109	MON303-0002419	MON303-0002419	MON303-0002396 - MON303-0002423	06/06/2003	KC-767A REPORT TO CONGRESS	
110	MON303-0002420	MON303-0002422	MON303-0002396 - MON303-0002423	06/06/2003	PACKAGE RED: XORM 030602.18 KC-767 REPORT TO CONGRESS (TITTINGER)	
111	MON303-0002423	MON303-0002423	MON303-0002396 - MON303-0002423	XX/XX/XXXX		
112	MON303-0002424	-----	MON303-0002424 - MON303-0002429	XX/XX/XXXX		
113	MON303-0002425	MON303-0002426	MON303-0002424 - MON303-0002429	08/04/2003	STAFF SUMMARY SHEET KC-767 REFUELING QUESTIONS (RED)	REMOVED MON303-0002426

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Doc ID	Doc ID	Doc ID	Date	Description	Category	
114	MON303-0002427	MON303-0002427	MON303-0002424 - MON303-0002429	08/04/2003	COORDINATION TABLE ACTION OFFICER INFORMATION	
115	MON303-0002428	MON303-0002428	MON303-0002424 - MON303-0002429	08/04/2003	XORM 030804.18 (RED) RESPONSE TO SECAF QUESTIONS ON AIR REFUELING TANKER DROGUE REFUELING (TITTINGER) SUSPENSE: SAF/AQ REQJESTS 1200, 4 AUGUST 03	
116	MON303-0002429	MON303-0002429	MON303-0002424 - MON303-0002429	08/04/2003	(RED) RESPONSE TO SECAF QUESTIONS ON AIR REFUELING TANKER DROGUE REFUELING	
117	MON303-0002430	MON303-0002430	MON303-0002430 - MON303-0002435	XX/XX/XXXX		
118	MON303-0002431	MON303-0002431	MON303-0002430 - MON303-0002435	09/08/2003	FW: SASC MEETING ON KC-767	
119	MON303-0002434	MON303-0002435	MON303-0002430 - MON303-0002435	09/15/2003	XORM 030908.1 RED PKG, SASC MEETING ON KC-767 (MCALLISTER)	
120	MON303-0002448	MON303-0002448	MON303-0002448 - MON303-0002452	XX/XX/XXXX		
121	MON303-0002449	MON303-0002449	MON303-0002448 - MON303-0002452	02/19/2004	BULLET BACKGROUND PAPER KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
122	MON303-0002450	MON303-0002451	MON303-0002448 - MON303-0002452	02/23/2004	XORM 040219.18 PKG; BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS (TITTINGER)	

	REPORT	REPORT	REPORT	DATE	TITLE	REPORTING OFFICE
123	MON303-0002452	MON303-0002452	MON303-0002448 - MON303-0002452	02/19/2004	STAFF SUMMARY SHEET XORM 040219 18 PKG BBP ON KC-767 HISTORY CONCERNING NAVY REQUIREMENTS	
124	MON303-0002727	MON303-0002727	MON303-0002727 - MON303-0002738	XX/XX/XXXX	AQ03-0646: (Master) TASK (RED): 767 SEA Letter	
125	MON303-0002728	MON303-0002728	MON303-0002727 - MON303-0002738	07/17/2003	AQ03-0646: (Master) TASK (RED): 767 SEA Letter	
126	MON303-0002729	MON303-0002732	MON303-0002727 - MON303-0002738	07/10/2003	SAF/AQ TASKER	
127	MON303-0002733	MON303-0002733	MON303-0002727 - MON303-0002738	XX/XX/XXXX	AQ03-0646: (Master) TASK (RED): 767 SEA Letter	
128	MON303-0002734	MON303-0002734	MON303-0002727 - MON303-0002738	XX/XX/XXXX		
129	MON303-0002735	MON303-0002738	MON303-0002727 - MON303-0002738	07/10/2003	SAF/AQ TASKER	
130	MON303-0002739	MON303-0002739	MON303-0002739- MON303-0002774	XX/XX/XXXX		
131	MON303-0002740	MON303-0002741	MON303-0002739 - MON303-0002774	11/25/2003	STAFF SUMMARY SHEET INDEMNIFICATION OF UNUSUALLY HAZARDOUS RISKS FOR KC-767 AIRCRAFT ACQUIRED UNDER LEASE CONTRACT	
132	MON303-0002742	MON303-0002744	MON303-0002739 - MON303-0002774	XX/XX/XXXX	C-210 INSURANCE	

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Item #	Request	Invoice	Package	Price	Notes	Document
133	MON303-0002745	MON303-0002753	MON303-0002739 - MON303-0002774	XX/XX/XXXX	CONTRACTING OFFICER'S ANALYSIS REQUEST FOR INDEMNIFICATION UNDER PUBLIC LAW 85-804 THE BOEING COMPANY KC-767A AIR REFUELING AIRCRAFT MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM CONTRACT FA8625-04-C-6453	
134	MON303-0002754	MON303-0002755	MON303-0002739 - MON303-0002774	11/25/2003	NATIONAL DEFENSE AND THE INDEMNIFICATION OF THE BOEING COMPANY FOR UNUSUALLY HAZARDOUS RISKS INVOLVED IN THE MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM FOR KC-767A AIR REFUELING AIRCRAFT	
135	MON303-0002756	MON303-0002759	MON303-0002739 - MON303-0002774	XX/XX/XXXX	INDEMNIFICATION OF THE BOEING COMPANY AND THE SPECIAL PURPOSE ENTITY FOR UNUSUALLY HAZARDOUS RISKS INVOLVED IN THE KC-767A AIR REFUELING AIRCRAFT, MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM	

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Doc ID	Doc Title	Doc Type	Doc Range	Date	Description	Classification
136	MON303-0002760	MON303-0002771	MON303-0002739 - MON303-0002774	11/14/2003	KC-767A TANKER TRANSPORT AIRCRAFT LEASE PROGRAM, INDEMINIFICATION REQUEST	
137	MON303-0002774	MON303-0002774	MON303-0002739 - MON303-0002774	XX/XX/XXXX	767-Y8T20-LSW-1002 ATTACHMENT B THE BOEING COMPANY UNUSUALLY HAZARDOUS RISKS MATRIX	
138	MON303-0002775	MON303-0002776	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OSD03-0145/U07944-03: (Master) TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
139	MON303-0002775	MON303-0002776	MON303-0002775 - MON303-0002794	XX/XX/XXXX	Task Update: OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
140	MON303-0002779	MON303-0002779	MON303-0002775 - MON303-0002794	06/16/2003	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
141	MON303-0002780	MON303-0002780	MON303-0002775 - MON303-0002794	06/17/2003	FW: OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	

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Doc ID	Doc Title	Doc Type	Doc Number	Doc Date	Doc Description	Doc Status
142	MON303-0002781	MON303-0002781	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
143	MON303-0002782	MON303-0002782	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 ANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
144	MON303-0002784	MON303-0002784	MON303-0002775 - MON303-0002794	07/10/2002	EXTENSION REQUEST: OS02-0190 (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
145	MON303-0002785	MON303-0002785	MON303-0002775 - MON303-0002794	01/09/2002	EXTENSION REQUEST: OS02-0190 (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
146	MON303-0002786	MON303-0002786	MON303-0002775 - MON303-0002794	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
147	MON303-0002787	MON303-0002787	MON303-0002775 - MON303-0002794	06/20/2003		

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Doc ID	Doc Title	Doc Type	Doc Number	Doc Date	Doc Description	Doc Status
1148	MON303-0002789	MON303-0002789	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
149	MON303-0002790	MON303-0002790	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OSO2-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
1150	MON303-0002791	MON303-0002791	MON303-0002775 -	07/10/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
1151	MON303-0002792	MON303-0002792	MON303-0002775 - MON303-0002794	07/09/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
1152	MON303-0002793	MON303-0002793	MON303-0002775 - MON303-0002794	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	

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Doc ID	Doc Title	Doc Number	Doc Range	Doc Type	Doc Description	Doc Status
153	MON303-0002794	MON303-0002794	MON303-0002775 - MON303-0002794	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
154	MON303-0002795	MON303-0002796	MON303-0002795 - MON303-0002803	XX/XX/XXXX	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
155		MON303-0002798	MON303-0002795 - MON303-0002803	06/20/2003		
156	MON303-0002799	MON303-0002799	MON303-0002795 - MON303-0002803	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
157	MON303-0002800	MON303-0002800	MON303-0002795 - MON303-0002803	07/10/2002	(EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
158	MON	MON303-0002801	MON303-0002795 - MON303-0002803	07/09/2002	(EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	

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DOC ID	DOC ID	DOC ID	DATE	DESCRIPTION	REVISION
159	MON303-0002802	MON303-0002802	MON303-0002795 - MON303-0002803	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)
160	MON303-0002803	MON303-0002803	MON303-0002795 - MON303-0002803	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)
161	MON303-0002804	MON303-0002804	MON303-0002812	XX/XX/XXXX	OSLLO3-0043: KC 767 Lease and Placement of Aircraft in North Dakota (Gov Hoeven, 19 Mar 03) (copy)
162	MON303-0002805	MON303-0002805	MON303-0002804 - MON303-0002805	(14/07/2003)	Package (Red): SECAF Response on Tanker Basing in ND
163	MON303-0002806	MON303-0002806	MON303-0002804 - MON303-0002806	XX/XX/XXXX	
164	MON303-0002807	MON303-0002807	MON303-0002804 - MON303-0002807	XX/XX/XXXX	STAFF COORDINATION SHEET SECAF RESPONSE TO CONGRESSIONAL
165	MON303-0002808	MON303-0002808	MON303-0002812	(13/31/2003)	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER BASING IN ND
166	MON303-0002811	MON303-0002811	MON303-0002804 - MON303-0002812	XX/XX/XXXX	
167	MON303-0002812	MON303-0002812	MON303-0002804 - MON303-0002812	03/19/2003	
168	MON303-0002838	MON303-0002838	MON303-0002838 - MON303-0002848	XX/XX/XXXX	

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Doc ID	Doc Title	Doc Type	Doc Number	Date	Description	Author
169	MON303-0002839	MON303-0002839	MON303-0002838 - MON303-0002848	XX/XX/XXXX	ACTION MEMO LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS	
170	MON303-0002840	MON303-0002840	MON303-0002838 - MON303-0002848	10/16/2002	STAFF SUMMARY SHEET RED - OSD/02-0224/U16496: LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS RESPONSE TO SEN MCCAIN'S 8 OCT 02 TO SECDEF	
171	MON303-0002841	MON303-0002843		10/08/2002		
172	MON303-0002844	MON303-0002844	MON303-0002838 - MON303-0002848	XX/XX/XXXX		
173	MON303-0002845	MON303-0002848	MON303-0002838 -	12/19/2001	107TH CONGRESS 1ST SESSION HOUSE OF REPRESENTATIVES REPORT 107 - 350 MAKING APPROPRIATIONS FOR THE DEPARTMENT OF DEFENSE FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2002, AND FOR OTHER PURPOSES CONFERENCE REPORT TO ACCOMPANY H. R. 3338	
174	MON303-0002855	MON303-00	MON303-0002855 - MON303-0002867	XX/XX/XXXX	AQ03-0332: RED Pkg: SECAF Response on Tanker Transformation	

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Doc ID	Doc Title	Doc Type	Doc ID	Doc Title	Doc Type	Doc ID	Doc Title	Doc Type
175	MON303-0002856	MON303-0002856	MON303-0002855 - MON303-0002867	04/07/2003	Package (Red): SECAF Response on Tanker Transformation			
176	MON303-0002857	MON303-0002857	MON303-0002855 - MON303-0002867	XX/XX/XXXX				
177	MON303-0002858	MON303-0002858	MON303-0002855 - MON303-0002867	XX/XX/XXXX	STAFF COORDINATION SHEET SECAF RESPONSE TO CONGRESSIONAL			
178	MON303-0002859	MON303-0002862	MON303-0002855 - MON303-0002867	04/01/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION			
179	MON303-0002863	MON303-0002864	MON303-0002855 - MON303-0002867	XX/XX/XXXX				
180	MON303-0002865	MON303-0002866	MON303-0002855 - MON303-0002867	02/26/2003				
181	MON303-0002867	MON303-0002867	MON303-0002855 - MON303-0002867	04/07/2003	TOP 4 ACTION			
182	MON303-0002868	MON303-0002868	MON303-0002868 - MON303-0002887	XX/XX/XXXX	AQ03-0334. RED Pkg: SECAF Response on Tanker Basing in ND			
183	MON303-0002869	MON303-0002869	MON303-0002868 - MON303-0002887	04/07/2003	Package (Red): SECAF Response on Tanker Basing in ND			
184	MON303-0002870	MON303-0002871	MON303-0002868 - MON303-0002887	04/07/2003	FW: Congressional, North Dakota - 767 tanker			
185	MON303-0002872	MON303-0002872	MON303-0002868 - MON303-0002887	XX/XX/XXXX				
186	MON303-0002873	MON303-0002873	MON303-0002868 - MON303-0002887	XX/XX/XXXX				
187	MON303-0002874	MON303-0002874	MON303-0002868 - MON303-0002887	XX/XX/XXXX	STAFF COORDINATION SHEET DISPOSITION OF KC-135E SIN 56-3607			
188	MON303-0002875	MON303-0002877	MON303-0002868 - MON303-0002887	03/31/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER BASING IN ND,			

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	File No.	File No.	Project	Date	Description	Disposition
189	MON303-0002878	MON303-0002878	MON303-0002868 - MON303-0002887	XX/XX/XXXX		
190	MON303-0002879	MON303-0002879	MON303-0002868 - MON303-0002887	03/19/2003		
191	MON303-0002880	MON303-0002880	MON303-0002868 - MON303-0002887	XXXX/XXXX	STAFF COORDINATION SHEET DISPOSITION OF KC-135E S/N 56-3607	
192	MON303-0002884	MON303-0002884	MON303-0002868 - MON303-0002887	03/31/2003	STAFF SUMMARY SHEET SECAF RESPONSE TO LETTER FROM (GOVERNOR HOEVEN, NORTH DAKOTA)	
193	MON303-0002885	MON303-0002885	MON303-0002868 - MON303-0002887	XX/XX/XXXX		
194	MON303-0002886	MON303-0002886	MON303-0002868 - "	04/01/2003	CONGRESSIONAL RESPONSE	
195	MON303-0002887	MON303-0002887	MON303-0002868 - MON303-0002887	0311912003		
196	MON303-0002888	MON303-0002888	MON303-0002868 - MON303-0002899	XX/XX/XXXX	AQ03-0358: SECAF Response on Tanker Transformation	
197	MON303-0002889	MON303-0002889	MON303-0002868 - MON303-0002899	04/14/2003	RE: Package (Red): <b>SECAF</b> Response on Tanker Transformation	
198	MON303-0002890	MON303-0002890	MON303-0002868 - MON303-0002899	04/11/2003	Package (Red): SECAF Response on Tanker Transformation	
199	MON303-0002891	MON303-0002891	MON303-0002868 - MON303-0002899	XX/XX/XXXX		
200	MON303-0002892	MON303-0002894	MON303-0002868 - MON303-0002899	0411112003	STAFF SUMMARY SHEET PACKAGE (RED): RESPONSE ON TANKER TRANSFORMATION	REMOVED MON303- 0002893
201	MON303-0002895	MON303-0002895	MON303-0002868 - MON303-0002899	XX/XX/XXXX		
202	MON303-0002896	MON303-0002896	MON303-0002868 - MON303-0002899	02/25/2003		
203	MON303-0002899	MON303-0002899	MON303-0002868 - MON303-0002899	04/07/2003	TOP4 ACTION MUST REACH HAFES NLT(1200) 7 APRIL, 2003	

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	REF ID	FILE #	PACKAGE	DATE	TITLE	REVISION
204	MON303-0002900	MON303-0002900	MON303-0002900 - MON303-0002935	XX/XX/XXXX	AQ03-1048: (Master) Tankers	
205	MON303-0002901	MON303-0002902	MON303-0002900 - MON303-0002935	12/04/2003	FW: AQ03-1048: Tankers	
206	MON303-0002903	MON303-0002903	MON303-0002900 - MON303-0002935	12/03/2003	RE: AQ03-1048: Tankers	
207	MON303-0002904	MON303-0002904	MON303-0002900 - MON303-0002935	12/03/2003	RE: AQ03-1048: Tankers	
208	MON303-0002905	MON303-0002905	MON303-0002900 - MON303-0002935	XX/XX/XXXX		
209	MON303-0002908	MON303-0002912	MON303-0002900 - MON303-0002935	11/13/2003		
210	MON303-0002913	MON303-0002918	MON303-0002900 - MON303-0002935	12/01/2003		
211	MON303-0002919	MON303-0002919	MON303-0002900 - MON303-0002935	11/24/2003	KC-767 TANKER LEASWPURCHASECONTRACT APPROACH (YOUR NOVEMBER 24,2003 TANKER SNOWFLAKE)	
212	MON303-0002920	MON303-0002926	MON303-0002900 - MON303-0002935	11/13/2003		
213	MON303-0002927	MON303-0002932	MON303-0002900 - MON303-0002935	12/01/2003		
214	MON303-0002933	MON303-0002933	MON303-0002900 - MON303-0002935	12/04/2003	SEDAF RESPONSE TO SECDEF ON KC-767A TANKER QUESTIONS	
215	MON303-0002934	MON303-0002934	MON303-0002935	12/04/2003	STAFF SUMMARY SHEET SECDEF QUESTION-KC-767 TANKERS	
216	MON303-0002935	MON303-0002935	MON303-0002900 - MON303-0002935	11/24/2003	KC-767 TANKER LEASWPURCHASECONTRACT APPROACH (YOUR NOVEMBER 24,2003 TANKER SNOWFLAKE)	
217	MON303-0002936	MON303-0002971	MON303-0002936 - MON303-0002971	XX/XX/XXXX	CC03-0276: (Master) TASK (RED): Avionics/Tanker/JSF Update "4-Star Conf"	
218	MON303-0002938	MON303-0002938	MON303-0002971	XX/XX/XXXX		

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Serial	From	To	Subject	Date	Content	Disposition
219	MON303-0002939	MON303-0002940	MON303-0002936 - MON303-0002971	04/21/2003	FW: CC03-0276: (AQP) TASK (RED): Avionics/Tanker/JSF Update "4-Star Conf"	
220	MON303-0002941	MON303-0002942	MON303-0002936 - MON303-0002971	04/18/2003	FW: CC03-0276: (PEO/FB) TASK (RED): Avionics/Tanker/JSF Update "4-Star Conf"	
221	MON303-0002943	MON303-0002944	MON303-0002936 - MON303-0002971	04/18/2003	RE: CC03-0276: (AQP) TASK (RED): Avionics/Tanker/JSF Update "4-Star Conf"	
222	MON303-0002945	MON303-0002947	MON303-0002936 - MON303-0002971	04/16/2003	FW: 10 Day CSAF Tasker.doc - Tanker Paper for 4 Star Conf	REMOVED MON303-0002947
223	MON303-0002948	MON303-0002949	MON303-0002936 - MON303-0002971	04/15/2003	10 Day CSAF Tasker.doc	
224	MON303-0002950	MON303-0002950	MON303-0002936 - MON303-0002971	04/10/2003	POINT PAPER ON KC-767 TANKER LEASE PROGRAM	
225	MON303-0002951	MON303-0002951	MON303-0002936 - MON303-0002971	04/18/2003	F/A-22 AVIONICS UPDATE TALKING POINTS	
226	MON303-0002952	MON303-0002953	MON303-0002936 - MON303-0002971	04/XX/2003	TALKING PAPER ON F-35 JOINT STRIKE FIGHTER PROGRAM	
227	MON303-0002954	MON303-0002955	MON303-0002936 - MON303-0002971	04/XX/2003	TALKING PAPER ON F-35 JOINT STRIKE FIGHTER PROGRAM	
228	MON303-0002956	MON303-0002957	MON303-0002936 - MON303-0002971	04/15/2003	10 Day CSAF Tasker.doc	
229	MON303-0002958	MON303-0002958	MON303-0002936 - MON303-0002971	04/18/2003	F/A-22 AVIONICS UPDATE TALKING POINTS	
230	MON303-0002959	MON303-0002959	MON303-0002936 - MON303-0002971	04/10/2003	POINT PAPER ON KC-767 TANKER LEASE PROGRAM	
231	MON303-0002960	MON303-0002960	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
232	MON303-0002961	MON303-0002961	MON303-0002936 - MON303-0002971	XX/XX/XXXX		

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Doc ID	Doc ID	Doc ID	Doc ID	Doc ID	Doc ID	Doc ID
233	MON303-0002962	MON303-0002962	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
234	MON303-0002963	MON303-0002963	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
235	MON303-0002964	MON303-0002964	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
236	MON303-0002965	MON303-0002965	MON303-0002936 - MON303-0002971	XX/XX/XXXX	DOCUMENT NOT PRINTED	
237	MON303-0002966	MON303-0002966	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
238	MON303-0002967	MON303-0002967	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
239	MON303-0002968	MON303-0002968	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
240	MON303-0002969	MON303-0002969	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
241	MON303-0002970	MON303-0002970	MON303-0002936 - MON303-0002971	XX/XX/XXXX		
242	MON303-0002971	MON303-0002971	MON303-0002936 - MON303-0002971	XX/XX/XXXX	DOCUMENT NOT PRINTED	
243	MON303-0002972	MON303-0002973	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OSD03-0145/U07944-03: (Master) TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE. (Anderson, 19 May 03, Ltr to SECDEF)	
244	MON303-0002974	MON303-0002975	MON303-0002972 - MON303-0002991	XX/XX/XXXX	Task Update: OSD03- 0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
245	MON303-0002976	MON303-0002976	MON303-0002972 - MON303-0002991	03/16/2003	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
246	MON303-0002977	MON303-0002977	MON303-0002972 - MON303-0002991	06/17/2003	FW: OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	

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Doc ID	Doc Title	Doc Type	Doc Status	Doc Date	Doc Description	Doc Author
247	MON303-0002978	MON303-0002978	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
248	MON303-0002979	MON303-0002980	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
249	MON303-0002981	MON303-0002981	MON303-0002972- MON303-0002991	07/10/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
250	MON303-0002982	MON303-0002982	MON303-0002972 - MON303-0002991	017/09/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
251	MON303-0002983	MON303-0002983	MON303-0002972 - MON303-0002991	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
252	MON303-0002984	MON303-0002985	MON303-0002972 - MON303-0002991	06/20/2003		

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Doc ID	File Name	File Path	File Size	File Type	File Content	File Status
253	MON303-0002986	MON303-0002986	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
254	MON303-0002987	MON303-0002987	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
255	MON303-0002988	MON303-0002988	MON303-0002972 - MON303-0002991	03/11/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
256	MON303-0002989	MON303-0002989	MON303-0002972 - MON303-0002991	07/09/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
257	MON303-0002990	MON303-0002990	MON303-0002972 - MON303-0002991	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	

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Doc ID	File Name	File Path	File Type	Date	Description	Approval Status
258	MON303-0002991	MON303-0002991	MON303-0002972 - MON303-0002991	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
259	MON303-0002992	MON303-0002993	MON303-0002992 - MON303-0003000	XX/XX/XXXX	OSD03-0145/U07944-03: TASK (BLUE): FINANCING FOR THE 767 TANKER LEASE, (Anderson, 19 May 03, Ltr to SECDEF)	
260	MON303-0002994	MON303-0002995	MON303-0002992 - MON303-0003000	06/20/2003		
261	MON303-0002996	MON303-0002996	MON303-0002992 - MON303-0003000	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF) (copy)	
262	MON303-0002997	MON303-0002997	MON303-0002992 - MON303-0003000	07/10/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
263	MON303-0002998	MON303-0002998	MON303-0002992 - MON303-0003000	07/09/2002	EXTENSION REQUEST: OS02-0190: (Master) Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	

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Row	Doc ID	Doc ID	Doc ID	Date	Description	Notes
264	MON303-0002999	MON303-0002999	MON303-0002992 - MON303-0003000	XX/XX/XXXX	Task Accepted: OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
265	MON303-0003000	MON303-0003000	MON303-0002992 - MON303-0003000	XX/XX/XXXX	OS02-0190: Frigate International Airways Proposal to Finance Lease of Boeing 767 Aircraft (Rex Anderson 28 May 02 letter to SecAF)	
266	MON303-0003001	MON303-0003001	MON303-0003001 - MON303-0003010	XX/XX/XXXX	OSD03-0149/U07933: (Master) TASK (RED): WILL KC-135 TANKERS BE REPLACED IN THE FUTURE. (Eade, 13 May 03, Ltr to SECDEF)	
267	MON303-0003002	MON303-0003002	MON303-0003001 - MON303-0003010	06/09/2003	HOT Package: SECDEF letter to Gen Eades (USAF, ret)	
268	MON303-0003003	MON303-0003003	MON303-0003001 - MON303-0003010	XX/XX/XXXX		
269	MON303-0003004	MON303-0003004	MON303-0003001 - MON303-0003010	05/13/2003		
270	MON303-0003006	MON303-0003006	MON303-0003001 - MON303-0003010	XX/XX/XXXX		
271	MON303-0003007	MON303-0003007	MON303-0003001 - MON303-0003010	01/01/1974	GENERAL GEORGE J. EADE RETIRED AUG. 31, 1975.	
272	MON303-0003008	MON303-0003008	MON303-0003001 - MON303-0003010	XX/XX/XXXX	3-LETTER COORDINATION <b>RECORD</b>	
273	MON303-0003009	MON303-0003009	MON303-0003001 - MON303-0003010	06/04/2003	STAFF SUMMARY SHEET LETTER FROM GEN EADE, USAF, RETIRED, CONCERNING KC-135 REPLACEMENT	REMOVED MON303- 0003010

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Doc ID	Doc Title	Doc Type	Doc Content	Date	Description	Doc Status
274	MON303-0003011	MON303-0003011	MON303-0003011 - MON303-0003019	XX/XX/XXXX	OSL03-0043: KC 767 Lease and Placement of Aircraft in North Dakota (Gov Hoeven, 19 Mar 03) (copy)	
275	MON303-0003012	MON303-0003012	MON303-0003011 - MON303-0003019	04/07/2003	Package (Red): SECAF Response on Tanker Basing in ND	
276	MON303-0003013	MON303-0003013	MON303-0003011 - MON303-0003019	XX/XX/XXXX		
277	MON303-0003014	MON303-0003014	MON303-0003011 - MON303-0003019	XX/XX/XXXX	STAFF COORDINATION SHEET SECAF RESPONSE TO CONGRESSIONAL	
278	MON303-0003015	MON303-0003017	MON303-0003011 - MON303-0003019	03/31/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER BASING IN ND.	
279	MON303-0003018	MON303-0003018	MON303-0003011 - MON303-0003019	XX/XX/XXXX		
280	MON303-0003019	MON303-0003019	MON303-0003011 - MON303-0003019	03/19/2003		
281	MON303-0003020	MON303-0003020	MON303-0003020 - MON303-0003044	XX/XX/XXXX	OS04-0036: (Master) TASK (RED): Tanker AoA Guidance - Request Coordination	
282	MON303-0003021	MON303-0003021	MON303-0003020 - MON303-0003044	02/12/2004	Task Status Report: OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination (copy)	
283	MON303-0003022	MON303-0003028	MON303-0003020 - MON303-0003044	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	

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NO.	FOI/PA#	FOI/PA#	FOI/PA#	DATE	FOI/PA#	FOI/PA#
284	MON303-0003029	MON303-0003029	MON303-0003020 - MON303-0003044	XX/XX/XXXX	Task Accepted: OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
285	MON303-0003030	MON303-0003036	MON303-0003020 - MON303-0003044	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVE (AOA)	
286	MON303-0003037	MON303-0003037	MON303-0003020 - MON303-0003044	XX/XX/XXXX	OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
287	MON303-0003038	MON303-0003044	MON303-0003020 - MON303-0003044	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTRNATIVES (AOA)	
288	MON303-0003045	MON303-0003045	MON303-0003045 - MON303-0003087	XX/XX/XXXX		
289	MON303-0003046	MON303-0003047	MON303-0003045 - MON303-0003087	01/11/2002	XORM 011102.08 - CORONA TASKER - TANKER FITR UPDATE (LT COL NYGAARD)	
290	MON303-0003048	MON303-0003048	MON303-0003045 - MON303-0003087	01/11/2002	STAFF SUMMARY SHEET (CC01-0654) CORONA TASKER CFOIT-16: TANKER FORK IN THE ROAD UPDATE	
291	MON303-0003049	MON303-0003050	MON303-0003045 - MON303-0003087	0210612002	BULLET BACKGROUND PAPER ON TANKER FORK IN THE ROAD (FITR)	
292	MON303-0003051	MON303-0003051	MON303-0003045 - MON303-0003087	XX/XX/XXXX	OPEN SESSION TASKER	
293	MON303-0003052	MON303-0003070	MON303-0003045 - MON303-0003087	XX/XX/XXXX	TANKR FITR CORONA UPDATE	
294	MON303-0003071	MON303-0003072	MON303-0003045 - MON303-0003087	XX/XX/XXXX		
295	MON303-0003073	MON303-0003074	MON303-0003045 - MON303-0003087	XX/XX/XXXX		

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Page	Project	Folder	File	Date	Description	Printed Page
296	MON303-0003075	MON303-0003078	MON303-0003045 - MON303-0003087	XX/XX/XXXX		
297	MON303-0003077	MON303-0003078	MON303-0003045 - MON303-0003087	XX/XX/XXXX		
298	MON303-0003079	MON303-0003087	MON303-0003045 - MON303-0003087	XX/XX/XXXX		REMOVED MON303- 0003085 & MON303- 0003087
299	MON303-0003088	MON303-0003088	MON303-0003088 - MON303-0003100	XX/XX/XXXX		
300	MON303-0003089	MON303-0003089	MON303-0003088 - MON303-0003100	01111812002	STAFF SUMMARY SHEET PROPOSED LETTER OF RESPONSE TO EADS- AIRBUS ON TANKER LEASE	
301	MON303-0003090	MON303-0003090	MON303-0003088 - MON303-0003100	011/18/2002	STAFF SUMMARY SHEET PROPOSED LETTER OF RESPONSE TO EADS-AIRBUS ON TANKER LEASE	
302	MON303-0003091	MON303-0003091	MON303-0003088 - MON303-0003100	XX/XX/XXXX		
303	MON303-0003092	MON303-0003092	MON303-0003088 - MON303-0003100	XX/XX/XXXX		
304	MON303-0003093	MON303-0003094	MON303-0003088 - MON303-0003100	0111112002	MORE OPTIONS FOR AN AGING FLEET	
305	MON303-0003095	MON303-0003095	MON303-0003088 - MON303-0003100	XX/XX/XXXX	WASHINGTONPOST.PDF	
306	MON303-0003096	MON303-0003097	MON303-0003088 - MON303-0003100	XX/XX/XXXX	SEC. 8159. MULTI-YEAR AIRCRAFT LEASE PILOT PROGRAM.	
307	MON303-0003098	MON303-0003098	MON303-0003088 - MON303-0003100	0111112002		
308	MON303-0003099	MON303-0003099	MON303-0003088 - MON303-0003100	XX/XX/XXXX		
309	MON303-0003100	MON303-0003100	MON303-0003088 - MON303-0003100	XX/XX/XXXX	DOCUMENT NOT PRINTED	
310	MON303-0003106	MON303-0003106	MON303-0003106 - MON303-0003117	XX/XX/XXXX		
311	MON303-0003107	MON303-0003107	MON303-0003106 - MON303-0003117	XX/XX/XXXX	STAFF COORDINATION SHEET SECAF RESPONSE TO CONGRESSIONAL	

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NO.	FILE NO.	FILE NO.	FILE NO.	DATE	TITLE	STATUS
312	MON303-0003108	MON303-0003111	MON303-0003106 - MON303-0003117	04/01/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	
313	MON303-0003112	MON303-0003113	MON303-0003106 - MON303-0003117	XX/XX/XXXX		
314	MON303-0003114	MON303-0003114	MON303-0003106 - MON303-0003117	04/04/2003	SECAF RESPONSE TO CM TIAHRT (KS)	
315	MON303-0003115	MON303-0003116	MON303-0003106 - MON303-0003117	02/26/2003		
316	MON303-0003117	MON303-0003117	MON303-0003106 - MON303-0003117	04/07/2003	TOP4 ACTION MUST REACH HAF/ES NLT (1200) 7 APRIL, 2003	
317	MON303-0003118	MON303-0003118	MON303-0003118 - MON303-0003126	XX/XX/XXXX		
318	MON303-0003119	MON303-0003121	MON303-0003118 - MON303-0003126	04/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	REMOVED MON303-0003120
319	MON303-0003122	MON303-0003123	MON303-0003118 - MON303-0003126	XX/XX/XXXX		
320	MON303-0003124	MON303-0003125	MON303-0003118 - MON303-0003126	02/26/2003		
321	MON303-0003126	MON303-0003126	MON303-0003118 - MON303-0003126	04/07/2003	TOP4 ACTION MUST REACH HAF/ES NLT (1200) 7 APRIL, 2003	
322	MON303-0003127	MON303-0003127	MON303-0003127 - MON303-0003167	XX/XX/XXXX		
323	MON303-0003128	MON303-0003153	MON303-0003127 - MON303-0003167	03/10/2003	FACT SHEET KC-135E/767	
324	MON303-0003154	MON303-0003154	MON303-0003127 - MON303-0003167	04/01/XXXX	STAFF) TOP4 ACTION MUST REACH HAF/ES NLT (1200) TUESDAY, 1 APRIL	
325	MON303-0003155	MON303-0003155	MON303-0003127 - MON303-0003167	XX/XX/XXXX	TASKER: KC-135/767 QUESTIONS (REP TIAHRT)	

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Doc #	File Path	File Name	File Description	Date	File Content	File Type
326	MON303-0003156	MON303-0003156	MON303-0003127 - MON303-0003167	XX/XX/XXXX	TASKER: TANKER QUESTIONS FROM CM NETHERCUTT	
327	MON303-0003157	"	MON303-0003127 - MON303-0003167	XX/XX/XXXX	CM NETHERCUTT: WHAT ARE THE SAVINGS ASSOCIATED WITH THE KC-135E REDUCTIONS? (XP)	
328	MON303-0003158	MON303-0003158	MON303-0003127 - MON303-0003167	03/26/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	
329	MON303-0003164	MON303-0003165	MON303-0003127 - MON303-0003167	XX/XX/XXXX		
330	MON303-0003166	MON303-0003167	MON303-0003127 - MON303-0003167	XX/XX/XXXX		
331	MON303-0003168	MON303-0003168	MON303-0003168 - MON303-0003179	XX/XX/XXXX		
332	MON303-0003169	MON303-0003171	MON303-0003168 - MON303-0003179	04/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): OSLLO3-0040: SECAF RESPONSE ON TANKER TRANSFORMATION	
333	MON303-0003172	MON303-0003174	MON303-0003168 - MON303-0003179	04/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): OSLLO3-0040: SECAF RESPONSE ON TANKER TRANSFORMATION	
334	MON303-0003175	MON303-0003176	MON303-0003168 - MON303-0003179	XX/XX/XXXX		
335	MON303-0003177	MON303-0003178	MON303-0003168 - MON303-0003179	02/26/2003		
336	MON303-0003179	MON303-0003179	MON303-0003168 - MON303-0003179	04/17/2003	TOP 4 ACTION MUST REACH HAF/ES NLT (1200) 17 APRIL, 2003	
337	MON303-0003180	MON303-0003180	MON303-0003180 - MON303-0003209	XX/XX/XXXX		
338	MON303-0003181	MON303-0003181	MON303-0003180 - MON303-0003209	XX/XX/XXXX	TOP 4 ACTION MUST REACH HAF/ES NLT (1200)	

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NO.	DOC ID	DOC ID	DOC ID	DATE	TITLE	REMOVED PAGE
339	MON303-0003182	MON303-0003183	MON303-0003180 - MON303-0003209	02/18/2004	PACKAGE (RED): OSL04-0018 - TINKER PLACARDS - SENATOR MCCAIN	REMOVED MON303-0003183
340	MON303-0003184	MON303-0003185	MON303-0003180 - MON303-0003209	12/13/2004		
341	MON303-0003186	MON303-0003194	MON303-0003180 - MON303-0003209	XX/XX/XXXX	AFT TERMINAL FITTING (BODY STATION 820)	
342	MON303-0003195	MON303-0003203	MON303-0003180 - MON303-0003209	XX/XX/2002	BULKHEADFITTING \$157,837 (BODY STATION 820)	
343	MON303-0003204	MON303-0003206	MON303-0003180 - MON303-0003209	10/29/2003	SEN. MCCAIN SAYS USAF HID TANKER CORROSION DATA	
344	MON303-0003207	MON303-0003208	MON303-0003180 - MON303-0003209	12/17/2004	DETAILED SUMMARY OF EVENTS	
345	MON303-0003209	MON303-0003209	MON303-0003180 - MON303-0003209	XX/XX/XXXX		
346	MON303-0003211	MON303-0003211	MON303-0003211 - MON303-0003248	XX/XX/XXXX		
347	MON303-0003212	MON303-0003212	MON303-0003211 - MON303-0003248	XX/XX/XXXX	KC-767 CONOPS	
348	MON303-0003213	MON303-0003213	MON303-0003211 - MON303-0003248	12/17/2001	STAFF SUMMARY SHEET 767 C2ISR CONOPS	
349	MON303-0003214	MON303-0003218	MON303-0003211 - MON303-0003248	XX/XX/XXXX	APPENDIX X (TO 767 TANKER CONOPS) 767 TANKER SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	
350	MON303-0003219	MON303-0003238	MON303-0003211 - MON303-0003248	12/06/2001	FLAG LEVEL REVIEW COMMENTS KC-767S CONCEPT OF OPERATIONS (CONOPS) KC-767S SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY	

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DOC ID	DOC TITLE	DOC NUMBER	DOC NUMBER	DOC DATE	DOC DESCRIPTION	DOC STATUS
351		MON303-0003239	MON303-0003247	MON303-0003211 - MON303-0003248	XX/XX/XXXX	APPENDIX X (TO 767 TANKER CONDOPS) 767 TANKER SENSOR/COMMUNICATIONS/DATA LINK RELAY CAPABILITY
352				MON303-0003211 - MON303-0003248	11/28/2001	STAFF SUMMARY SHEET KC-767S C2ISR CONOPS
353			MON303-0003249	MON303-0003249 - MON303-0003265	XX/XX/XXXX	OSD04-0259: (Master) Task (RED) Request for Documents Concerning KC-767 Tanker aircraft program (copy)
354		MON303-0003250	MON303-0003250	MON303-0003249 - MON303-0003265	08/13/2004	Request for Production of CDARA Documents
355		MON303-0003251	MON303-0003251	MON303-0003249 - MON303-0003265	08/13/2004	FW: AQ POC for DEPSECDEF Request for Documents Concerning KC-767 Tanker aircraft program
356		MON303-0003252	MON303-0003252	MON303-0003249 - MON303-0003265	XX/XX/XXXX	
357		MON303-0003253	MON303-0003253	MON303-0003249 - MON303-0003265	08/12/2004	APPOINTMENT OF AIR FORCE POINT OF CONTACT CONCERNING DEPUTY SECRETARY OF DEFENSE REQUEST FOR DOCUMENTS CONCERNING KC-767 TANKER AIRCRAFT PROGRAM
358		MON303-0003254	MON303-0003257	MON303-0003249 - MON303-0003265	08/11/2004	REQUEST FOR DOCUMENTS CONCERNING KC-767 TANKER AIRCRAFT PROGRAM

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NO.	REPORT	REPORT	FILE NO.	DATE	TITLE	REPORTING OFFICE
359	MON303-0003258	MON303-0003261	MON303-0003249 - MON303-0003265	08/11/2004	REQUEST FOR DOCUMENTS CONCERNING KC-767 TANKER AIRCRAFT PROGRAM	
360	MON303-0003262	MON303-0003264	MON303-0003249 - MON303-0003265	08/XX/2004	SEARCH INSTRUCTIONS	
361	MON303-0003265	MON303-0003265	MON303-0003249 - MON303-0003265	XX/XX/XXXX	DOCUMENT NOT PRINTED	
362	MON303-0003266	MON303-0003266	MON303-0003266 - MON303-0003273	XX/XX/XXXX		
363		MON303-0003269	MON303-0003266 - MON303-0003273	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)	
364	MON303-0003270	MON303-0003271	MON303-0003266 - MON303-0003273	02/13/2004	STAFF SUMMARY SHEET OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION	
365	MON303-0003272	MON303-0003272	MON303-0003266 - MON303-0003273	XX/XX/XXXX	ACROBAT DOCUMENT	
366	MON303-0003273	MON303-0003273	MON303-0003266 - MON303-0003273	XX/XX/XXXX	DOCUMENT NOT PRINTED	
367		MON303-0003274	MON303-0003274 - MON303-0003314	XX/XX/XXXX	OS04-0091: (Master) TASK (BLUE): Frigate International Airways-Tanker Lease Offer (Andersen to SECAF 6 Apr 04)	
368	MON303-0003275	MON303-0003276	MON303-0003274 - MON303-0003314	04/26/2004	Task Closure Request: OS04-0091: TASK (BLUE): Frigate International Airways-Tanker Lease Offer (Andersen to SECAF 6 Apr 04)	
369	MON303-0003277	MON303-0003279	MON303-0003274 - MON303-0003314	04/26/2004		

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NO	BOARD	FRIGATE	PROGRAM	DATE	NOTE	REMOVED FRIGATE PROGRAM
370	MON303-0003280	MON303-0003280	MON303-0003274 - MON303-0003314	04/26/2004	SAF/AQ Response to 6 Apr 04 Frigate Letter on KC-767 Leasing	
371	MON303-0003281	MON303-0003281	MON303-0003274 - MON303-0003314	04/08/2004	SECAF TASKER FRIGATE INTERNATIONAL AIRWAYS -- TANKER LEASE OFFER (6 APR 04)	
372	MON303-0003290	MON303-0003292	MON303-0003274 - MON303-0003314	04/26/2004		
373	MON303-0003293	MON303-0003293	MON303-0003274 - MON303-0003314	04/26/2004	SAF/AQ Response to 6 Apr 04 Frigate Letter on KC-767 Leasing	
374	MON303-0003294	MON303-0003302	MON303-0003274 - MON303-0003314	04/08/2004	SECAF TASKER FRIGATE INTERNATIONAL AIRWAYS -- TANKER LEASE OFFER (6 APR 04)	
375	MON303-0003303	MON303-0003303	MON303-0003274 - MON303-0003314	XX/XX/XXXX		
376	MON303-0003304	MON303-0003304	MON303-0003274 - MON303-0003314	XX/XX/XXXX		
377	MON303-0003305	MON303-0003305	MON303-0003274 - MON303-0003314	04/19/2004	STAFF SUMMARY SHEET RESPONSE TO FRIGATE 6 APR 04 LETTER TO SECAF ON KC- 767 LEASING (TASK OSO4-0091)	
378		MON303-0003307	MON303-0003274 - MON303-0003314	XX/XX/XXXX		REMOVED MON303- 0003307
379	MON303-0003308	MON303-0003309	MON303-0003274 - MON303-0003314	04/06/2004		
380	MON303-0003310	MON303-0003310	MON303-0003274 - MON303-0003314	07/24/2002		

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NO.	FRIGATE	FRIGATE	FRIGATE	DATE	TITLE	RELEVANT FRIGATE NUMBER
381	MON303-0003311	MON303-0003311	MON303-0003274 - MON303-0003314	04/19/2004	STAFF SUMMARY SHEET RESPONSE TO FRIGATE 6 APR 04 LETTER TO SECAF ON KC- 767 LEASING (TASK OSO4-0091)	
382	MON303-0003312	MON303-0003312	MON303-0003274 - MON303-0003314	XX/XX/XXXX		
383	MON303-0003314	MON303-0003314	MON303-0003274 - MON303-0003314	XX/XX/XXXX	DOCUMENT NOT PRINTED	
384	MON303-0003315	MON303-0003315	MON303-0003315 - MON303-0003369	XX/XX/XXXX	OSD04-0042@p: (Master) TASK (RED): Guidance for Tanker Fleet Recapitalization Analysis of Alternatives (AOA) (Krieg, 10 Feb 04)	
385	MON303-0003316	MON303-0003316	MON303-0003315 - MON303-0003369	02/17/2004	FW: TASK RED: Tanker AoA Guidance - Request Coordination (OSD04-0042)	
386	MON303-0003317	MON303-0003317	MON303-0003315 - MON303-0003369	02/13/2004	OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
387	MON303-0003318	MON303-0003318	MON303-0003315 - MON303-0003369	XX/XX/XXXX		
388	MON303-0003319	MON303-0003319	MON303-0003315 - MON303-0003369	02/13/2004	FW: OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
389	MON303-0003320	MON303-0003320	MON303-0003315 - MON303-0003369	02/13/2004	FW: OS04-0036: TASK (RED): Tanker AoA Guidance - Request Coordination	
390	MON303-0003321	MON303-0003327	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
391	MON303-0003328	MON303-0003328	MON303-0003315 - MON303-0003369	XX/XX/XXXX		
392	MON303-0003329	MON303-0003329	MON303-0003315 - MON303-0003369	XX/XX/XXXX		

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Doc ID	Doc Title	Doc Type	Doc Date	Doc Status	Doc Description	Doc Location
393	MON303-0003330	MON303-0003332	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)	
394	MON303-0003333	MON303-0003334	MON303-0003315 - MON303-0003369	02/13/2004	STAFF SUMMARY SHEET OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION	REMOVED MON303-0003334
395	MON303-0003335	MON303-0003341	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA)	
396	MON303-0003342	MON303-0003342	MON303-0003315 - MON303-0003369	XX/XX/XXXX	DOCUMENT NOT PRINTED	
397	MON303-0003343	MON303-0003343	MON303-0003315 - MON303-0003369	XX/XX/XXXX		
398	MON303-0003344	MON303-0003344	MON303-0003315 - MON303-0003369	XX/XX/XXXX		
399	MON303-0003345	MON303-0003347	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)	
400	MON303-0003348	MON303-0003349	MON303-0003315 - MON303-0003369	02/13/2004	STAFF SUMMARY SHEET OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION	
401	MON303-0003350	MON303-0003350	MON303-0003315 - MON303-0003369	XX/XX/XXXX	DOCUMENT NOT PRINTED	

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Document ID	Document Title	Document Description	Document Date	Document Content	
402	MON303-0003351	MON303-0003353	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)
403	MON303-0003354	MON303-0003355	MON303-0003315 - MON303-0003369	02/13/2004	STAFF SUMMARY SHEET OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION
404	MON303-0003356	MON303-0003356	MON303-0003315 - MON303-0003369	XX/XX/XXXX	DOCUMENT NOT PRINTED
405	MON303-0003357	MON303-0003357	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)
406	MON303-0003358	MON303-0003358	MON303-0003315 - MON303-0003369	02/13/2004	STAFF SUMMARY SHEET OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION
407	MON303-0003362	MON303-0003362	MON303-0003315 - MON303-0003369	XX/XX/XXXX	DOCUMENT NOT PRINTED
408	MON303-0003363	MON303-0003363	MON303-0003315 - MON303-0003369	02/13/2004	OS04-0036: TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION

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Doc No	Doc No	Doc No	Date	Description	Reviewed	
409	MON303-0003364	MON303-0003366	MON303-0003315 - MON303-0003369	02/10/2004	GUIDANCE FOR TANKER FLEET RECAPITALIZATION ANALYSIS OF ALTERNATIVES (AOA) (YOUR LTR 10 FEB 04)	
410	MON303-0003367	MON303-0003368	MON303-0003315 - MON303-0003369	02/13/2004	STAFF SUMMARY SHEET OS04-0036 TASK (RED): TANKER ANALYSIS OF ALTERNATIVES (AOA) GUIDANCE - REQUEST COORDINATION	
411	MON303-0003369	MON303-0003369	MON303-0003315 - MON303-0003369	XXXXXX	DOCUMENT NOT PRINTED	
412	MON304-0000001	MON304-0000003		XX/XX/XXXX	WORKING DRAFT	

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NO.	MON ID	FRONT ID	BACK ID	DATE	TITLE	DESCRIPTION
1	MON303-0002849	MON303-0002851		10/05/2001	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HS-05-010 TANKER PROGRAMS, 10	
2	MON303-0002852	MON303-0002854		10/05/2001	CONGRESSIONAL INSERT/QFR INSERT/QFR NO HS-05-010 TANKER PROGRAMS, 10	
3	MON302-0005255	MON302-0005319		12/19/2001	MAKING APPROPRIATIONS FOR THE DEPARTMENT OF DEFENSE FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2002 AND FOR OTHER PURPOSES CONFERENCE REPORT (TO ACCOMPANY H.R. 3338)	MON302-0005255 THRU MON302-0005259, MON302-0005263, MON302-0005275, MON302- 0005281, MON302-0005294, MON302-0005295 MS ONLY INCLUDES THE FOLLOWING EXCLUDED FROM MD: MON302-0005264 THRU MON302-0005271, MON302-0005276 THRU MON302-0005280, MON302-0005285 THRU MON302-0005293, MON302-0005296, MON302- 0005306 THRU MON302-0005319
4	MON303-0002825	MON303-0002861	MON303-0002825 - MON303-0002726	1/2/19/2001	767 TANKER LEASE	MON303-0002866 THRU MON303-0002861
5	MON303-0001193	MON303-0001217		0/125/2002		MON303-0001207
6	MON303-0001310	MON303-0001312		0/2/05/2002	STAFF SUMMARY SHEET OS02- 0032 SECAF PREP TO SENATOR MCCAIN- AIRBUS AND PROPOSED TANKER COMPETITION (BREDLOVE, 5 FEB 02)	
7	MON303-0000577	MON303-0000577		0/2/26/2002	RESPONSES TO REPRESENTATIVES RUBEN HINOJOSA AND SILVESTRE REYES	
8	MON303-0003101	MON303-0003105		0/2/27/2002	CONGRESSIONAL INSERT/QFR LEGISLATIVE LIAISON- CONGRESSIONAL ACTIONS DIVISION (SAF/LLZ) INSERT/QFR NO: SS-01-043 TANKER MODERNIZATION PLAN, 43	
9	MON303-0001318	MON303-0001323		0/3/07/2002	CONSTITUENT CONCERN ON 767 (SEN WARNER)	
10	MON303-0002600	MON303-0002604		0/3/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-119 BUY AMERICA BOEING 767, ANSWER QUESTION 1	MON303-0002601, MON303-0002603, MON303- 0002604

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11	MON303-0002508	MON303-0002612	03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-120 BUY AMERICA BOEING 767, ANSWER QUESTION 2	MON303-0002609, MON303-0002611, MON303- 0002612
12	MON303-0002613	MON303-0002616	03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-121 BUY AMERICA BOEING 767, ANSWER QUESTION 3	MON303-0002614, MON303-0002616
13	MON303-0002617	MON303-0002620	03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-122 BUY AMERICA BOEING 767, ANSWER QUESTION 4	MON303-0002618, MON303-0002620.
14	MON303-0002621	MON303-0002624	03/29/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HC-01-123 BUY AMERICA BOEING 767, ANSWER QUESTION 5	MON303-0002622, MON303-0002624
15	MON303-0001329	MON303-0001332	04/01/2002	STAFF SUMMARY SHEET AIR FORCE TANKER RECAPITALIZATION FUNDING	
16	MON303-0002605	MON303-0002607	04/03/2002	CONGRESSIONAL INSERT/QFR INSERT/QFR NO: HS-02-003767 LEASE AUTHORITY. J	MON303-0002607
17	MON303-0000399	MON303-0000403	04/05/2002	NEW TANKER ISSUES (CM TIAHRT)	MON303-0000403
18	MON302-0000768	MON302-0000831	04/10/2002	MANAGEMENT AND RETENTION OF ELECTRONIC MAIL (E-MAIL)	MON303-0000768 THRU MON302-0000772, MON302-0000776 THRU MON302-0000779, MON302-0000785, MON303-0000786, MON302-  MO : MON302-0000811
19	MON303-0001355	MON303-0001366	04/18/2002	767 LEASE RFI INFO (SEN MCCAIN)	MON303-0001355, MON303-0001366 ARE DUPLICATES OF MON303-0001327, MON303- 0001328
20	MON303-0000385	MON303-0000388	05/05/2002	QFR 767 LEASING	MON303-0000388
21	MON303-0001391	MON303-0001393	05/28/2002	FML INQUIRY-767 TESTBED (MR. NORQUIST)	
22	MON303-0001397	MON303-0001402	06/12/2002	FML INQUIRY - 767 TESTBED (MR. NORQUIST)	

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Item #	Document ID	Document ID	Date	Description	Document ID
23	MON303-0001424	MON303-0001431	07/22/2002	OSDLL02-0161, CONSTITUENT CONCERNS W/LEASING OF BOEING 767-(MCC BRYANT)	MON303-0001431
24	MON303-0001528	MON303-0001536	11/13/2002	OSLL02-0217, PROPOSED 767 LEASE (SEN FEINGOLD)	MON303-0001532, MON303-0001533
25	MON303-0001537	MON303-0001541	12/12/2002	SECDEF LTR ON LEASE OF 100 BOEING 767S (SEN MCCAIN)	
26	MON303-0001542	MON303-0001542	12/16/2002	LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS	
27	MON301-0000001	MON301-0000001	02/06/2003	HASC Hearing - 767	
28	MON303-0001563	MON303-0001572	03/26/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	
29	MON303-0001552	MON303-0001557	04/01/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	MON303-0001557
30	MON303-0000468	MON303-0000473	04/09/2003	QFR FROM CM SKELTON ON 767 LEASE	MON303-0000472
31	MON303-0001573	MON303-0001578	04/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): SECAF RESPONSE ON TANKER TRANSFORMATION	MON303-0001578
32	MON303-0001746	MON303-0001750	06/24/2003	BOEING 767 LEASE: SEN HUTCHISON	
33	MON302-0005457	MON302-0005461	07/02/2003	ATTACHMENT A - EVOLUTION OF ASSIGNED TASKING	

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Doc ID	Doc ID	Doc ID	Date	Description	Doc ID	
1	MON302-0000211	MON302-0000149	08/07/2003	RE: TANKER AOA	MON302-0000241, MON302-0000282-MON302-0000285, MON302-0000287, MON302-000089, MON302-0000290, MON302-0000292, MON302-0000296, MON302-0000300	
2	MON302-0005531	MON302-0005192	08/27/2003	FAX WORKING DRAFT OF ASSESSMENT OF DOD LEASING ACTIONS		
3	MON302-0005519	MON302-0005120	08/28/2003	COMMENTS ON IG DRAFT REPORT OF 27 AUG		
4	MON302-0005521	MON302-0005122	08/28/2003	COMMENTS ON IG WORKING DRAFT OF ASSESSMENT OF DOD LEASING ACTIONS - 27 AUGUST		
5	MON303-0001839	MON303-0001839	09/11/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT		
6	MON302-0005413	MON302-0005452	09/15/2003	LEVIN/WARNER RESPONSE LETTER COORDINATION SHEET SUSPENSE. 15 SEPTEMBER 2003, 1500		
7	MON301-0000078	MON301-0000078	MON301-0000077 - MON301-0000078	09/17/2003	LEASING WORKING GROUP MEETING REGARDING 25-75 PROPOSAL	
8	MON303-0001840	MON303-0001847	09/24/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT		
9	MON303-0001848	MON303-0001858	09/26/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP		
10	MON302-0000729	MON302-0000767	10/16/2003		MON302-0000750	
11	MON303-0000277	MON303-0000292	11/21/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT 4. CCD CONTROL # U18896-03	MON303-0000377, MON303-0000378	
12	MON303-0000950	MON303-0000954	12/05/2003	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	MON303-0000950, MON303-0000951, MON303-0000954	
13	MON301-0000127	MON301-0000131	04/21/2004	Chairman Lewis and CM Nethercutt meetings - 22 Apr 04		

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Item	Doc ID	Doc ID	Doc ID	Date	Title	Item/Doc ID
1	MON302-0006994	MON302-0006964		04/28/XXXX		
2	MON302-0005478	MON302-0005481		XX/XX/XXXX	ATTACHMENT I- CHRONOLOGY OF REQUESTS AND RESPONSES TO SENATOR JOHN MCCAIN	
3	MON302-0005486	MON302-0005505		XX/XX/XXXX	AIR FORCE AND OSD BOEING LEASE DECISION PROCESS	
4	MON302-0005506	MON302-0005518		XX/XX/XXXX	DOD INTERACTION WITH CONGRESS PART II	
5	MON303-0000262	MON303-0000263	MON303-0000262 - MON303-0000269	XX/XX/XXXX	OS03-0427: (Master) Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000263
6	MON303-0000264	MON303-0000265	MON303-0000262 - MON303-0000269	01/06/2004	RE: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposa (copy)	MON303-0000265
7	MON303-0000266	MON303-0000267	MON303-0000262 - MON303-0000269	12/29/2003	Status update: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal	MON303-0000267
8	MON303-0000268	MON303-0000268	MON303-0000262 - MON303-0000269	XX/XX/XXXX		
9	MON303-0000270	MON303-0000270	MON303-0000270 - MON303-0000271	XX/XX/XXXX	OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	
10	MON303-0000504	MON303-0000504	MON303-0000500 - MON303-0000557	XX/XX/XXXX		
11	MON303-0000593	MON303-0000818	MON303-0000590 - MON303-0000632	03/10/2003	FACT SHEET KC-135E/767 QUESTIONS (CM TIAHRT STAFF)	MON303-0000818
12	MON303-0000620	MON303-0000820	MON303-0000590 - MON303-0000632	XX/XX/XXXX	TASKER: KC-135/767 QUESTIONS (REP TIAHRT)	
13	MON303-0000621	MON303-0000621	MON303-0000590 - MON303-0000632	XX/XX/XXXX	TASKER: TANKER QUESTIONS FROM CM NETHERCUTT	
14	MON303-0000622	MON303-0000827	MON303-0000590 - MON303-0000632	XX/XX/XXXX	CM NETHERCUTT: WHAT ARE THE SAVINGS ASSOCIATED WITH THE KC-135E REDUCTIONS? (XP)	

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Seq#	Begin Doc	End Doc	Parent Doc	Date	Title	In Analysis/Parent Doc#
15	MON303-0000828	MON303-0000828	MON303-0000590 - MON303-0000632	03/28/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	
18	MON303-0000848	MON303-0000848	MON303-0000847 - MON303-0000849	11/25/2003	SECAF TASKER TANKERS MEMO FOR SECAF SIGNATURE (OR APPROPRIATE MEDIUM FOR SECAF RESPONSE)	
17	MON303-0000888	MON303-0000889	MON303-0000883 - MON303-0000889	XX/XX/XXXX	OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	MON303-0000889
18	MON303-0000890	MON303-0000891	MON303-0000890 - MON303-0000895	XX/XX/XXXX	OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	MON303-0000891
19	MON303-0000892	MON303-0000892	MON303-0000890 - MON303-0000895	01/28/2003	FV: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	
20	MON303-0000893	MON303-0000893	MON303-0000890 - MON303-0000895	01/28/2003	RE: OSLL03-0007: Specifics of Tanker Roadmap (Sen Dorgan, 15 Jan)	
21	MON303-0000897	MON303-0000897		XX/XX/XXXX	OSLL03-0156: (Master) TASK (RED): Tanker Lease Request (Sen Warner & Levin 2 Oct 03) (copy)	
22	MON303-0000898	MON303-0000898		XX/XX/XXXX	OSLL03-0156: TASK (RED): Tanker Lease Request (Sen Warner & Levin 2 Oct 03) (copy)	
23	MON303-0000986	MON303-0000987	MON303-0000986 - MON303-0000993	XX/XX/XXXX	OS03-0427: (Master) Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000987
24	MON303-0000988	MON303-0000989	MON303-0000986 - MON303-0000993	01/06/2004	RE: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal (copy)	MON303-0000989
25	MON303-0000990	MON303-0000991	MON303-0000986 - MON303-0000993	12/29/2003	Status update: OS03-0427: Task (BLUE): Request for Information Related to KC-767 Tanker Lease Proposal	MON303-0000991
26	MON303-0000992	MON303-0000992	MON303-0000986 - MON303-0000998	XX/XX/XXXX		
27	MON303-0001014	MON303-0001014	MON303-0001014 - MON303-0001065	XX/XX/XXXX	OSD 11304-04: (Master) CONCERNED ABOUT HOW THE ANALYSIS OF ALTERNATIVES (AOA) FOR THE TANKER LEASE PROPOSAL WILL BE CONDUCTED	

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	Begin Date	End Date	File Name	Date	Title	Relevant Pages
28	MON303-0001015	MON303-0101016	MON303-0001014 - MON303-0001065	08/05/2004	Task Completed: OSD 11308-04: CONCERNED ABOUT HOW THE ANALYSIS OF ALTERNATIVES (AOA) FOR THE TANKER LEASE PROPOSAL WILL BE CONDUCTED	
29	MON303-0001018	MON303-0101028	MON303-0001014 - MON303-0001065	07/28/2004	COMMENTS TO LETTER; SENATOR MCCAIN TO SECRETARY OF DEFENSE, 28 JUL 04 INSERTED INTO THE TEXT OF THE LETTER ARE AOC'S COMMENTS THAT ADDRESS THE ISSUES RAISED.	
30	MON303-0001039	MON303-0101047	MON303-0001014 - MON303-0001065	08/04/2004	SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT	

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1	MON303-0002028	MON303-0002028	MON303-0002028 - MON303-0002069	XX/XX/XXXX		
2	MON303-0002839	MON303-0002839	MON303-0002838 - MON303-0002848	XX/XX/XXXX	ACTION MEMO LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS	
3	MON303-0002840	MON303-0002840	MON303-0002838 - MON303-0002848	10/16/2002	STAFF SUMMARY SHEET RED - OSDLL02-0224/U16496: LEASE OF 100 BOEING 767 COMMERCIAL AIRCRAFT TO BE CONVERTED INTO TANKERS RESPONSE TO SEN MCCAIN'S 8 OCT 02 TO SECDEF	
4	MON303-0002844	MON303-0002844	MON303-0002838 - MON303-0002848	XX/XX/XXXX		
5	MON303-0002863	MON303-0002864	MON303-0002855 - MON303-0002867	XX/XX/XXXX		
6	MON303-0002895	MON303-0002896	MON303-0002888 - MON303-0002899	XX/XX/XXXX		
7	MON303-0002919	MON303-0002919	MON303-0002900 - MON303-0002935	11/24/2003	KC-767 TANKER LEASE/PURCHASE CONTRACT APPROACH (YOUR NOVEMBER 24, 2003 TANKER SNOWFLAKE)	
8	MON303-0002934	MON303-0002934	MON303-0002900 - MON303-0002935	11/20/2003	STAFF SUMMARY SHEET SECDEF QUESTION-KC-767 TANKERS	

Mr. Michael Montelongo,  
Tier 3,  
Members Only Documents

NO.	DOC ID	DOC ID	DOC ID	DATE	DESCRIPTION	STATUS
9	MON303-0002935	MON303-0002935	MON303-0002900 - MON303-0002935	11/24/2003	KC-767 TANKER LEASE/PURCHASE CONTRACT APPROACH (YOUR NOVEMBER 24, 2003 TANKER SNOWFLAKE)	
10	MON303-0003112	MON303-0003113	MON303-0003106 - MON303-0003117	XX/XX/XXXX		
11	MON303-0003155	MON303-0003161	MON303-0003167	XX/XX/XXXX	TASKER: KC-135/767 QUESTIONS (REP TIAHRT)	
12	MON303-0003156	MON303-0003156	MON303-0003127 - MON303-0003167	XX/XX/XXXX	TASKER: TANKER QUESTIONS FROM CM NETHERCUTT	
13	MON303-0003163	MON303-0003163	MON303-0003127 - MON303-0003167	03/26/2003	STAFF SUMMARY SHEET PACKAGE (RED): TANKER ISSUES	
14	MON303-0003172	MON303-0003174	MON303-0003168 - MON303-0003179	03/11/2003	STAFF SUMMARY SHEET PACKAGE (RED): OSL03- 0040 SECAF RESPONSE ON TANKER TRANSFORMATION	
15	MON303-0003176	MON303-0003176	MON303-0003168 - MON303-0003179	XX/XX/XXXX		
16	MON303-000320	MON303-0003208	MON303-0003180 - MON303-0003209	02/17/2004	DETAILED SUMMARY OF EVENTS	
17	MON303-0003209	MON303-0003209	MON303-0003180 - MON303-0003209	XX/XX/XXXX		
18	MON304-0000001	MON304-0000003		XX/XX/XXXX	WORKING DRAFT	

---

“Mr. Michael Montelongo: White House”

Mr. Michael Montelongo  
 Tier 3  
 White House Documents

1	MONS02-0001456	MONS02-0001453	07/20/2003	SEN. MCCAIN QUESTION FOR THE RECORD (QFR)
2	MONS02-0001539	MONS02-0001562	03/31/2003	
3	MONS02-0000350	MONS02-000027	04/24/2003	FW: ALBAJON VISIT
4	MONS02-0000045	MONS02-0000945	05/07/2003	UPDATE PAPER REGARDS TANKERS MAY 7, 2003
5	MONS02-0000037	MONS02-0000644	05/21/2003	FW: TANKERS FROM THIS EVENING'S TANKER MEETING
6	MONS02-0001721	MONS02-0001737	05/27/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP
7	MONS02-0002088	MONS02-0002107	06/02/2003	MC-767 PRICE ESTIMATE UPDATE
8	MONS02-0000380	MONS02-0000382	06/02/2003	767 LEASING MEETING AGENDA
9	MONS02-0000626	MONS02-0000726	06/16/2003	FY 2004 BUDGET AMENDMENT TO SUPPORT KC-767A LEASE PROGRAM
10	MONS02-0004915	MONS02-0000966	07/23/2003	SUBSTANCE AND POLICY IMPLICATIONS OF THE AIR FORCE TANKER LEASE PROPOSAL
11	MONS02-0006182	MONS02-0006254	07/23/2003	
12	MONS02-0004424	MONS02-0004914	07/23/2003	

Mr. Michael Montelongo  
Tier 3  
White House Documents

1	MON303-0001458	MON303-0001463		07/30/2002	
2	MON303-0001558	MON303-0001562		03/31/2003	SEN. MCCAIN QUESTION FOR THE RECORD (QFR)
3	MON302-0000350	MON302-0000627		04/24/2003	FW: ALBAUGH VISIT
4	MON302-0006045	MON302-0006045		05/07/2003	UPDATE PAPER REGARDS TANKERS MAY 7.2003
5	MON302-0006037	MON302-0006044		05/21/2003	FW TASKERS FROM THIS EVENING'S TANKER MEETING
6	MON303-0001721	MON303-0001737		05/27/2003	SECRETARY OF DEFENSE CORRESPONDENCE ROUTING SLIP
7	MON302-0002089	MON302-0002107		06/02/2003	KC-767 PRICE ESTIMATE UPDATE
8	MON302-0005880			06/02/2003	
9	MON302-0000628			06/18/2003	FY 2004 BUDGET AMENDMENT TO SUPPORT KC-767A LEASE PROGRAM
10	MON302-0004915			07/23/2003	SUBSTANCE AND POLICY IMPLICATIONS OF THE AIR FORCE TANKER LEASE PROPOSAL
11	MON302-0005162	MON302-0005254		07/23/2003	
12	MON302-0004424	MON302-0004914		07/25/2003	

Mr. Michael Montelongo  
Tier 3  
White House Documents

1	MON302-0003657	MON302-0003906		07/31/2003	FW: ANSWERS TO QFRS FROM LAST WEDNESDAY'S HASC HEARING-- CONGRESSMAN KLINE	MON302-0003668, MON302-0003694, MON302-0003764, MON302-0003784, MON302-0003788, MON302-0003790, MON302-0003792, MON302-0003796, MON302-0003798, MON302-0003800, MON302-0003810, MON302-0003829
2	MON302-0005066	MON302-0005161		09/02/2003	FW: INTERESTING ARTICLE ON THE TANKER	
3	MON302-0002036	MON302-0002188		09/11/2003	BOEING MILITARY LEASES	
4	MON302-0001428	MON302-0001482		10/09/2003	BOEING MILITARY LEASE PROPOSAL	MON302-0001431, MON302-0001444 ARE DUPLICATES
5	MON302-0002108	MON302-0002145		10/10/2003	SENATE ARMED SERVICES COMMITTEE-- PROPOSED LEASING OF 10 KC-767 AERIAL REFUELING TANKER AIRCRAFT BY THE US AIR FORCE--QUESTIONS FOR THE RECORD	
6	MON303-0000023	MON303-0000026		11/18/2003	767 TANKER LEASE 18 NOVEMBER 2003 SASC HEARING: WYNNE CONFIRMATION	
7	MON302-0003155	MON302-0003131		12/18/2003	TANKER RECAPITALIZATION 767 PROJECT RE-LOOK, RE-CAP	
8	MON303-0000036	MON303-0000022		XX/XX/2003	767 TANKER LEASE 15 MAY 2002 SAC-D HEARING: FY03 USAF POSTURE	MON303-0000022
9	MON302-0001694	MON302-0001163		02/26/2004	LEHMAN BROTHER EQUITY RESEARCH	
10	MON302-0000843	MON302-0001275		04/20/2004	TANKER LEASE PROGRAM ACQUISITION "LESSONS LEARNED" OR "THE INNOVATOR'S DILEMMA"	

Mr. Michael Montelongo  
Tier 3  
White House Documents

1	MON302-0004290	MON302-0004411		07/28/2004	
2	MON302-0003688	MON302-0002871		08/11/2004	REQUEST FOR DOCUMENTS CONCERNING KC-767 TANKER AIRCRAFT PROGRAM
3	MON302-0005961	MON302-0005973		03/12/XXXX	COORDINATION SHEET AIR FORCE BOEING 767 TANKER LEASED MEMORANDUM
4	MON302-0008320	MON302-0008412		11/03/XXXX	
5	MON303 0001518	MON303 0001522		12/05/XXXX	SAF/AQ TASKER
6	MON302-0001483	MON302-0001683		XXXX/XXXX	
7	MON302-0001884	MON302-0001919		XXXX/XXXX	
8	MON302-0003232	MON302-0003437		XXXX/XXXX	FORMAL COORDINATION OF DEPSECDEF MEMORANDUM TO SECDEF
9	MON302-0004004	MON302-0004205		XXXX/XXXX	767 TANKER LEASE DOCUMENTS- MASTER DATABASE
10	MON303-0000001	MON303-0000005		XXXX/XXXX	KC-767 PROGRAM OVERVIEW
11	MON303-0000410	MON303-0000410	MON303-0000407 - MON303-0000411	10/30/2002	STAFF SUMMARY SHEET KC-767 FOLLOW-UP LETTER TO MR. ANDREW CARD
12	MON303-0000411	MON303-0000411	MON303-0000407 - MON303-0000411	XX/XX/XXXX	
13	MON303-0001005	MON303-0001013	MON303-0001004 - MON303-0001013	04/08/2004	SECAF TASKER F-18 AT INTERNATIONAL AIRWAYS - TANKER LEASE OFFER (6 APR 04)
14	MON303-0001137	MON303-0001179	MON303-0001134 - MON303-0001180	XXXX/XXXX	AIR FORCE RESPONSE TO OFFICE OF THE INSPECTOR GENERAL, DEPARTMENT OF DEFENSE (DODIG) DRAFT REPORT D2004AE-0083 EXECUTIVE SUMMARY

~~FOUO~~

APR 21 2005

TO: Stephen J. Hadley  
cc: The Honorable Alberto R. Gonzales  
Jim Haynes  
FROM: Donald Rumsfeld *DR*  
SUBJECT: GWOT and Litigation Issues

I think we ought to consider thinking about whether we ought to ask Congress to get involved in sorting through some of the litigation issues that are a result of the Global War on Terror. Some thoughtful hearings on the subject might be a good idea. It may be that if Congress legislated in the area, we would have fewer delays from litigation. Clarity could be helpful.

Any thoughts?

Thanks.

DHR:ss  
042005-16

000.5

21 Apr 05

~~FOUO~~

OSD 07546-05

11-L-0559/OSD/48623



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 21 2005

33350

His Excellency  
General Ishmail Isakov  
Interim Minister of Defense  
c/o Embassy of the Kyrgyz Republic  
1732 Wisconsin Avenue, NW  
Washington, DC 20007

Dear Mr. Minister,

It was nice to meet you during my visit to Bishkek. As your government undertakes political transformation, your continued cooperation in the war on terrorism is appreciated in the United States.

Our defense-security relationship is strong, and I look forward to strengthening it even further in the future.

Sincerely,

31APR05

OSD 07579-05

11-L-0559/OSD/48624



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 21 2005

His Excellency  
Roza Otunbayeva  
Interim Minister of Foreign Affairs  
c/o Embassy of the Kyrgyz Republic  
1732 Wisconsin Avenue, NW  
Washington, DC 20007

Dear Mr. Minister,

I was pleased to see you during my visit to Bishkek and was impressed by the spirit of cooperation with which you and your colleagues have undertaken the challenging tasks of transforming the government of Kyrgyzstan.

The U.S.-Kyrgyz relationship is an important one, and I look forward to continuing our work to strengthen it in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Rumsfeld".



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 21 2005

His Excellency  
Kurmanbek Baluyev  
Interim Prime Minister  
c/o Embassy of the Kyrgyz Republic  
1732 Wisconsin Avenue, NW  
Washington, DC 20007

Dear Mr. Prime Minister,

Thank you for taking the time to see me in Bishkek. The leadership you and your Ministers are providing during this transitional period is important, and we wish you well.

I was impressed with your commitment to a free press and to a free and fair process in the upcoming elections. This election will be an important sign to the world. We support your efforts.

I look forward to continuing our close cooperation in the future.

Sincerely,

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



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 21 2005

The Honorable Stephen Young  
United States Ambassador to the  
Kyrgyz Republic  
Embassy of the United States of America  
171 Prospect Mira, Bishkek 720016  
Kyrgyz Republic

Dear Mr. Ambassador,

It was good to see you on my visit to Bishkek. Thank you for the support, and all you have done to strengthen our bilateral relationship with Kyrgyzstan.

Your efforts clearly are appreciated by Prime Minister Bakiyev during this transitional period. I look forward to working with you in the future to strengthen U.S.-Kyrgyz relations. Thanks also for your interest in our military personnel at Manas.

Sincerely,

A handwritten signature in black ink, appearing to be "R. M. ...". The signature is written in a cursive style and is positioned below the word "Sincerely,".

OSD 07579-05

11-L-0559/OSD/48627

His Excellency  
Stephen Young  
Ambassador of the United States

- need address

Dear Ambassador Young,

It was good to see you on my visit to Bishkek, Thank you for the support, and all you have done to strengthen our bilateral relationship with Kyrgyzstan.

Your efforts clearly are appreciated by Prime Minister Bakiyev during this transitional period. I look forward to working with you in the future to strengthen U.S.-Kyrgyz relations. Thanks also for your interest in our military personnel at Manas.

Sincerely,

Paul ...

PAK  
MST → Amir Latif  
Kyrgyzstan

Kara Verette

11-L-0559/OSD/48628

- NIST

General Ishmail Isakov  
Interim Minister of Defense  
The Kyrgyz Republic

Dear General Isakov,

It was nice to meet you during my Visit to Bishkek. As your government undertakes political transformation, your continued cooperation in the war on terrorism is appreciated in the United States.

Our defense-security relationship is strong and I look forward to strengthening it even further in the future.

Sincerely,

11-L-0559/OSD/48629

Roza Otunbayeva  
Interim Minister of Foreign Affairs  
The Kyrgyz Republic

Dear Minister Otunbayeva,

I was pleased to see you during my visit to Bishkek and was impressed by the spirit of cooperation with which you and your colleagues have undertaken the challenging tasks of transforming the government of Kyrgyzstan.

The U.S.-Kyrgyz relationship is an important one, and I look forward to continuing our work to strengthen it in the future.

Sincerely,

His Excellency  
**Reno Harnish III**  
Ambassador of the United States

Dear Mr. Ambassador:

Thank you for your support during my visit to Baku. Our relationship with Azerbaijan is important and I appreciate your efforts in advancing it.

Minister of Defense Abiyev's proposal to work with the U.S. and NATO countries to upgrade Nasosny Airbase is a welcome one *that* we support. I look forward to developing with you this and other initiatives in our growing relationship with Azerbaijan.

Thanks again for the assistance your staff provided.

Sincerely,

11-L-0559/OSD/48631

Kurmanbek Bakiyev  
Interim Prime Minister  
The Kyrgyz Republic

Dear Mr. Prime Minister,

Thank you for taking the time to see me in Bishkek. The leadership you and your ministers are providing during this transitional period is important and we wish you well.

I was impressed with your commitment to a free press and to a free and fair process in the upcoming elections. This election will be an important sign to the world. We support your efforts.

I look forward to continuing our close cooperation in the future.

Sincerely,

11-L-0559/OSD/48632

**The Honorable Ryan C. Crocker  
United States Ambassador to Pakistan  
American Embassy, Ramna 5  
Diplomatic Enclave  
Islamabad, Pakistan**

**Dear Ryan:**

**It was good to see you. We all appreciate your support and able leadership.**

**You are doing a first rate job for our country. We appreciate it!**

**Please convey my gratitude to the staff for their able assistance.**

**Sincerely,**

**11-L-0559/OSD/48633**

H. E. Pervez Musharraf  
President of the Islamic Republic of Pakistan  
Presidential Camp  
Islamabad, Pakistan

~~Dear~~ Mr. President:

It was a pleasure to see you again. Pakistan plays a key role in the war on terrorism and we greatly appreciate your efforts. We look forward to working even more closely with you in the future as we continue to build our strategic relationship.

I want to *thank* you for the antique rifle that you presented me. It will be a special ~~reminder~~ of the important relationship between our countrys.

Sincerely,

Antique Rifle

~~FOUO~~

APR 21 2005

TO: Stephen J. Hadley  
FROM: Donald Rumsfeld   
SUBJECT: Status of Follow-on to Karzai Visit

What is happening with respect to the follow-on to my visit with Karza concerning a Strategic Cooperation Arrangement between Afghanistan and the United States?

I assume someone is pressing ahead on that, given the fact he will be here at some point.

Thanks.

DHR:ss  
042005-20

~~FOUO~~

11-L-0559/OSD/48635



THE SECRETARY OF DEFENSE  
WASHINGTON

MAY 4 2005

3355B

Dr. Kelly B. Miller  
Department of Integrative Biology  
Brigham Young University  
401 WIDB  
Provo, Utah 84602

Dear Dr. Miller,

I received the letter from your colleague, Dr. Wheeler, about the names you selected for the beetles. Please know that I appreciate his kind words, and congratulate you both on your discoveries.

Sincerely,

4MAY05

12APR05

OSD 07625-05

11-L-0559/OSD/48636

~~FOUO~~

May 2, 2005

TO: CAPT Bill Marriott  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter regarding Beetle Designation

If I have not written the second person who came up with the beetle designation, I should do so. I believe I wrote Dr. Wheeler, but I should write to the other person as well.

Thanks.

DHR:ss  
050205-18

.....  
Please respond by 5/12/05

M 3 1/11 SD

2 MAY 05

12 APR 05

~~FOUO~~

OSD 07625-05

11-L-0559/OSD/48637

Dr. Kelly B. Miller  
Department of Integrative Biology  
Brigham Young University  
401 WIDB  
Provo, Utah 84602

Dear Dr. Miller,

I received the letter from your colleague, Dr. Wheeler, about my ~~new namesakes~~. Please know that I deeply appreciate your support, and congratulate you both on your discoveries.

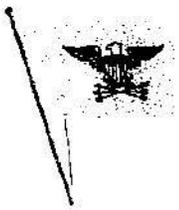
~~With my thanks,~~

Sincerely,

Letter to other scientist, Dr. Wheeler is attached.

Red

Thx  
CSC 5/3



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 25 2005

335 SD

Dr. Quentin D. Wheeler  
Keeper and Head  
Department of Entomology  
Natural History Museum  
Cromwell Road  
London SW& 5BD  
United Kingdom

Dear Dr. Wheeler,

Your very thoughtful letter arrived, and I hasten to extend my appreciation to you and Dr. Kelly Miller. Your kind words of support are deeply appreciated.

25 APR 05

With my congratulations on your discovery, and my thanks,

Sincerely,

*"That is a find" for me! - DR.*

OSD 07625-05

12 APR 05



Whiting Lab



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## Dr. Kelly B. Miller



Kelly B. Miller, PhD

Department of Integrative Biology  
 Brigham Young University  
 401 WIDB  
 Provo, Utah 84602 USA

(801) 422-1396: Office

(801) 422-5363: Lab

Email: [kbm46@email.byu.edu](mailto:kbm46@email.byu.edu)

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Whiting Lab, 2005



CONFIDENTIAL  
SECRET

2005 APR 12 11:15

**High Life Giant lobelia, *Lobelia keniensis***  
This plant is found only in the mountains of Central and East Africa. Some grow as tall as a tree with leaves as wide as car tyres.

12 April 2005

Mr. Donald H. Rumsfeld  
Secretary of Defense  
1000 Defense Pentagon  
Washington, DC 20301-1000

Dear Secretary Rumsfeld,

We have named a new species of beetle in your honour. My co-author and former student, Dr. Kelly Miller, and I appreciate your moral courage and commitment to the defense of the United States and the high values that it represents. Because news of our patronyms for you, President Bush and Vice President Cheney have reached the press, I thought that you might enjoy seeing the species description in context in our monograph. It is located on page 123 of Part II.

With warm regard and best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read 'Quentin D. Wheeler', written over a horizontal line.

**Quentin D. Wheeler**  
Keeper and Head  
Department of Entomology

OSD 07625-05

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Science

# Bush, Cheney, Rumsfeld get slimy honor

## New slime-mold beetle species named for politicians

The Associated Press  
Updated: 4:00 p.m. ET April 13, 2005

ITHACA, N.Y. - President Bush, Vice President Cheney and Secretary of Defense Donald Rumsfeld have shared a common political vision for most of their careers. Now each will share something else - a slime-mold beetle named in his honor.

The former Cornell diversit entomologists, who recently finished the job of naming 11 newly discovered species of slime mold beetles, named three species after the American leaders, dubbing them: *Agathidium bushi* Miller and Wheeler, *Agathidium cheneyi* Miller and Wheeler and *Agathidium rumsfeldi* Miller and Wheeler.

According to rules established by the International Commission on Zoological Nomenclature, the first word of a new species is its genus; the second word must end in "i" if it's named after a person; and the final part of the name includes the person or persons who first described the species.

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Naming the beetles after Bush, Cheney and Rumsfeld had nothing to do with physical features, but was intended to pay homage to them, said Quentin Wheeler, a former professor of entomology and plant biology at Cornell for 24 years until October.

"We admire these leaders as fellow citizens who have the courage of their convictions and are willing to do the very difficult and unpopular work of living up to principles of freedom and democracy rather than accepting the expedient or popular," said Wheeler, now the head of entomology at the Natural History Museum in London.

Wheeler and colleague Kelly B. Miller, now a postdoctoral fellow at Brigham Young University, published the names in the March 24 issue of the Bulletin of the American Museum of Natural History.

Slime-mold beetles are named for the fungilike molds on which they feed. The entomologists collected and borrowed thousands of specimens of slime-mold beetles in order to study their evolution and classification. In so doing, they found more than five dozen new species never before described.

For anyone looking to hunt down one of the new slime-mold beetles, Wheeler said that *Agathidium bushi* has so far been found in southern Ohio, North Carolina and Virginia. *Rumfeldi* and *cheneyi* are from south of the border in Mexico.

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- Is it a zonkey or a deebra?
- Zoo reverses vasectomy on bush dog
- Report urges increased volcano monitoring
- Cosmic Log: Astronauts take thrill rides



THE SECRETARY OF DEFENSE  
WASHINGTON

Dr. Kelly B. Miller  
Department of Integrative Biology  
Brigham Young University  
401 WIDB  
Provo, Utah 84602

Dear Dr. Miller,

I received the letter from your colleague, Dr. Wheeler, about your decision to name the beetle ~~for me~~. Please know that I ~~deeply~~ appreciate your support, and congratulate you both on your discoveries.

Sincerely,

*the name you selected*

*his kind words*



CONFIDENTIAL  
SECRET  
2005 APR 24 11:11

High life Giant lobelia, *Lobelia keniensis*.  
This plant is found only in the mountains of  
Central and East Africa. Some grow as tall as  
a tree with leaves as wide as cart tyres.

12 April 2005

Mr. Donald H. Rumsfeld  
Secretary of Defense  
1000 Defense Pentagon  
Washington, DC 20301-1000

Dear Secretary Rumsfeld,

We have named a new species of beetle in your honour. My co-author and former student, Dr. Kelly Miller, and I appreciate your moral courage and commitment to the defense of the United States and the high values that it represents. Because news of our patronyms for you, President Bush and Vice President Cheney have reached the press, I thought that you might enjoy seeing the species description in context in our monograph. It is located on page 123 of Part II.

With warm regard and best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read 'Quentin D. Wheeler'.

Quentin D. Wheeler  
Keeper and Head  
Department of Entomology

OSD 07625-05

SLIME-MOLD BEETLES OF THE GENUS  
*AGATHIDIUM* PANZER IN NORTH  
AND CENTRAL AMERICA,  
PART I. COLEOPTERA: LEIODIDAE

QUENTIN D. WHEELER  
KELLY B. MILLER

BULLETIN  
OF THE  
AMERICAN MUSEUM OF NATURAL HISTORY  
NUMBER 290 NEW YORK : 2005

11-L-0559/OSD/48646

SLIME-MOLD BEETLES OF THE GENUS  
*AGATHIDIUM* PANZER IN NORTH  
AND CENTRAL AMERICA,  
PART 11. COLEOPTERA: LEIODIDAE

KELLY B. MILLER  
QUENTIN D. WHEELER

BULLETIN  
OF THE  
AMERICAN MUSEUM OF NATURAL HISTORY  
NUMBER 291  
NEW YORK : 2005

11-L-0559/OSD/48647

(PNL/PNW = 0.76), strongly convex, anterolateral lobes strongly produced, lateral margin broadly curved, not angulate; with very fine, sparse punctures, each with a short, very fine seta, surface between punctures smooth. Elytra broad, lateral margins strongly rounded, apically rounded (SEL/ELW = 1.00); punctation similar to pronotum; sutural stria present in apical one-half. Flight wings fully developed. Mesosternum broadly convex; medial carina prominent. Metasternum narrow medially (MTL/MTW = 0.18), slightly sloping dorsad anteriorly, flattened, smooth, oblique femoral carinae low, not strongly developed, especially laterally, medially low and obsolete.

Male tarsi 5-5-4; pro- and mesobasotarsomeres distinctly laterally expanded, protarsomeres more so and with large field of spatulate setae ventrally; mandibles not modified; metafemur moderately broad, prominent, with distinct tooth about one-third distance from apex, smaller tooth about one-third distance from base, with concave area between, apical margin rounded (fig. 137); metasternal fovea large, anteromedial, transversely oval, with dense brush of long, fine setae; procoxa with large ventral, broad flattened tooth (fig. 116). Median lobe in lateral aspect long, slender, evenly curved, expanded subapically along dorsal margin, apical portion directed dorsad at angle, slender, straight, apically slightly expanded and curved ventrad, apex narrowly rounded (fig. 238); in ventral aspect slender, evenly constricted medially, expanded basal to apical portion with a distinct carina which forms, together with dorsal carina, a sulcus in which fits the lateral lobe, apical portion narrowed to elongate, slender apex (figs. 236, 237); operculum elongate, parallel-sided, slightly expanded apically, apex rounded with small medial emargination (fig. 236); lateral lobes long, slender, subapically expanded, apex evenly expanded, rounded, sinuate apically, apex abruptly narrowed, with a single stout subapical seta (fig. 239).

Female not examined.

ETYMOLOGY: This species is named from the Latin words *tribulus*, meaning "thorn", and *grandis*, meaning "large", for the large, thornlike process on the male procoxa.

DISTRIBUTION: This species is known only from the type locality in Hidalgo (fig. 364).

DISCUSSION: The holotype was collected from "fungus wood chips" at "5000-5200 ft".

*Agathidium invisitatum* Miller and  
Wheeler, new species

Figures 138, 240-243, 365

TYPE MATERIAL: Holotype, ♂ in FMNH labeled "MEXICO: Mexico W slope Nevado de Toluca, 11,000 ft ix.16.1973/under pine bark A. Newton/HOLOTYPE *Agathidium invisitatum* Miller and Wheeler, 2003 [red label with black line border]".

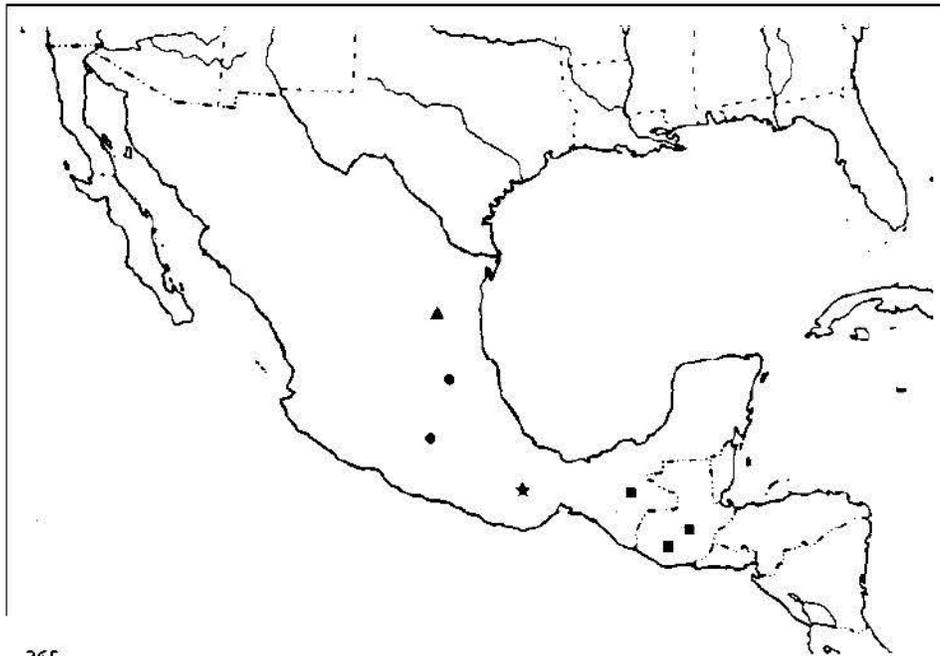
TYPE LOCALITY: Mexico, State of Mexico, west slope of Nevado de Toluca, 11,000'.

DIAGNOSIS: This species is identifiable by the presence of a prominent series of four denticles on the male metafemur with the largest at about two-thirds the distance from the base of the metafemur (fig. 138). The metasternum is moderately broad medially and the eyes are moderately large and finely faceted. The male genitalia are distinctive with a long and broad operculum that is apically distinctly emarginate (fig. 240). The rami of the operculum are apically expanded ventrad (fig. 242).

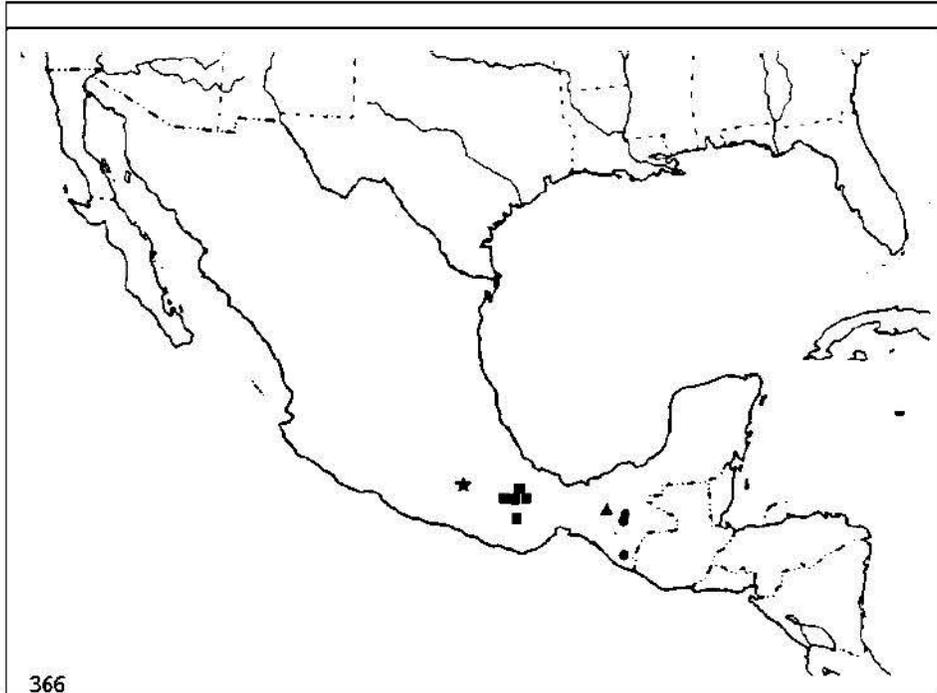
DESCRIPTION: Body moderately large (TBL = 3.28-3.82 mm), broad (PNW/TBL = 0.44-0.52), robust, rounded, strongly contractile.

Head and pronotum dark yellow-red; elytra dark yellow-red, distinctly iridescent; venter yellow-red; antennae and palpi yellow-red; legs yellow.

Head broad (MDL/OHW = 0.53-0.63), dorsal surface flattened, dorsoventrally compressed; with very fine punctures, each with a short, very fine seta, surface between punctures shiny, very lightly microreticulate; frontoclypeal suture obsolete medially; eyes prominent, not strongly compressed; gula flat; antennae moderately long (ratios: length I:II:III = 1.9:1.0:2.0, width VII:VIII:IX = 1.1:1.0:2.0). Pronotum very large, broad (PNL/PNW = 0.72-0.78), strongly convex, anterolateral lobes strongly produced, lateral margin broadly curved, not angulate; with fine, sparse punctures, each with a short, very fine seta, surface between punctures shiny,



365



366

Figs. 365, 366. Geographic distribution of *Agathidium oniscoides*-group species: 365, *A. andersoni* = ■; *A. disgregum* = ▲; *A. invisitatum* = ●; *A. oaxacaense* = ★. 366, *A. impensum* = ★; *A. oculum* = ●; *A. recurvatum* = ■; *A. cheneyi* = ▲.



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 25 2005

335 SD

Dr. Quentin D. Wheeler  
Keeper and Head  
Department of Entomology  
Natural History Museum  
Cromwell Road  
London SW& 5BD  
United Kingdom

Dear Dr. Wheeler,

Your very thoughtful letter arrived, and I hasten to extend my appreciation to you and Dr. Kelly Miller. Your kind words of support are deeply appreciated.

25 APR 05

With my congratulations on your discovery, and my thanks,

Sincerely,

*"That is a find" for me! - DR.*

OSD 07625-05

12 APR 05

FOUO

OFFICE OF THE  
SECURITY OFFENSE

APR 13 2005

2005/03/25 AM 11:55

B-

092

TO: Jim Haynes  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Logan Act

Someone mentioned to me that the Logan Act prohibits people from conducting foreign policy overseas unless they are authorized by the President. Could you please look into that for me?

Thanks.

DHR:dh  
041205-2 (to laptop)

.....  
Please respond by 4/21/05

13APR05

FOUO

OSD 07712-05

11-L-0559/OSD/48651



GENERAL COUNSEL

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

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 APR 25 AM 11: 54  
APR 25 2005

INFO MEMO

092

FOR: SECRETARY OF DEFENSE

FROM: William J. Haynes II *WJH*

SUBJECT: The Logan Act

- You indicated (Tab A) that someone had mentioned to you that the Logan Act prohibits people from conducting foreign policy unless authorized by the President, and asked that I **look** into the matter.
- Title 18, U.S. Code, Section **953**, the Logan Act (originally enacted in 1799), provides for criminal sanctions against a U.S. citizen who, on his own accord, engages a foreign government regarding a matter in dispute between the foreign government and the United States. The key Logan Act language is as follows:

Any citizen of the United States, wherever he may be, who, without authority of the United States, directly or indirectly commences or carries on any correspondence or intercourse with any foreign government or any officer or agent thereof, with intent to influence the measures or conduct of any foreign government or of any officer or agent thereof, in relation to any disputes or controversies with the United States, or to defeat the measures of the United States, shall be fined under this title or imprisoned not more than three years, or both.

- Informal coordination with Department of Justice indicates:
  - o there has never been a prosecution under the Act, although there have been occasions in recent history where investigation into individuals' contacts with foreign governments were considered; and
  - o a prosecution under the Act might raise First Amendment issues.

Coordination: None

25 APR 05

13 APR 05



11-L-0559/OSD/48652

OSD 07712-05

5/18  
1330

#3  
MAY 3 2005

UNCLASSIFIED

OFFICE OF THE  
SECRETARY OF THE  
DEFENSE  
2005 MAY 17 PM 6:18

OSD/ISA/NESA  
May 2, 2005

5/31

DSD  
PDUSDP  
MAY 16 2005  
I-05/005764  
ES-3174

ACTION MEMO

Paul Butler

FOR THE SECRETARY OF DEFENSE

5/31  
PWB

FROM: Assistant Secretary of Defense for International Security Affairs,  
Peter W. Rodman, (b)(6)

MAY 06 2005

SUBJECT: Letter of April 5, 2005 from Ambassador Richard McCormack

- Ambassador McCormack wrote to congratulate you on the nomination of Mr. England as Deputy Secretary of Defense.
  - He suggested that the Corps of Engineers inspect roads and schools under construction in Afghanistan.
- The attached letter is a proposed response.

AFGHANISTAN

6 MAY 05

TAB A McCormack Letter, April 5, 2005

DIRECTOR (SA) CA 5/2 DUSD(NESA) PWB PDASD (ISA) AS PDUSDP

Prepared by: COL Robert G. Tregaskis, ISA/NESA, (b)(6)

5 APR 05

MA SD	5/31	SMA DSD	
TSA SD	5/20	SA DSD	
EXEC SEC	M 5/18	130	
ESR MA	KSV	5-18-05	1191

UNCLASSIFIED  
11-L-0559/OSD/48653

OSD 07725-05



Center for Strategic & International Studies  
Washington, DC

OFFICE OF THE  
SECURITY ASSISTANT  
FOR DEFENSE

SECRET  
2005 APR 25 PM 1:54

The Honorable Donald Rumsfeld

April 5, 2005

Dear Don:

Congratulations on your new number 2. This appointment was a ten strike.

Just returned from a trip to Afghanistan, including an eight hour overland trip from the Khyber Pass to Kabul over a ruined old highway, and through 2000 years of history.

We clearly are making some progress in Afghanistan, but the weight of those 2000 years and the precedent they imply are daunting. Most of the Afghans I spoke with are concerned that we will simply exit the scene in a year or two, and history will then repeat itself.

One practical suggestion. The President's show case road from Khandihar to Kabul is apparently showing signs of substandard performance by contractors, along with many of the schools we have built. I wonder if we couldn't beef up the Corps of Engineers to do a little inspection of past contract performance, and prosecute those who failed to live up to our trust. They have embarrassed our country.

Don, these past five years can not have been easy ones for you, but I am impressed by the way you have held up under an almost incredible pressure, and continued to carry out the job the President has given you.

Best wishes;

Richard McCormack

OSD 07725-05

FOUO

April 26, 2005  
I-05/005019  
ES-3105

AFGHANISTAN

TO: Bill Luti  
CC: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Observations on Afghanistan

Here are some observations on Afghanistan that are worth thinking about. What do you propose?

Thanks.

Attach.  
4/5/05 Richard McCormack letter to SecDef (OSD 07725-05)

DHR:ss  
042605-5

.....  
Please respond by 5/19/05

26 APR 05

FOUO

5 APR 05



Center for Strategic & International Studies  
Washington, DC

OFFICE OF THE  
SECURITY

2005 APR 25 PM 1: 54

The Honorable Donald Rumsfeld

April 5, 2005

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Best Wishes;

Richard McCormack

OSD 07725-05



Center for Strategic & International Studies  
Washington, DC

OFFICE OF THE  
SECURITY ASSISTANT

SECRET

2005 APR 25 PM 1:54

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Don, these past five years can not have been easy ones for you, but I am impressed by the way you have held up under an almost incredible pressure, and continued to carry out the job the President has given you.

Best Wishes:

Richard McCormack

OSD 07725-05

11-L-0559/OSD/48657



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

MAY 31 2005

AFGHANISTAN

Mr. Richard McCormack  
Center for Strategic and International Studies  
Office of External Relations  
1800 K Street, NW  
Washington, DC 20006

Dear Dick,

Thank you for your letter and words of encouragement. It is good to hear from you.

With respect to Afghanistan, we are aware of the construction quality of the Kabul - Kandahar road and other construction projects. Having traveled in Afghanistan, you can appreciate the construction challenges: lack of quality materials, unskilled construction laborers, and, for roads, extremely heavy use from overloaded vehicles.

31 MAY 05

I understand that the Agency for International Development has contacted the Corps of Engineers with a request to evaluate the road. AID has also asked for construction management assistance for school construction.

My staff will keep you apprised.

Sincerely,



OSD 07725-05

5 APR 05

11-L-0559/OSD/48658

~~FOUO~~

April 25, 2005

TO: Lt Gen Mike Dunn  
CC: Gen Dick Myers  
Gen Pete Pace  
Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Military Educational Institution Network

413.51

Mike, it sounds like you are achieving some good results with your unofficial e-mail network among military educational institutions – good thinking.

Are there other, similar networks of which we could take advantage?

Thanks.

DHR:dh  
042205-34

.....  
Please respond by 5/12/05

25 APR 05

~~FOUO~~

OSD 07736-05

11-L-0559/OSD/48659

0246  
5/7

5 May 05

2005 05 05 09:39

MEMORANDUM FOR SECDEF

From: President, National Defense University (NDU)



Subject: Military Educational Institution Network – your question

413.51

1. Sir, you asked the question (i.e. ———) in response to a note I sent you (atch 4) about our unofficial email network: “Are there other, similar networks of which we could take advantage?”

2. My answer is: I think so. As NDU evaluates what it has learned thus far, we have evolved a set of principles or mini-lessons learned (atch 1). We know we need someone to run the net, set up the rules of engagement, decide who can communicate to which subnets, and to coordinate the content being sent. We have hired someone to help us manage the net.

3. We also know the number of people we can reach is almost unlimited. I “talk” with every one of my students and faculty members every couple of days. It costs me almost no time to do so. I believe, if our outreach program is managed correctly, in the future we will have a net of subnets of customers which will number about 50,000 people.

5 MAY 05

4. Below are examples of subnets which I personally “run”:

- NDU Board of Visitors
- NDU Foundation Board of Directors
- Capstone/Pinnacle Senior Mentors
- Commandants of US military institutions (War Colleges, etc)
- Key OSD leaders
- Key JS GO/FOs
- Key US civilian outsiders – selected think tanks, academics, etc

5. Each “component” at NDU runs their own subnet. **For example**, the Industrial College of the Armed Forces (ICAF) is linked to businesses. Its students/faculty travel to key US and foreign business and evaluate the state of an industry. ICAF has subnets organized by industry, and they also keep in touch with their growing alumni base. **Another example**, our three regional centers (Africa, Western Hemisphere, and NESAs) have and are creating more alumni chapters, have links to international and domestic think tanks and military colleges, and maintain contact with key military/civilian leaders abroad. [As an aside, when we move the RCs to DSCA this fall, NDU will continue a strong interaction/support of the RCs.] **Final example** – every foreign alumni of NDU (be it a week-long course or one which is a year long) has access to the NDU library after they graduate. We control this access so that we know who is “visiting” and what he is reading. It is widely used. USDP’s initiative to put major policy content on our web sites is proving to be popular with international officers/civilians.

25 Apr 05

~~FOR OFFICIAL USE ONLY~~

6. Below are examples of groups we have identified to attempt to reach and who are eager for interaction:

- Defense Orientation Conference Association (DOCA)
- Young Presidents Organization (YPO)
- World Presidents Organization (WPO)
- The mailing lists of the Institute for National Strategic Studies (INSS) and Center for Technology and National Security Policy (8-9K people/organizations)
- US Defense Attaches stationed abroad (we already include a few of these)
- Foreign Defense Attaches assigned to Washington (we already include a few of these)

7. Below are examples of groups which we could pursue:

- Business Executives for National Security (BENS)
- Council on Foreign Relations - - - - -
- NATO Network -- run by Sikes
- Nets run by all the regional centers
- Veterans groups - VFW, American Legion, etc.
- Think tanks more broadly [we do this presently ad hoc] - a list of just the Washington ones is quite large (atch 2)
- US Ambassadors
- Foreign Ambassadors to the US

8. All of the subnets we run, have to be manually built and maintained. As the world becomes more digital, the following are examples of possible subnets which could be led by DOD senior leaders:

- The CHODs of every country in the world - with subsets for major alliances
- The MODs
- Elite groups you interact with - Davos, Wehrkunde, Defense Policy Board, etc
- Acquisition or intelligence officials in every country
- The world's Labs
- The US Press run by OSD/PA - especially in small markets which don't normally have strong DOD coverage (or rely on large news services like AP or Reuters for information)
- Congressional staff or members - run by OSD/LA
- The sub-webs run by other departments in the USG

9. We are always on the "look-out" for content. If there is one area where we could use assistance (besides money to pay a person or two), it is in finding suitable, thoughtful content. We have found that even if a piece is prominent in a major publication (like the WSJ), odds are that busy, senior people would not have read it had not we sent it to them. [This is especially true of key US elites.]

Very Respectfully,

CF: DSD, CJCS, USDP, DJS

## NDU Network Principles

**Premise:** It's not sufficient for us to place info on the web and expect non-researchers to find it. What causes someone to read a piece is that it has to be delivered to an electronic in-box – by a person (not a computer program) who is of sufficient rank or importance. The fewer keystrokes necessary to bring the piece to the screen, the more likely it is to be read. Imbedding the article in the email attracts more attention to the piece. A link is less effective.

### Lessons Learned:

1. The sender of the email – the degree the receiver knows him, his rank/status, his credibility, his straight-forwardness – is important. The more personal the sender is with his note, the more likely it is that a note will be read. If a sender has a history of sending thoughtful pieces or useful info, he will be read.
2. Centralized control of the web is difficult. Each major part of NDU has customers – and we find better results if they manage their customer base and forward select pieces to their subnets. We are just getting organized here and will learn more as we build our web of subwebs. In a perfect world, different webs would be fed from an organizing central force which would provide content and data.
3. Nets that are the most robust have common interests, missions, or other external links (such as former colonies or countries in the same region).
4. There are four inhibitions to foreigners using the net. First, is their familiarity with computers. Many have their staffs screen everything that comes to them. **Second** is their lack of familiarity of English. I get many notes back from a Commandant's colonel or major saying, "Thank you for the piece – on behalf of my boss." **Third** are infrastructure limitations. Many countries do not have the same level of connectivity needed – predominantly in Africa and parts of the Middle East. (USDP is overseeing a program to help remedy this one – a program called Regional International Outreach). The **fourth** is that some countries are worried about electronic monitoring – and the email addresses they give us are "unofficial," personal yahoo or hotmail accounts.
5. Internationally, some countries are very appreciative of the contact. They seem "starved" for attention. They include: Pakistan, India, Jordan, and small countries in central Europe. Other countries don't want to be left out ... but also don't really want to contribute. Canada, Switzerland, Belgium, Malaysia, and Singapore fall into this area.
6. Measuring "success" is difficult. Generally, it is output oriented. Feedback is often vinnette-tized and not scientific.
7. Information we send is more effective is it's: the opinion of major decision-makers; the opinion of serious non-governmental officials; or raw facts/data. What does not work is information that appears "spun" (some of the PA releases are talking points which give DOD views on a subject – our feedback is that these are perceived with lesser importance than other articles or speeches).

8. Too much information or too many emails lowers the effectiveness of the web. Readers tend to view too many messages as "spam." 1-2 per week is about the max.

9. We have yet to crack major *institutions/think-tanks* in crisis. For example, we routinely conduct VTCs with research counterparts in Japan and Korea. When the most recent dispute over control of islands in the Sea of Japan arose, we were not able to convince **our** counterparts to conduct **a** VTC to examine, in an academic atmosphere, the underpinnings of both sides of the dispute. Their bosses were reluctant to engage in a near-real time (NRT) activity with political overtones.

10. The web seems to work because it is unofficial and because non-attribution and academic freedom apply. It is interesting to speculate how a virtual, near-real time, collaborative environment session between USDP and every one of his counterparts around the world might work. **Or** even a Deputies Committee meeting conducted in a virtual, collaborative, interactive environment ...

11. The NDU web does not compete in the PA marketplace. Our customers are mostly foreign and mostly the elite. We do not reach large numbers (yet) of people. I see our role as supplemental to PA.

12. The power of the net to reach everyone quickly in **an** organization is phenomenal. Imagine the impact of a Memorial Day memo from SECDEF that arrives in every electronic in-box of every soldier, sailor, airman, and marine on active duty ... directly from the Secretary himself. It would definitely be read. We found the same effect with our outreach efforts.

13. E-delivery is not only fast, but economical. We are transitioning much of the hard-copy NDU press pieces to electronic documents and saving money doing it.

14. Our NDU library is now almost virtual. It has subscriptions to services which provide 18,000 daily, weekly, monthly, quarterly publications in over 20 languages. Almost all research at NDU is done virtually. Someday in the future, DOD may have only one large virtual library. Library customers would enter the library from their desktop computers. Books are increasingly available on line. Hard copy books could be managed with small numbers of branch outlets - many of which are resident in civilian communities. Our librarians' role today is knowledge management.

15. We do not have the capacity yet for streaming video. We are working on it. But consider a "stored" presentation from the CJCS or SECDEF downloaded in NRT and played and discussed in front of military officers in educational facilities in around the world. Powerful impact,

16. We, as an academic institution, have several advantages over others in government. We have email addresses in dot-edu domain (versus dot-mil). Thus some of our customers of information do not realize we are part of the USG. And we have both the time and the leadership intent to pursue this.

## Selected Washington Area Research Institutions

### For Profit Institutions

BAE Systems  
1300 North 17th Street  
Suite 1400  
Arlington, VA 22209  
703-907-8200

Booz Allen Hamilton  
8283 Greensboro Drive  
McLean, VA 22102  
(703) 902-5000

CACI International Inc  
1100 North Glebe Road  
Arlington, VA 22201  
703-841-7800

Computer Sciences Corporation  
Federal Sector Headquarters  
3170 Fairview Park Drive  
Falls Church, VA 22042  
703.876.1000

DFI International  
1717 Pennsylvania Avenue, NW  
Thirteenth Floor  
Washington, DC 20006-4614  
202.452.6900

Kissinger McLarty Associates  
Washington, DC  
(202) 822-8182

Science Applications International  
Corporation  
1710 SAIC Drive  
McLean, VA 22102

SRI International  
1100 Wilson Blvd., Suite 2800  
Arlington, VA 22209-2268  
703-524-2053

Stonebridge International  
555 Thirteenth Street, NW  
Suite 300 West  
Washington, DC 20004-1109  
202-637-8600

The Albright Group  
901 15th Street NW  
Suite 1000  
Washington, DC 20005  
202.842.7222

The Scowcroft Group  
900 17th Street NW  
Suite 500  
Washington, DC 20006  
202-296-9312

## **Non-Profit Think Tanks**

American Academy of Diplomacy  
1800 K Street NW, Suite 1014  
Washington, DC 20006  
202/331-3721

American Enterprise Institute  
1150 Seventeenth Street, N.W.  
Washington, DC 20036  
202-862-5800

American Foreign Policy Council  
1521 Sixteenth Street NW  
Washington, DC 20036  
202-462-6055

Arlington Institute  
1501 Lee Highway, Suite 204  
Arlington, VA 22209  
703-812-7900

Arms Control Association  
1726 M Street, NW, Suite 201  
Washington, DC 20036  
(202) 463-8270

Aspen Institute  
One Dupont Circle, NW, Suite 700  
Washington, DC 20036-1133  
202.736.5800

Association on Third World Affairs  
C/ODR. Lorna Hahn  
1717 K St. NW, Suite 600  
Washington, DC 20036  
202-973-0157

Atlantic Council of the United States  
1101 15th Street, NW  
11th Floor  
Washington, DC 20005  
(202) 463-7241

Brookings Institution  
1775 Massachusetts Ave NW  
Washington, DC 20036  
(202) 797-6000

Carnegie Endowment  
for International Peace  
1779 Massachusetts Ave. NW  
Washington, DC 20036-2103  
202.483.7600

Cato Institute  
1000 Massachusetts Avenue, N.W.  
Washington, DC 20001-5403  
(202) 842-0200

Center for Defense Information  
1779 Massachusetts Ave, NW, Suite 615  
Washington, DC 20005  
202-332-0600

Center for Global Development  
1776 Massachusetts Ave. NW, Suite 301  
Washington, DC 20036  
202-416-0700

Center for Intelligence Studies  
1016 K Street, NE  
Washington, DC 20002  
202 397-1296

Center for International Policy  
1717 Massachusetts Avenue NW, Suite 801  
Washington, DC 20036  
202.232.3317

Center for National Policy  
One Massachusetts Avenue, NW, Suite 300  
Washington, DC 20001  
(202) 682-1800

Center for National Security Studies  
1120 19th Street, NW, 8th Floor  
Washington, DC 20036  
(202) 721-5650

Center for Policy Alternatives  
1875 Connecticut Avenue, NW, Suite 710  
Washington, DC 20009  
202.387.6030

Center for Security Policy  
1920 L Street, NW, Suite 210  
Washington, DC 20036  
(202) 835-9077

Center for Strategic and Budgetary  
Assessments  
1730 Rhode Island Avenue, NW  
Suite 912  
Washington, DC 20036  
(202) 331-7990

Center for Strategic and International  
Studies  
1800 K Street, NW, Suite 400  
Washington, DC 20006  
202.887.0200

Center for the Study of the Presidency  
1020 19th St. NW, Suite 250  
Washington, DC 20036  
202-872-9800

Chemical and Biological Arms Control  
Institute  
1747 Pennsylvania Avenue, NW  
Seventh Floor  
Washington, DC 20006  
202-296-3550

Council on Foreign Relations  
1779 Massachusetts Avenue, N.W.  
Washington, DC 20036  
(202) 518-3400

Economic Policy Institute  
1660 L St., NW, Suite 1200  
Washington, DC 20036  
(202) 775-8810

Eisenhower Institute  
915 15th St., NW, 8th Floor  
Washington, DC 20005-2311  
202.628.4444

Federation of American Scientists  
1717 K St., NW, Suite 209  
Washington, DC 20036  
(202) 546-3300

Fund for Peace  
1701 K Street, NW, 11th Floor  
Washington, DC 20006  
202.223.7940

German Marshall Fund of the United States  
1744 R Street NW  
Washington, DC 20009  
202-745-3950

Henry L. Stimson Center  
11 Dupont Circle, Suite 900  
Washington, DC 20036  
202-223-5956

Heritage Foundation  
214 Massachusetts Ave NE  
Washington, DC 20002-4999  
202.546.4400

Hudson Institute  
1015 18th Street, NW, Suite 200  
Washington, DC 20036  
(202) 223-7770

Institute for Foreign Policy Analyses  
1725 Desales Street, NW, Suite 402  
Washington, DC 20036  
(202) 463-7942

Institute for International Economics  
1750 Massachusetts Avenue, NW  
Washington, DC 20036  
202-328-9000

Institute for Policy Studies  
733 15th St NW, Suite 1020  
Washington, DC 20005  
(202) 234-9382

International Center on Nonviolent Conflict  
1919 Pennsylvania Ave., NW  
Suite 725  
Washington, DC 20006

International Institute for Strategic Studies  
1747 Pennsylvania Ave NW  
7th Floor  
Washington, DC 20006  
202 659 1490

International Strategic Studies Association  
PO Box 20407  
Alexandria, VA 22320  
(703) 548-1070

Lexington Institute  
1600 Wilson Boulevard, Suite 900  
Arlington, VA 22209  
703-522-5828

Meridian International Center  
164 Crescent Place, NW  
Washington, DC 20009  
(202) 667-6800

Middle East Policy Council  
1730 M Street, NW, Suite 512  
Washington, DC 20036  
(202) 296-6767

National Research Council  
National Academy of Sciences  
2101 Constitution Avenue, NW  
Washington, DC 20418  
202-334-2000

National Council for U.S.-Arab Relations  
1730 M St. NW, Suite 503  
Washington, DC 20036  
202.293.6466

Nixon Center  
1615 L Street, NW, Suite 1250  
Washington, DC 20036  
(202) 887-1000

Nuclear Threat Initiative  
1747 Pennsylvania Avenue NW  
7th Floor  
Washington, DC 20006  
202-296-4810

Potomac Institute for Policy Studies  
901 N. Stuart Street, Suite 200  
Arlington, VA 22203  
703-525-0770

Progressive Policy Institute  
600 Pennsylvania Ave., SE, Suite 400  
Washington, DC 20003  
202) 547-0001

Washington Institute for Near East Policy  
1828 L Street NW Suite 1050  
Washington, DC 20036  
202-452-0650

## Academic Institutions

The Center for Congressional and  
Presidential Studies  
American University  
4400 Massachusetts Ave NW  
Ward 109  
Washington, DC 20016-8130  
202-885-3491

Space Policy Institute  
Elliott School of International Affairs  
The George Washington University  
Stuart Hall, Suite 201  
Washington, DC 20052  
202.994.7292

Center for Science, Trade, & Technology  
Policy  
George Mason University  
3401 North Fairfax Dr.  
Fairfax, VA 22201  
703-993-8210

Center for Contemporary Arab Studies  
Georgetown University  
Intercultural Center 241  
1316 36th Street, NW  
Washington, DC 20057-1052  
(202) 687-5793

Center for Peace and Security Studies  
Georgetown University  
111 Intercultural Center  
Box 571029  
Washington, DC 20057-1029  
202-687-8590

Institute for the Study of Diplomacy  
Georgetown University  
1316 36th Street, NW  
Washington, DC 20007  
202-965-5735

Women In International Security  
Georgetown University  
Edmund A. Walsh School of Foreign  
Service  
3240 Prospect Street, NW  
Washington, DC 20007  
(202) 687-3366

Center for Nonproliferation Studies  
Monterey Institute of International Studies  
11 Dupont Circle, NW  
9th Floor  
Washington, DC 20036  
(202) 478-3446

Hoover Institution  
Stanford University  
7900 Westpark Drive  
McLean, VA 22102-4299

Center for National Security Studies  
The George Washington University  
Gelman Library, Ste. 701  
2130 H St. NW  
Washington, DC 20037

Applied Physics Laboratory  
The Johns Hopkins University  
11 100 Johns Hopkins Road  
Laurel MD 20723-6099  
(240)-228-5000

Center of Canadian Studies  
The Johns Hopkins University  
1740 Massachusetts Ave., NW  
Washington, DC 20036  
(202) 663-5714

Center for Transatlantic Relations, SAIS  
The Johns Hopkins University  
1717 Massachusetts Avenue NW, Suite 525  
Washington, DC 20036  
202-663-5880

Foreign Policy Institute, SAIS  
The Johns Hopkins University  
1619 Massachusetts Avenue, NW  
Washington, DC 20036-2297  
202.663.5773

Center for International Development and  
Conflict Management  
University of Maryland  
0145 Tydings Hall  
College Park, MD 20742  
301.314.7703

Center for International Security Studies at  
Maryland  
University of Maryland at College Park  
School of Public Affairs  
Van Munching Hall  
College Park, MD 20742  
301-405-7601

## **Federally Funded Research & Development Centers**

Homeland Security Institute  
ANSER  
Suite 800  
2900 South Quincey Street, Suite 800  
Arlington, VA 22206  
**(703) 416-3134**

Institute for Defense Analyses  
4850 Mark Center Drive  
Alexandria, VA 22311  
**703-845-2000**

C31 Federally Funded Research & Development  
Center  
MITRE Corp  
7515 Colshire Drive  
McLean, VA 22102-7508  
**(703) 883-6000**

National Defense Research Institute  
Project Air Force  
Arroyo Center  
RAND Corporation  
1200 South Hayes Street  
Arlington, VA 22202-5050  
**703-413-1100**

Center for Naval Analyses  
The CNA Corporation  
4825 Mark Center Drive  
Alexandria, VA 22311  
**703.824.2000**

## **Think Tanks with Federal Appropriations**

Eurasia Foundation  
1350 Connecticut Avenue, NW Suite 1000  
Washington, DC 20036  
(202) 234-7370

International Republican Institute  
1225 Eye Street, NW  
Suite 700  
Washington, DC 20005  
202.408.9450

National Endowment **for** Democracy  
1101 Fifteenth Street, NW,  
Suite 700  
Washington, DC 20005  
2021293-9072

The National Democratic Institute **for** International Affairs  
2030 M Street, NW  
Fifth Floor  
Washington, DC 20036-3306  
(202) 728-5500

The United States Institute of Peace  
1200 17th Street, NW  
Suite 200  
Washington, DC 20036-3011  
(202) 457-1700

Woodrow Wilson International Center for Scholars  
Ronald Reagan Building and International Trade Center  
One Woodrow Wilson Plaza, 1300 Pennsylvania Ave., NW  
Washington, DC 20004-3027  
2021691-4000

## Government Think Tanks

Defense Advanced Research Projects  
Agency  
Department of Defense  
3701 North Fairfax Drive  
Arlington, VA 22203-1714

Policy Planning Staff  
Department of State  
2201 C Street NW  
Washington, DC 20520  
202-647-4000

School of Professional and Area Studies  
Foreign Service Institute  
4000 Arlington Boulevard  
Arlington, VA 20004

Defense Capabilities and Management Team  
Government Accountability Office  
441 G Street, NW  
Washington, DC 20548  
(202) 512-3000

Congressional Research Service  
The Library of Congress  
101 Independence Avenue, SE  
Washington, DC 20540-7500

Center for Hemispheric Defense Studies  
The National Defense University  
Coast Guard Headquarters Building  
2100 2nd Street, SW  
Washington, DC 20593-0001  
202-685-4610

Center for Technology and National  
Security Policy  
The National Defense University  
300 5th Ave SW  
Ft. McNair, DC 20319  
202-685-2529

Center for the Study of Weapons of Mass  
Destruction  
The National Defense University  
300 5th Ave SW  
Ft. McNair, DC 20319  
202-685-

Institute for National Strategic Studies  
The National Defense University  
300 5th Ave SW  
Ft. McNair, DC 20319  
202-685-2335

Near East South Asia Center for Strategic  
Studies  
The National Defense University  
Coast Guard Headquarters Building  
2100 2nd Street, SW  
Washington, DC 20593  
(202) 685-4131

The Africa Center for Strategic Studies  
The National Defense University  
300 5th Ave SW  
Ft. McNair, DC 20319  
202 685-7300

→ *fulfordc@ndu.edu*

21 Apr 05

MEMORANDUM FOR SECRETARY OF DEFENSE

From: President, National Defense University (NDU)

Subject: Changes in the World -- Communications

1. Mr. Secretary, USDP thought you would be interested in an activity underway at NDU.
2. Last year I attended a Conference of Commandants of NATO, PfP, and Mediterranean countries. At that conference I suggested we exchange email addresses and share thoughts, ideas, cumcula. I did the same later in the year at a Conference of Commandants for the ASEAN Regional Forum. Presently I correspond by email with about 150 senior officers/officials in 60 countries.
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4. Last week I returned from my second European conference. I was roundly "praised" for the exchanges and told many stones. The following was but one such story – many were similar.

- Background: In Feb 05, President Bush delivered an address (attached) to our students/faculty at NDU. I sent his speech to every commandant/country on my list.

- My **Jordanian** counterpart Commandant asked me: "How long after the President spoke, did you send his speech to us?" [Answer: about 30 minutes]

- He said he saw the email 2 minutes after it was sent; read the speech and realized it was a major policy statement. He sent it to his translators – who translated it to Arabic in about an hour. He then sent both electronic and couriered hard copies to: The King, Minister of Defense, Minister of Foreign Affairs, National Security Advisor, Chief of Defense and Joint Chiefs of Staff, and to his students.

11-L-0559/OSD/48673

- Three hours after receiving the email, his students were in seminar discussing the specifics of the speech.

- Later that evening, in Amman, the GOJ held their version of a Principal's Committee Meeting to discuss the speech and its implications on Jordan and the broader Middle East.

5. A month ago, we decided to formalize this approach. With DIA's help, we are in the process of gathering email addresses of every military education institution [West Point-equivalents, staff colleges, ~~war~~ colleges, think-tanks, etc.] in the world (obvious countries excepted e.g. PRC, Iran, Syria, etc). We hope to go below the commandant level to deans and department heads. NDU will then link all US military educational institutions with our overseas counterparts. We believe this effort will have a significant impact on countering misperceptions of US policy, increasing transparency of our policy, dispelling rumors, soft-selling US ideas/ideals, and answering foreign concerns.

6. Our ability to reach key people internationally, in large numbers, and almost instantaneously, is a powerful tool in the post 9/11 and digitized world.

Very Respectfully,

CF: DSD, CJCS, USDP, DJS

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OFFICE OF THE  
SECRETARY OF DEFENSE

INFO MEMO

2005 APR 25 PM 3:38

FOR: SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

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

*R DuBois 4/25/05*

SUBJECT: Week Ending 22 April 2005 Report

1. **Deployment Status for the Electronic "Snowflake System"**. On April 4, 2005, the Executive Services Directorate (ESD) was notified by the Executive Secretary that the Secretary gave the "go ahead" for implementation. All current pending/open snowflakes are currently being uploaded. Once the Immediate Office staff is trained, modifications made, and they are ready to initiate and launch Snowflakes digitally over the SIPRNET, deployment will be expanded in accordance with priorities established by the MA to the SecDef. Initial contact has also been made with the Deputy Secretary's office on fielding a similar system to initiate, control and manage Deputy Secretary notes.

2. **Guantanamo Freedom of Information Act (FOIA) Complaint**. On April 19, 2005, the Associated Press filed a FOIA complaint in New York against the Department of Defense. The suit seeks to compel access to testimony, written statements, and other documents provided to the United States Government's Combatant Status Tribunals by detainees held at the U.S. Naval Base, Guantanamo Bay, Cuba.

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11-L-0559/OSD/48675

OSD 077 44-05



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 25 2005

311

Lieutenant General Michael M. Dunn (USAF)  
President  
National Defense University  
Fort Lesley J. McNair  
Washington, DC 20319-5066

Dear Mike,

Your April 21 memo was fascinating. Good for you.

Enclosed is a memo I wrote on new realities, for your personal reading. It lays out some of the problems. You are clearly part of the solution. Good for you.

Sincerely,

Enclosure

25 APR 05

21 APR 05

OSD 07749-05

11-L-0559/OSD/48676

January 18,2005

**SUBJECT: A Nation and the Civilized World at War in the 21st Century**

Waging war is always difficult and uncertain. However, given the new realities of the 21<sup>st</sup> Century, waging the Global War on Terror is a particularly complex and difficult task. And it is a task not only for the Department of Defense, and not only for the USG, but for the entire civilized world.

This is the first war in history being conducted in a world dominated by the particular set of new realities listed below:

- e Multiple global satellite television networks.
- e 24 hour TV news coverage.
- e Dozens of domestic and international television channels devoted to news, commentary, and analysis.
- e Live coverage of terrorist attacks, disasters, and combat operations.
- e 24 hour "Talk Radio."
- e A global Internet, with universal access and no inhibitions.
- e Bloggers, hackers, chatrooms.
- e Digital cameras and camcorders, wielded by journalists, the public — everyone and anyone.
- e E-Mails and cell phones with global reach.
- e Reporters embedded with the military – land, sea and air.
- A Congress that stays in session nearly continuously and is on television gavel-to-gavel.
- e A House and Senate where fewer and fewer Members have served in the US military.
- e A doubling of the number of Congressional staff members, from 8,000 during the Vietnam War to 16,000-plus today.

11-L-0559/OSD/48677

- An increasingly casual regard for security, resulting in near continuous hemorrhaging of every type of classified information.
- A Freedom of Information statute calling for the USG to provide to media organizations and others documents comprising well over a million pages each year.
- An Executive Branch still organized to match the “industrial age” Congressional Committee and Subcommittee structure — not organized for the “information age” — and, therefore, poorly equipped to cope with multiple issues arriving from every quarter, 24 hours-a-day, seven days-a-week.
- An enemy without a nation and unburdened by bureaucracy and its constraints, and therefore able to turn inside the decision cycles of the USG’s and other nations’ big bureaucracies.
- A pattern where our Government is punished for prompt, but less than perfect responses to fast-moving events, while competing against an enemy that goes unpunished for its lies and outrages; as has been said, “A lie travels round the world while Truth is putting on her boots.”
- Finally, the Global War on Terror is not conventional:
  - It is not a conflict between large armies, navies, or air forces, which both the military and the public would better understand;
  - The American people, for the most part, do not feel personally engaged in the war, given that there is no need for rationing and no need for a draft, and that the country is not on a wartime footing;
  - Even today the war is being conducted under peacetime constraints, regulations and requirements, which restrict the ability to meet the new challenges posed by an enemy completely unrestrained by constraints, laws or mores; and, as such,
  - Public expectations are still largely oriented to peacetime or, at best, a conventional war.

Those realities pose difficulties, to be sure, but they also offer significant new opportunities.

Understandably, in part because of these new realities, there is criticism from the press, the public, Congress, and foreign governments, with the attacks clustering around two themes — “incompetence” and “cover-up.”

But it is important to understand the new realities and the uniqueness of the task, and therefore the urgency needed in finding new ways to better organize, arrange and equip the USG to function successfully in this historically unique environment.

One example of the opportunities the new realities offer is that the media today is not dominated by one or even a few outlets. Indeed, there are multiple channels available to reach the various publics. To take advantage of this opportunity will require that the USG organize and develop the skills and competence to effectively use the various outlets available to assure that the many publics, here and abroad, are provided the facts, in real time, along with the context needed for better understanding.

When one considers the magnitude and nature of the tasks, it is impressive that the USG has been able to cope with these multidimensional problems as successfully as it has. Fortunately, the American people have a good center of gravity and inner gyroscopes that, over time, lead them to right judgments.

These then are the new realities of warfighting. They create new challenges, but also new opportunities for the US Government broadly, as we seek to fulfill our most fundamental responsibility — providing for the security of the American people.

Given these new circumstances, the following are some actions that might be considered:

- Revamp the interagency processes to bring all of its disparate elements together in addressing these new challenges and seizing the new opportunities. This will require new arrangements, some of which may be resisted as not fitting the current Congressional Committee structures;
- Improve public education so that historical context is available and is considered in weighing and judging the actions of today, not in isolation or measured against perfection, but rather as seen against events of a similar nature in earlier times;
- Develop vastly more sophisticated ways of utilizing the multiple channels available to reach the many audiences critical to success — and to do so near instantaneously;

- Develop better access to the non-mainstream media (talk radio, bloggers, etc.), international and domestic, as their growing influence seems to require;
- Fashion more timely and effective research — “knowing the enemy”; and
- Understand that our country (and our values) is in a campaign — a war to be sure, but a prolonged campaign — and to win it, we must organize to win it, and we must develop a new sense of urgency and sustain it for the long, hard slog ahead. Lives are at stake.

FOUO

April 28, 2005

311

TO: President George W. Bush  
FROM: Donald Rumsfeld *D. Rumsfeld*  
SUBJECT: Memo from General Mike Dunn

Mr. President,

Attached is a memo from General Mike Dunn, the President of National Defense University. It is on the subject of strategic communications.

It is an example of what needs to be done – and he is doing it.

Respectfully,

Attach.  
04/21/05 Memo from Lt. Gen. Mike Dunn to SecDef

DHR:ss  
042505-13

28 APR 05

21 APR 05

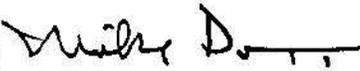
FOUO

OSD 07749-05

11-L-0559/OSD/48681

21 Apr 05

MEMORANDUM FOR SECRETARY OF DEFENSE

From: President, National Defense University (NDU) 

Subject: Changes in the World -- Communications

1. Mr. Secretary, USDP thought you would be interested in an activity underway at NDU.
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11-L-0559/OSD/48682

- Three hours after receiving the email, his students were in seminar discussing the specifics of the speech.

- Later that evening, in Amman, the GOJ held their version of a Principal's Committee Meeting to discuss the speech and its implications on Jordan and the broader Middle East.

5. A month ago, we decided to formalize this approach. With DIA's help, we are in the process of gathering email addresses of every military education institution [West Point-equivalents, staff colleges, war colleges, think-tanks, etc.] in the world (obvious countries excepted e.g. PRC, Iran, Syria, etc). We hope to go below the commandant level to deans and department heads. NDU will then link all US military educational institutions with our overseas counterparts. We believe this effort will have a significant impact on countering misperceptions of US policy, increasing transparency of our policy, dispelling rumors, soft-selling US ideas/ideals, and answering foreign concerns.

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CF: DSD, CJCS, USDP, DJS

21 Apr 05

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*Mike D.*

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OSD 0774 1-05

11-L-0559/OSD/48684

311

21 APR 05

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CF: DSD, CJCS, USDP, DJS

FOUO

APR 12 2005

SECRET  
2005 APR 12 11 4 37

TO: Mike Wynne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Cost Overrun

What's this about the Joint Strike Fighter possibly running \$5 billion over? Please see article #51 from the April 8 *Early Bird* ("Cost of Jet Could Overrun by \$5 Billion" by Demetri Sevastopulo, *London Financial Times*).

Thanks.

DHR:db  
041105-9 (11 Inqtop)

.....  
Please respond by 4/15/05

FOUO

4

OSD 07752-05

11-I-0559/OSD/48686

452 F

12 APR 05



ACQUISITION, TECHNOLOGY AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON WASHINGTON, DC 20301-3010

2005 APR 21 11 19 AM

INFO MEMO

April 22, 2005, 5:00 PM

452 F

FOR: SECRETARY OF DEFENSE

FROM: Michael W. Wynne, Under Secretary of Defense (Acquisition, Technology and Logistics)

*M. Wynne*

SUBJECT: Joint Strike Fighter (JSF) Cost Estimate

- You asked about the article which suggested a cost overrun in the JSF program.
- I requested a Cost Analysis Improvement Group (CAIG) update to the JSF development estimate. The CAIG's analysis is not released yet, but is projected to be \$5.1B more than the Joint Program Office's (JPO) estimate for the System Development and Demonstration (SDD) phase, and significantly higher for production. The cost delta is the result of differences in methodologies and assumptions used for the analyses. The attachment at TAB A explains the differences and the mitigation plan.
- If the CAIG assumptions are correct, their estimate highlights a potential to overrun the current program budget. There are near-term events that will confirm whether the assumptions are correct. These include actual costs, contract negotiations and awards, agreed test plans, software productivity, and the February 2006 Critical Design Review (CDR).
- The program is fully funded in FY06. I have asked the JPO and CAIG to continue to work on the differences through the summer to refine any FY07 budget adjustment. The CAIG will update their estimate after the CDR, in time for Program Objective Memorandum (POM) 2008 planning. I will follow this closely and can provide additional detail if you desire.

22 APR 05

Attachment: As stated

COORDINATION: Navy, Air Force, PA&E, and CAIG

Prepared by: Capt Scott Swift/OSD(AT&L)/Defense Systems(AW) (b)(6)

12 APR 05

**TABA**

**System Development and Demonstration TY\$**

	JPO	CAIG	Delta	Explanation of Differences	Mitigation Plan
System Test	\$1.4 B	\$3.8 B	\$2.4 B	<b>ZAIG:</b> Based on F-18 A/B, F-18 E/F and F-15, adjusted for content. <b>JPO:</b> Based on previous JSF estimate, leveraging common software and test for variants, and adjusted for content.	Extensive and early subsystem testing (radar and electronic warfare in labs now). Refine test plans. Track actual costs.
Mission systems	\$6.2 B	\$7.9 B	\$1.7 B	<b>CAIG:</b> Based on updated actuals from JSF, F/A-22, and F/A-18 E/F. Assumes 30% software growth. <b>JPO:</b> Based on JSF actuals, includes schedule slip and software efficiency. Assumes 10% software growth.	Software block strategy. Significant investment in integrated software lab infrastructure. Track actual costs.
GE (F136) Engine	\$3.0 B	\$3.8 B	\$0.8 B	<b>CAIG:</b> Based on F/A-22 and primary JSF engine actuals, adjusted for content. <b>JPO:</b> Credit for pre-SDD effort.	Refining contract now for August award.
Fee on Overrun			Included above	<b>CAIG:</b> Includes 15% fee on all costs--\$1.5B total <b>JPO:</b> Excludes fee on overrun--JPO and Lockheed Martin (LM) agreement.	Scheduled to award replan contract in July with no fee.
<b>Total SDD</b>	<b>\$41.5 B</b>	<b>\$46.6 B</b>	<b>\$5.1 B</b>		

Airframe			\$7 – 11M per aircraft	<b>CAIG:</b> 15% fee on all content, 6% weight margin, and labor rates based on rate agreements and OSD inflation <b>JPO:</b> 13% fee with no fee-on-fee, 3% weight margin, LM SDD fee structure, and credit for supplier rates	CDR to firm up design in early FY06. Long lead parts contracted in FY06. Track manufacturing costs during development.
Mission Systems			\$5M per aircraft	<b>CAIG:</b> Based on latest available F/A-22 and F/A-18 E/F production data. <b>JPO:</b> Based on initial F/A-22 unit cost and historical learning curves.	CDR to firm up design in early FY06. Track manufacturing costs during development.
Engine			\$2M per aircraft	<b>CAIG:</b> Based on F/A-22 data, adjusted for weight. <b>JPO:</b> Based on F/A-22 and credit for common manufacturing processes.	Track manufacturing costs during development.
<b>Unit Recurring Fly-away</b>	<b>\$44.5 M</b> <b>\$61.7 M</b> <b>\$58.7 M</b>	<b>\$57.5 M</b> <b>\$81.0 M</b> <b>\$70.0 M</b>			

APR 20 2005

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: "A Savage War of Peace --

Please take a look at this book that came in today and tell me what you think it is about -- what his page references mean.

Thanks.

Attach.  
"A Savage War of Peace"

DHR:ss  
041905-36

.....  
Please respond by 4/26/05

383.6

20 Apr 05

4/20

Attached,

v/r



25 Apr 05

OSD 07756-05



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 25 2005

383.6

Sir Alistair Horne  
The Old Vicarage  
Turville  
Henley-on-Thames  
Oxfordshire RG9 6QU  
United Kingdom

Dear Mr. Horne,

Thank you for sending along a copy of "*A Savage War of Peace.*"

As requested, I read the pages you indicated concerning the use of torture in the Algerian counter-insurgency. I saw no comparison to U.S. or British policy.

As you would surely know, both our countries have strongly stated policies disavowing the use of torture. Further, to my knowledge, there have been no instances of authorized or systematic uses of such tactics. We agree fully that it is unwise and unproductive to treat people inhumanely. When inhumane treatment occurs, contrary to the President's stated policy regarding humane treatment, the individuals involved are dealt with according to the Uniform Code of Military Justice.

Sincerely,

25APR05

OSD 07756-05

11-L-0559/OSD/48690

**Policy Executive Secretariat Note**

**MAY 03 2005**

I-05/005000/ES-2954  
OSD 07817-05

335 SA

Reference: 040805-16, "Letter from Neal Gresham"

Lt Colonel Lengyel:

The "Letter from Neal Gresham" was listed on the April 28 snowflake pending list.

Attached is a copy of Policy's response submitted on April 26 to OSD/ESCD for SecDef.

22 APR 05

  
June Bartlett  
Policy Executive secretariat

*Closed per  
LTC Lengyel  
5/5/5*

11 APR 05

OFFICE OF THE  
SECRETARY OF DEFENSE  
2005 APR 26 PM 12:18

ACTION MEMO

ES-2954

DepSecDef \_\_\_\_\_  
USD(P) *copy provided*  
I-05/005000-ES *LA 4/25/05*

FOR: SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, (ISA) *PWR* 22 APR 2005

SUBJECT: SecDef Response to Mr. Neal Gresham

- Attached for your approval is a proposed response to Mr. Gresham.

RECOMMENDATION: Sign proposed response (Tab A)

Attachments:  
As stated

PDUSD(P) \_\_\_\_\_

Prepared by: Tim Kyger, NESA - Northern Gulf Affairs (b)(6)

OSD 07817-05

11-L-0559/OSD/48692



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

Mr. Neal Gresham

(b)(6)

Dear Neal:

Thank you for your letter and for the kind wishes. I am so pleased to hear from you again after so many years.

I sincerely appreciate the on-the-ground observations from your friend in Baghdad. I have forwarded them to our appropriate offices within the Department of Defense for review and consideration.

I appreciate your prayers and support. I'm sure that you and (b)(6) join me in extending similar sentiments for our men and women in uniform.

Sincerely,

~~FOUO~~

OFFICE OF THE  
SECURITY ASSISTANT  
IN CHARGE

APR 11 2005

2005 APR 26 PM 12:18

ES-2954

05/005000

335 54

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from Neal Gresham

Attached is a letter I received from someone I have not heard from in 30 years. You may want to show it to Bill Luti. I have no idea who wrote it, or whether there is anything accurate in it.

Thanks.

**Attach.**

2/23/05 Letter from Neal Gresham to SecDef

DHR:ss  
040805-16

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

~~FOUO~~

OSD 07817-05

11 APR 05

11-L-0559/OSD/48694

2005 MAR 14 AM 6:39

Feb 23, 2005

Dear Rummy,

I have permission **from** the writer, a man I met several years ago in Jordan, to send you this sanitized version of his report.

He **has a** business there in B'dad and so **has** a good observation point.

I **am** always amazed that you are able to be so civil to the press. The incident **with the Humvee armor** is a case **in** point. That **was** a perfect example of how to use **a** snippet of truth to tell **a** big lie. **You** handled it very well on Meet the **Press**. I **am** thankful you are in that **job** instead of some weak kneed official.

If this report is of interest I will ask the author to add you to his e-mail list, if you wish,

**Thanks** for all you do to keep us safe. (b)(6)  
and I pray for you and others in government on a frequent basis.



Neal Gresham

(b)(6)

OSD 04980-05

11-L-0559/OSD/48695

Dear Friends,

I've finally decided to do it. I don't really want to hold it in any longer. Many of you have prayed that I might have wisdom. I sure have prayed. So here it is. Here is what I see as the main outcome, or may I put it in a differently, the main message I heard that amazing day when millions of Iraqis lined up to die their right index fingers purple.

After the recent spate of Ashura killings, the news has been filled with the same old line. Muwaffaqal-Rubaie, the interim Iraqi national security advisor, was quoted widely in the media as saying the terrorists are trying "to create a religious war within Iraq. Iraqis will not allow this to happen, Iraqis will stand united as Iraqis foremost, and Iraq will not fall into sectarian war." The same old line is this - Iraq is one nation. This old line is simply not true. Other than possibly Egypt, no Arab "nation" is really one nation. They are all disparate clans of Arabs'wha have been banded together by force of foreign power whose leaders have maintained in varying degrees that "same old line" for their own personal aggrandizement. Almost all Arabs know this and will tell you, if you can speak Arabic and they're honest with you. This same old line is spouted by the king of Jordan and the king of Saudi Arabia. It's pounded home by the president of Egypt and the president of Syria. Oh, and by the way, it was one of Saddam Hussein's favorite lines as well -- "Religion is to God, the nation is for all!"

We gobble this kind of talk up in the West. We created Iraq (well, at least the British did). We think in terms of pation. So should they, if they know what's good for them -- right? We're now in Iraq to help them know what's good for them and to provide the chance for the good that is in them to come out. But is Western-style democracy and nationalism good for them? Will it even work? I have never thought so and I've seen absolutely nothing here in Iraq to convince me otherwise.

"But [redacted]", you might be tempted to argue, "didn't you see all of those people nsking their lives to line up and vote for the future of Iraq? How can you say such things? Are you blind? It was an enormous victory for democracy. Look at what is happening with the Palestinians and even in Egypt. The Arab people want a change. They want democracy." You have a point there. Most Arabs I know do want a change. They want a piece of the pie that their leaders (Western empowered stooges from their perspective) have kept for themselves and their extended clan and crony network. Oh, and by the way, I did see them lined up to vote. I live here. But what were they saying when they voted?

I wrote a few days ago that should AC become prime minister, I would not be able to keep from writing this Diary entry. Many of you probably figured out that AC is Ahmed Chalabi (al-Chalabi). Ahmed Chalabi was one of the UK and US golden-haired Iraq boys until he and they had a falling out over power, connections (Iran), and \$\$\$ during the first phase of the Iraqi transitional council. AC provided a good deal of the now highly-questionable weapons of mass destruction information prior to the coalition invasion of Iraq and removal of Saddam Hussein from power. AC and friends made millions in the process. What you may not know is that the Iraqi people as a whole despise the man. I have met only one man in all our time in Baghdad who likes him. He was that bizarre non-stop talking communist womanizing taxi driver that [redacted] and I were recently forced to endure. [redacted] is one of the kindest Arabs I have ever met, but when this man spoke highly of AC [redacted] went to war. Everyone we know feels the same way. [redacted] 11-L-0559/CSB/48696

most often portrayed as an unscrupulous thief. Though the decision has not yet been made and he seems to have only an outside chance of becoming prime minister (though AC claims otherwise), how could such a man even be in the running? How could a strongly religious political grouping with definite ties to Iran even include such a secular wheeler-dealer on their list, much less consider him as a possible candidate for prime minister? There is only one reason I can see - he turned his back on the US (and the UK). [For you conspiracy theorists, even if all of this was a hard-to-imagine US inspired ruse to get their man in power that worked, it only worked because those who chose him (ultimately the Iraqi people) bought it, thereby proving my point.]

To understand the elections, you need to understand the history of Iraq. I can't possibly take the time to explain it all. Suffice it to say, the Shiite leaders are very intelligent and cunning people. They learned their lesson when the British were in power. They violently resisted British rule. As a result, they were excluded from the corridors of Iraqi political power. One Sunni leader (a king - that's another fascinating account of British imperial ineptitude) led to another Sunni leader which eventually led to Saddam Hussein - the mass murder of Iraqi Shiites. From what I can tell, the Grand Ayatollah 'Ali al-Sistani has evidenced incredible wisdom throughout the last couple of years. He has made it perfectly clear from the outset that he wants America out of Iraq as soon as possible. He has also made it perfectly clear that he wants the people (Shiites) to take over the corridors of Iraqi power. Being careful to not repeat the mistakes made during the British occupation of Iraq, he has guided the Shiite masses who really do follow him to varying degrees in a path of patience, calculated patience.

As I have written before, Arabs understand us far better than we understand them. They know how to use our beliefs, our biases, our weaknesses, and our press to gain that which they desire. 'Ali al-Sistani seems to be a master, a Grand Ayatollah indeed. He is the one that cornered the US into the January elections. The US has largely taken the credit, but if you go back and check it out, you will find that when the US was planning on delaying them, the Grand Ayatollah put his foot down. He knew the Sunnis would bail. They had to. There was no way that they could participate in an election that was US sponsored. No matter how strongly they now insist that they didn't vote because of the lack of security, it's all a smoke screen, a lie. It's a clan honor thing. The US defeated their people. They're not about to cooperate. 'Ali al-Sistani knew this. He also knew he had 60% of the people on his (the Shiite) side. Have you ever thought of how easy it is to say you believe in democracy, you believe in the voice of the people, when 60% of the population more or less listens to you and does what you say? He's no more a democrat than Saddam Hussein. It's simple numbers. The same is true for most of the Shiite leaders who are saying they are committed to democracy in Iraq. My friends, it's simple arithmetic. We want so much to believe what they are saying that we do, even at a government level, or at least at a government press release level. The Grand Ayatollah and the Shiite politicians have used the Western democratic process to gain what they could never have gained in any other way -- the reins of Iraq.

02/23/2005

11-L-0559/OSD/48697

Control of Iraq was one of their two main goals. Shiites throughout Iraq lined up by the millions in obedience to the Grand Ayatollah 'Ali al-Sistani to make this a reality on election day.

This, however, is not the main thing I understood to be the clear and largely popular result on polling day. I am finally going to tell you and you won't like it. I'll understand if you get angry, completely disagree, or choose to think I'm crazy. I'm just trying to be honest with you and tell you what I sincerely believe to be true. It's in no way what I want to be true, but what I want and what is true are very often not the same thing.

Iraqis went to the polls to tell America to go home. 48% of the voters picked a Shiite list of candidates who, under the approval of the Grand Ayatollah 'Ali al-Sistani, all agreed on one thing - the withdrawal of foreign troops from Iraq. The Sunnis all stayed home. They voted too, so to speak. There were other political lists as well who were committed to withdrawal, but if you just take the 40% of the United Iraqi Alliance and the 20% of the abstaining Sunnis, more than two-thirds of all eligible Iraqi voters said, en masse, "America, read our fingers!" In actuality, the percentage is much higher. This was no surprise to us. We live here. We know what the people think. They tell us every day. "America, read our fingers!" Their fingers are pointing toward the door.

I have maintained that the coalition forces must stay the course. I still maintain this. But what does staying the course mean? For me, it meant staying the course in Iraq until such a time as the people of Iraq were able to let their intentions be known through the ballot box. Those intentions are now known. Does America believe in democracy or not? The people have spoken. Is the West listening? From what I can read and hear, I'm not convinced the West is.

The stakes as I perceive them are high. Is the US going to continue to be perceived in the Arab mind as a Western imperial power that props up puppet governments for US power and economic gain, at war with Islam by occupying the three holiest places in Islam, or is it going to be a nation that believes in rule by the people? The US right now has an incredible opportunity to prove its democratic intentions. Listen to the people, not those who spout the same old line. The course has run its course. The course now leads toward the door. It's time to implement a carefully coordinated (with the Iraqi government) and highly visible staged withdrawal of all foreign troops from Iraq.

I can hear you! "But what about the security situation?" I have absolutely no doubt that the Iraqis can take care of themselves. Irregular military brigades (really militias that are loyal to ethnic and religious clan leaders) are springing up throughout Iraq that are more effective in dealing with the insurgents than are the Western trained Iraqi Army and police and quite possibly even the coalition armies themselves. Take away the fuel that is firing the insurgency and you'll take away the flame. I have no doubt that the honor-power equilibrium here in Iraq will be balanced with blood and a lot more of it. Why add unnecessary coalition blood to this lethal

02/23/2005

11-L-0559/OSD/48698

**mix?**

The coalition has stayed the course. The people have spoken. The course now leads out the door. I am convinced that the best **thing** for everyone is that all sides listen to the voice of the people. Whether anyone likes it or not, **the** people of Iraq (Iraqi Kurds excluded), have given America the purple finger.

Your brother in Baghdad,



02/23/2005

11-L-0559/OSD/48699

OFFICE OF THE SECRETARY OF DEFENSE  
THE SPECIAL ASSISTANT

335 SA

TO Peter Rodman S 90  
From Paul Butler

Peter -

See Det already wrote back to Mr. Gresham. Not sure why he put a response date on it. I think it may be useful to have someone comment on the substance of the memo provided by Mr. Gresham.

10 MAY 05

Paul Butler

5/11

M 5/11

11 APR 05

4127  
1300

~~SECRET~~

OFFICE OF THE  
SECRETARY OF DEFENSE  
2005 APR 26 PM 12:18

**ACTION MEMO**

ES-2954

DepSecDef \_\_\_\_\_  
USD(P) *copy from Dep Sec*  
I-05/005000-ES *cancel 25/05*

**FOR:** SECRETARY OF DEFENSE

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

*PR* 22 APR 2005

**SUBJECT:** SecDef Response to Mr. Neal Gresham

- Attached for your approval is a proposed response to Mr. Gresham.

**RECOMMENDATION:** Sign proposed response (Tab A)

**Attachments:**  
As stated

**PDUSD(P)**

Prepared by: Tim Kyger, NESA - Northern Gulf Affairs (b)(6)

MA SD		SMA DSD	
TSA SD	<i>3/11</i>	SA DSD	
EXEC SEC	<i>11/4/07</i>	IO SD	
ESR MA	<i>RJW</i>	<i>4/27/05</i>	<i>922</i>

OSD 07817-05

22-04-05 P08:52 IM

11-L-0559/OSD/48701



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

Mr. Neal Gresham

(b)(6)

Dear Neal:

Thank you for your letter and for the kind wishes. I am so pleased to hear from you again after so many years.

I sincerely appreciate the on-the-ground observations from your friend in Baghdad. I have forwarded them to our appropriate offices within the Department of Defense for review and consideration.

I appreciate your prayers and support. I'm sure that you and (b)(6) join me in extending similar sentiments for our men and women in uniform.

Sincerely,

FOUO

OFFICE OF THE  
SECRETARY OF DEFENSE

APR 11 2005

2005 APR 26 PM 12:18 ES-2954

05/005000

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from Neal Gresham

Attached is a letter I received from someone I have not heard from in 30 years. You may want to show it to Bill Luti. I have no idea who wrote it, or whether there is anything accurate in it.

Thanks.

Attach.  
2/23/05 Letter from Neal Gresham to SecDef

DHRss  
040805-16

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

FOUO

OSD 07817-05

11-L-0559/OSD/48703

11-04-05 08:51 IN



THE SECRETARY OF DEFENSE  
WASHINGTON

APR 8 2005

335 SA

Mr. Neal Gresham

(b)(6)

Dear Neal,

It was good to hear from you, and I appreciate you sending along the material. I have read it and will put it in the hands of some other folks who might be interested.

I am delighted to know things are going well for you.

With my best personal regards,

Sincerely,

8 APR 05

OSD 04980-05

23 FEB 05

11-L-0559/OSD/48704

2005 MAR 17 AM 6:39

Feb 23, 2005

Dear Rummy,

I have permission from the writer, a man I met several years ago in Jordan, to send you this sanitized version of his report.

He has a business there in B'dad and so has a good observation point.

I am always amazed that you are able to be so civil to the press. The incident with the Humvee armor is a case in point. That was a perfect example of how to use a snippet of truth to tell a big lie. You handled it very well on Meet the Press. I am thankful you are in that job instead of some weak kneed official.

If this report is of interest I will ask the author to add you to his e-mail list, if you wish.

Thanks for all you do to keep us safe. (b)(6)  
and I pray for you and others in government on a fi-quent basis.

  
Neal Gresham

(b)(6)

OSD 04980-05

11-L-0559/OSD/48705

Dear Friends,

I've **finally** decided to do it. I don't really **want** to **hold it in any** longer. **Many** of you have prayed that I might **have** wisdom. I **sure** have prayed. **So here it is.** Here is what I see as the **main** outcome, or **may I put it in a** differently, the main message I heard that **amazing** day when millions of Iraqis lined up to die their **right** index fingers **purple**.

After the recent spate of Ashura killings, the news has been filled with the same old line. Muwaffaq al-Rubaie, the interim Iraqi national security advisor, was quoted widely in the media as saying the terrorists **are trying** "to create a religious war within Iraq. Iraqis **will** not allow this to happen, Iraqis will stand united **as** Iraqis foremost, and Iraq will not fall into sectarian war." The same old line is this - Iraq is one nation. **This** old line is simply not true. Other than possibly **Egypt**, no Arab "nation" is really one nation. They are all disparate clans of Arabs who have been banded together by force of foreign power whose leaders have maintained in varying degrees that "same old line" for their own personal aggrandizement. Almost **all** Arabs know this and will tell you, if you can speak Arabic and they're honest with you. This same old line is spouted by the king of Jordan and the king of Saudi Arabia. It's pounded home by the president of Egypt and the president of **Syria**. Oh, and by the way, it was one of Saddam Hussein's favorite lines as well -- "Religion is to **God**, the nation is for all!"

We gobble this kind of talk up in the West. We created Iraq (well, **at** least the British did). We **think** in terms of **nation**. **So** should they, if they know what's good for them -- right? We're now in Iraq to help them know what's good for them and to provide the chance for the good that is in them to come out. But is Western-style democracy and nationalism good for them? Will it even work? I have never thought so and I've seen absolutely nothing here in Iraq to convince me otherwise.

"But **████**", you might be tempted to argue, "didn't you see all of those people risking their lives to line up and vote for the future of Iraq? How can you say such things? Are you blind? It was **an enormous** victory for democracy. **Look** at what is happening with the Palestinians and even in Egypt. The Arab people want a change. They want democracy." **You** have a point there. Most Arabs I know do want a change. They want a piece of the pie that their leaders (Western empowered stooges from their perspective) have kept for themselves and their extended clan and crony network. **Oh**, and by the way, I did see them lined up to vote. I live here. But what were they saying when they voted?

I wrote a few days ago that should **AC** become prime minister. I would not be able to keep **from** writing this **Diary** entry. Many of you probably figured out that AC is **Ahmed** Chalabi (al-Chalabi). Ahmed Chalabi was one of the UK and **US** golden-haired Iraq boys until he **and** they had a falling out over power, connections (Iran), and \$\$\$ during the first phase of the Iraqi transitional council. **AC** provided a good deal of the now highly-questionable weapons of **mass** destruction information prior to the coalition invasion of Iraq and removal of Saddam Hussein from power. AC and friends made millions in the process. What you may not know is that the Iraqi people **as** a whole despise the man. I have met only one man in all our time in Baghdad who likes him. He was that bizarre non-stop talking communist womanizing taxi driver that **████** and I were recently forced to endure. **████** is one of the kindest Arabs I have ever met, but when this man spoke highly of AC **████** went to war. Everyone we know feels the same way. 11-L-0559/DSB/48706

most often portrayed **as an** unscrupulous thief. Though the decision **has** not yet been made and **he** seems to have **only** an outside chance of becoming prime minister (though AC claims otherwise), how could **such** a man even be in the **running**? How could a strongly religious political grouping with definite ties to Iran even include such a secular wheeler-dealer on their list, much less consider him **as** a possible candidate for prime minister? There is only one reason I can see - he turned **his** back on the US (and the UK). [For you conspiracy theorists, even if all of this was a hard-to-imagine US inspired rouse to get their **man** in power that worked, it only worked because those who chose **him** (ultimately the Iraqi people) bought it, thereby proving **my** point.]

To understand the elections, **you** need to understand the history of Iraq. I **can't** possibly take the time to explain it all. Suffice it to say: the Shiite leaders are very intelligent and cunning people. They learned their lesson **when** the British were in power. They violently resisted British rule. As a result, **they** were excluded **from** the corridors of Iraqi political power. One **Sunni** leader (a **king** - that's another fascinating account of British **imperial** ineptitude) **led** to another **Sunni** leader which eventually led to Saddam Hussein - the mass murder of Iraqi Shiites. From what I can tell, **the** Grand Ayatollah 'Ali al-Sistani has evidenced incredible **wisdom** throughout the last couple of years. He **has** made it perfectly clear **from** the outset that he wants America out of Iraq **as** soon as possible. He has also made it perfectly clear **that** he wants the people (Shiites) to take over the corridors of Iraqi power. **Being** careful to not repeat the mistakes made during the British occupation of Iraq, he has guided **the** Shiite masses who really do follow **him** to varying degrees in a path of patience, calculated patience.

As I have written before, Arabs understand us far better than we **understand** them. They know how to use **our** beliefs, **our** biases, **our** weaknesses, and **our** press to gain that which they desire. 'Ali al-Sistani seems to be a master, a Grand Ayatollah indeed. He **is** the one that cornered the US into the January elections. The US **has** largely taken the credit, but if **you** go back and check it out, **you** will find **that** when the US was planning on delaying them, the Grand Ayatollah put **his** foot down. He knew **the** **Sunnis** would bail. They **had** to. There **was** no way that they could participate in **an** election that was US sponsored. No matter how strongly they now insist that they didn't vote because of the lack of **security**, it's all a smoke screen, a lie. It's a clan honor thing. The US defeated their people. They're not about to cooperate. 'Ali al-Sistani knew this. He also knew he **had** 60% of the people on **his** (the Shiite) side. Have you ever thought of how easy it is to say you believe in democracy, you believe in the voice of the people, when 60% of the population more or less listens to you and does what you say? He's no more **a** democrat **than** Saddam Hussein. It's simple numbers. **The** same is true for most of **the** Shiite leaders who are **saying** they are committed to democracy in Iraq. My friends, it's simple arithmetic. We want so much to believe what they are saying that we do, even at a government level, or at least at a government press release level. The Grand Ayatollah and the Shiite politicians have used the Western democratic process to gain what they could never have gained in any other way -- the reins of Iraq.

02/23/2005

11-L-0559/OSD/48707

Control of Iraq was one of their two main goals. Shiites throughout Iraq lined up by the millions in obedience to the Grand Ayatollah 'Ali al-Sistani to make this a reality on election day.

This, however, is not the main thing I understood to be the clear and largely popular result on polling day. I **am** finally going to tell you and you won't like it. I'll understand if you get angry, completely disagree, or choose to think I'm crazy. I'm just trying to be honest with you and tell you what I sincerely believe to be true. It's in no way what I want to be true, but what I want and what is true **are** very often not the same thing.

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02/23/2005

11-L-0559/OSD/48708

mix?

**The coalition has stayed the course. The people have spoken. The course now leads out the door. I am convinced that the best thing for everyone is that all sides listen to the voice of the people. Whether anyone likes it or not, the people of Iraq (Iraqi Kurds excluded), have given America the purple finger.**

**Your brother in Baghdad,**



02/23/2005

11-L-0559/OSD/48709

6/28  
1130  
6/28  
1130

2005 JUN 27 PM 1:40  
6/30

**ACTION MEMO**

DepSecDef  
RUSDP(P) JUN 26 2005

097

L-05/004961  
ES-2938

**Robert Rangel**

6/29  
re

FOR THE SECRETARY OF DEFENSE

20 June 05

FROM: Thomas W. O'Connell, Assistant Secretary of Defense for SO/LIC

*Robert Rangel*

SUBJECT: Increasing Sister City and Sister State Support in Afghanistan and Iraq

- You asked for a proposal to increase Sister City and Sister State Support to Afghanistan and Iraq. Attached is a memorandum recommending to Secretary Rice that she support a Sister City Program in Afghanistan. (TAB A)
- State has funded a Sister Cities program in Iraq.
  - o This program pairs six cities in the U.S. -- Denver, Dallas, Tucson, Philadelphia, Detroit, and Tempe -- and six cities in Iraq -- Baghdad, Kirkuk, Sulaymaniyah, Mosul, Basrah, and Hillah respectively. (TAB B)
  - o U.S. cities contributed \$20K; State provided \$20K in matching funds.
  - o The program sponsored visits to the US by Iraqi city managers and technocrats to learn new city management techniques from their American counterparts.
- Sister Cities International indicated that it could advance a similar program in Afghanistan if they could gain \$200K in funding.
  - o State is the appropriate department to fund such a program. I am sending a letter to my counterpart at the State Public Diplomacy Bureau to urge support for these programs.
- In addition, you and other senior administration officials could promote Sister City programs when making speeches or appearing before the media.

20 June 05

SPD 6/28

MA SD		SMA DSD	
TSA SD	12/25	SA DSD	
EXEC SEC	10/18	1045	
ESR MA	BA 6/29 0570	11-L	

OSD 07850-05

0559/OSD/48710 20-06-05 16:32 IN

R-6-2405

8 APR 05

**RECOMMENDATIONS:**

Sign memorandum to Secretary Rice asking her to support a Sister Cities program in Afghanistan similar to its program in Iraq. (TAB A) <sup>AND STATE</sup>

Approve DA Disapprove \_\_\_\_\_ Other \_\_\_\_\_

JUN 30 2005

**COORDINATION:None**

**ATTACHMENTS:**

TAB A – Draft letter to Secretary Rice

TAB B – Background information on Sister Cities programs in Iraq and Afghanistan

~~FOUO~~

APR 08 2005

I-05/004961

ES-2938

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Sister City and Sister State Support



I want to think about pushing hard on the Sister City and Sister State support for provinces and cities in Afghanistan and Iraq. It has worked very well with respect to many countries, particularly when Eastern Europe broke ~~loose~~ from behind the iron curtain.

They have university, hospital, student exchanges, and *the* like. It can lead to some excellent equipment going to a country like **Afghanistan**, equipment that may be out of date in the U.S., but state-of-the-art in Afghanistan.

Please come back to me with a proposal.

Thanks.

DHR:ss  
040605-15

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

Sir, *alt 6/30*  
Response attached.

*v/r*  
Lt Col Lengyel

JUN 29 2005

OSD 07850-05

~~FOUO~~

OSD 07850-05

11-L-0559/OSD/48712

08-04-05 P12:50 IN

### Background on Sister City Programs for Iraq

- The Sister Cities Program supports humanitarian assistance projects expanding healthcare, education, information technology, economic, and business development projects.
- On June 10, 2004, First Lady Laura Bush announced the participation of six communities in the United States and six cities in Iraq in a “Partners for Peace” program managed by Sister Cities International.
- State’s Bureau of Education and Cultural Affairs provided **funding** for this program.
- The funding provided **\$20K** for each of the six US cities participating in this program. Participating US cities were required to contribute an additional **\$20K** as matching funds for a total of **\$40K** per city.
- Participating US-Iraqi cities are:
  - Baghdad Region – Denver Region, CO
  - Kirkuk – Dallas, TX
  - Sulaymaniyah – Tucson, AZ
  - Mosul – Philadelphia, PA
  - Basrah – Detroit, MI
  - Hillah - Tempe, AZ

## **Background on Sister City Programs for Afghanistan**

- Sister Cities International has also launched a limited program for **Afghanistan**.
- The program currently receives no USG funding however; officials at Sister Cities International **are** keen to obtain funding to advance this program beyond its initial stages.
- Proposed pairings to date are:
  - Jalalabad – San Diego, CA
  - Bamiyan – Scottsbluff/Gering, **NE**
  - Ghazni – Hayward, CA
  - Kabul – St. Louis, MO
  - Charikar – Shenandoah, IA
- These pairings generally support educational and technical exchanges between city officials and environmental and humanitarian aid projects.

APR 08 2005  
205 / 11 23 23 2 52 I-05/00496d  
ES-2938

TO: Doug Feith

FROM:

SUBJECT: Sister City and Sister State Support

I want to think about pushing hard on the Sister City and Sister State support for provinces and cities in Afghanistan and Iraq. It has worked very well with respect to many countries, particularly when Eastern Europe broke loose ~~from~~ behind the iron curtain.

They have university, hospital, student exchanges, and ~~the~~ like. It can lead to some excellent equipment going to a country like Afghanistan, equipment that may be out of date in the U.S., but state-of-the-art in Afghanistan.

Please come back to me with a proposal.

Thanks.

DHR:ss  
040605-15

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

OSD 07850-05

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DEPSECDEF

APR 25 2005

I-05/004961

ES-2938

FOR: THE SECRETARY OF DEFENSE

*Approved 25 April 05*

FROM: Thomas W. O'Connell, Assistant Secretary of Defense SO/LIC

SUBJECT: Sister City and Sister State Support

- On April 8, you requested a proposal for Sister City and Sister State support for Afghan and Iraqi provinces and cities (TAB A).
- The State Department currently funds an Iraq program managed by Sister Cities International, based in Washington D.C. Background on this program is at (TAB B).
- Sister Cities International is starting an Afghan program, but claims that it may not get far without USG funding. Background on this program is at (TAB C).
- USG seed funds may be necessary to encourage more participation in the Afghan program.
- Some of my officers from Stability Operations will meet with the relevant State Department officials on this matter next week. We will report to you with a proposal to expand the programs in Iraq and Afghanistan.

Attachments:

As stated

Prepared by: LTC Chris Herndon (b)(6) and Bailey Hand, SO/LIC Stability Operations, (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/48716

OSD 07850-05

UNITED STATES DEPARTMENT OF JUSTICE  
SECRETARY OF POLICE

APR 08 2005

2005 APR 28 PM 2:52

I-05/00496d

ES-2938

TO: Doug Feith

FROM:

SUBJECT: Sister City and Sister State Support

I want to think about pushing hard on the Sister City and Sister State support for provinces and cities in Afghanistan and Iraq. It has worked very well with respect to many countries, particularly when Eastern Europe broke loose from behind the iron curtain.

They have university, hospital, student exchanges, and the like. It can lead to some excellent equipment going to a country like Afghanistan, equipment that may be out of date in the U.S., but state-of-the-art in Afghanistan.

Please come back to me with a proposal.

Thanks.

DHR:ss  
040605-15

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

OSD 07850-05

11-L-0559/OSD/48717

## Background on Sister City Programs for Iraq

- On June 10, 2004, First Lady Laura Bush announced the participation of six communities in the United States and six cities in Iraq in a “Partners for Peace” program managed by Sister Cities International.
- The State Department Bureau of Education and Cultural Affairs provided the funding for this program, managed by the Under Secretary of Public Diplomacy and Public Affairs.
- The Program provided \$20k for each of the six US cities that participated in this program. Participating U.S. cities were required to contribute an additional \$20k as matching funds for a total of \$40k per city.
- Participating US-Iraqi cities are:
  - Baghdad Region – Denver Region, CO
  - Kirkuk – Dallas, TX
  - Sulaymaniyah – Tucson, AZ
  - Mosul – Philadelphia, PA
  - Basrah – Detroit, MI
  - Hillah - Tempe, AZ
- These pairings generally support humanitarian assistance projects with the hope to expand to health care, education, information technology, economic, and business development projects.

OSO Foley  
4/25/08

### **Background on Sister City Programs for Afghanistan**

- Sister Cities International is also launching a limited program for Afghanistan.
- The program is not currently funded by the State Department.
- The proposed pairings are:
  - Jalalabad – San Diego, CA
  - Bamiyan – Scottsbluff/Gering, NE
  - Ghazni – Hayward, CA
  - Kabul – St. Louis, MO
  - Charikar – Shenandoah, IA
- These pairings will support educational exchanges and environmental projects.



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

JUN 30 2005

092

MEMORANDUM FOR SECRETARY OF STATE

SUBJECT: Sister Cities Support for Afghanistan

Recently I had my staff look into ways to support Sister City and Sister State **Programs** for Afghanistan and Iraq. As you know, these programs **link** US cities with cities overseas where they work together to forge lasting relationships.

I understand that the Bureau of Education and Cultural Affairs has **funded** a successful program between six cities in Iraq and the US. **You** may also want to authorize funding for a similar program in Afghanistan. This could serve **as** a magnet for local charities and other local involvement to assist rebuilding operations in Afghanistan.

Please let us know how we can assist.

30 Jun 05



OSD 07850-05

8 APR 05

11-L-0559/OSD/48720

TAB A

~~FOUO~~

FEB 14 2005

TO: Gen Dick Myers  
Gen Pete Pace  
GEN John Abizaid

FROM: Donald Rumsfeld 

SUBJECT: Training in Iraq

During ~~me~~ of my conversations in Iraq, the idea came up of possibly having one unit be responsible for the bulk of the ~~effort~~ on the embedded trainers with the Iraqi Security Forces, rather than using a pick-up team composed of people drawn from all around the Army. The idea might have some merit. Please give me your thoughts soon, so there will be time to implement it, if it makes any sense.

Thanks.

DHR:ss  
02:105-35

.....  
Please respond by 2/28/05

~~FOUO~~

Tab A

**OSD 07865-05**

11-L-0559/OSD/48721

FOUO

OFFICE OF THE  
SECURITY ASSISTANT  
April 20, 2005  
DEFENSE  
2005 APR 27 AM 7:25

TO: Steve Cambone  
FROM: Donald Runstedt   
SUBJECT: Talking Points to POTUS

Before President **Bush** meets with President Tomjos of Panama, we ought to get some talking points on the intel issue over to Steve Hadley, through me.

Thanks.

DHR:ss  
042005-15

.....  
Please respond by 4/26/05

*I gave a copy to WDS. LTB  
Bojkin will call Redman, Launch 4/21/05*

FOUO

150520  
11L-0559/OSD/48722

OSD 07876-05

APR 20 END

FOUO

JAN 4 2005

TO: Larry Di Rita  
Matt Latimer  
  
FROM: Donald Rumsfeld *DR*  
  
SUBJECT: Speech made in Iraq

356.0015D

Attached is a transcript of the off-the-cuff remarks I made in Iraq that were carried live by CNN.

Please take a look at it – we ought to use some of that material.

Thanks.

Attach.  
DoD Transcript of remarks made in Mosul on 12/24/04

DHR:ss  
123004-14(ts)

.....  
*Please respond by* \_\_\_\_\_

4 Jan 05

FOUO

11-L-0559/OSD/48723

OSD 07916-05

## Secretary of Defense Donald Rumsfeld in Baghdad with Task Force Baghdad

SEC. RUMSFELD: Keep eating. The food looks good, particularly the shrimp. [Cheers] way up there. I am delighted to be here. I wish you all a very Merry Christmas. I thank all of you for what you do for our country, for your service. It's an honor for me to be back in Baghdad and with the soldiers of the 1st Cavalry Division, [Cheers] And also the folks in the Marines and the Navy and the Air Force and [Inaudible]? That's what I thought. I had a feeling. But Navy too. I expected some noise out of you. I was driving over with the general and we were talking about the AO [area of operations] you have here in Baghdad and it is a big thing. It's the largest city in the country, five and a half, six, seven million people. It's the seat of the government. It's the [Inaudible] international community. It is [Inaudible]. It's the [Inaudible]. And what happens here makes an enormous difference. It is a challenge to all of you to [Inaudible] challenge most of all to the Iraqi government, to see that this city goes well. [Inaudible] I know that [Inaudible] have displayed ingenuity and courage and compassion. You make our country very proud of you. You know better than anybody what you're up against. You've seen it up close and personal. You face a determined and vicious enemy. [Inaudible] variety of things. We've seen this most recently in Mosul in the attack in the last few days.

And once again, we've seen the truth that terrorists can attack at any time, at any place, using any technique and it's physically impossible to defend in every place, against every conceivable technique, at any time. That fact is a truth and that truth rises to the mission that we're on. We simply cannot as Americans, as free people, as part of a world community go on the defenses and simply expect to succeed. You have to be on the offensive. And that is why the global war on terror and the various locations that it's being fought recognizes that our task is to go after terrorists and go after terrorist networks globally has been [Inaudible] soon [Inaudible] we change the way they live their lives before they change the way we live our lives. Because they strike at something so fundamental, they strike at our ability to get up in the morning and do what we want, and say what we want, and go where we go and have our children go to school. And you see a [Inaudible] and to change that way of living which strikes at the very essence of our country. And I think all of us have a sense, if we imagine, the kind of world we would face if the people who bombed us the mess hall in Mosul or the people who did the bombing in Spain or the people who attacked the United States in New York, shot down the plane over Pennsylvania, attacked the Pentagon, the people who cut off people's heads on television to intimidate, to frighten. Indeed, the word "terrorize" is just that, its purpose is to terrorize, to alter behavior to make people be something other than that which they want to be and that is exactly what we cannot allow to happen.

The American people recognize the importance of your mission, that you're here for a purpose and that that purpose is not to run the country of Iraq. That's for the Iraqi people. It's not to find an American solution for Iraq. Indeed, it is to be here to try to help train and equip and organize and assist the Iraqi security forces so that they over time will be able to take on responsibility for their country and this country will find a solution that will be uniquely Iraqi.

If you think about what's happened in Afghanistan three years ago, it was the training ground for terrorists, it was the place that the attacks against the United States were hatched and launched. And today they've elected the first popularly elected president in the history of the

country. They are moving towards parliamentary elections in April. They have established a democratic system that's respectful of all of the various diverse elements in that country.

Women are voting for the first time. They're able to go outside by themselves, without being accompanied. Young children can fly a kite, can sing, can dance, which they were not allowed to do under the Taliban. The soccer stadium in Kabul is being used for soccer instead of beheading people. So the accomplishment in Afghanistan, it was a truly breathtaking experience. I was there for the inauguration. And President Karzai from the bottom of his heart thanked the American people and said that without that help, there would not a free society, they would not have been able to do what they're doing, that people would not be going to school. Here's a country that doesn't have any of the capabilities that this country does. It doesn't have the water, it doesn't have the oil, it doesn't have the population that is as well-educated as Iraq. This country has every chance in the world to make it and it's in an important location. It will have a big effect on this region. They have made good progress. If you think about it, they've gone from an Iraqi Governing Council to an interim government, moving towards elections at the end of next month, moving towards then the development of the constitution.

I've lived a few years -- a lot of years -- and I have seen fascism rise and fall. I've seen communism rise and fall. We've seen the Berlin Wall get built and get torn down. And if you think about the message in all of that, we've seen Afghanistan go from a terrorist training ground to a democracy. Now what does that say? It says that the great sweep of human history is for freedom and that is the side we're on and that's the side you're on,

Just a few weeks ago, Fallujah was controlled by assassins and today it's a free city. Something like 140,000 refugees have come to this country from other countries -- Iraqis. Why do they do that? Why do they get up one morning and say to themselves, I'm going to leave where I am -- that's safer, to be sure -- and I'm going to go back to Iraq? They're voting with their feet. They are convinced that life is going to be good here, that there is a chance of making it and that people do need to pitch in and see that it happens.

I must say and as a personal message before I come out and shake hands and have a chance to tell you how much we appreciate your service. Let me just say that we know that you sacrifice. We certainly know your families do and they certainly serve just as you do and they are strong. I get a chance to see them in Bethesda and Walter Reed and other hospitals and I meet the families of people that have been wounded, your colleagues, people who've been here and gone back and are recuperating. And I must say the families are the most amazing thing. They are truly extraordinary. They're proud of what their sons and daughters do. They have strength and courage. And I don't think anyone can come away from being with them without gaining inspiration for the tough tasks ahead.

Now it's Christmas Eve and I don't want to, in any way, paint a picture that's pretty because it isn't pretty. This is a tough part of the world. This is a tough country. Your friends and your associates are at risk, as you are. And I wish I could stand here and say that the incidents of violence were going to calm down between now and the elections. I wish I could stand here and say that the incidents of violence will calm down after the elections. I can't say

that. The people that we're up against have a lot to lose – a lot to lose. They also have brains and they watch what we do and they adjust to what we do and they're determined, but so are we.

We are in a test of wills. There isn't a battle anyone could bring against you that you couldn't win. But you're not going to be faced with battles, you're going to be faced in the shadows, in the side streets and with people who are using every conceivable time, task and way of attacking you where you're most vulnerable and that's what we face. So there isn't any way that foreign troops – our troops, coalition troops or any other troops from any country – can provide security in this country. What we can do is contribute to security. What we can do is help to train the Iraqis and mentor the Iraqis and see that the Iraqis develop the capability, the equipment, the training, the organization, the chain of command, the experience, the rib cage, the officer leadership, the non-com leadership, the experience to take over responsibility for their own security and that's our task. That's what we have to do. That's what is being done and we've got wonderful people working on it. And I'm here to simply to look you in the eye and say thank you, everyone of you. God bless you.

[Applause][Cheers]

FOUO

JAN 3 2005

TO: Gen Pete Pace  
 CC: Gen Dick Myers  
 FROM: Donald Rumsfeld *DR*  
 SUBJECT: Views from Generals

IRAQ

I would like to know what the general officers, and possibly ~~some~~ key colonels, in Iraq think about the various options we face. I don't need to know their names, but we need to know what they think. ~~Except~~ for you, Myers, Abizaid, Casey and Metz, the rest can be anonymous.

What I'd like to know is the following:

- Whether or not they believe the U.S. and the coalition:
  - 1) Are doing about the right things overall, and with about the right number of troops in their respective areas of operation (*specify AOR*).
  - 2) Need more troops, and if so, where and for what purpose.
  - 3) Would be better off with fewer U.S. troops (*where*) and having the coalition do less of *what*.
  - 4) Would be better off with the same number of troops, but we should put *X* number - i.e., 10%, 50%, 90% of the forces we have organizing, training, equipping, mentoring, or other with Iraqi Security forces.
  - 5) Should cut back dramatically on U.S.-only patrols and focus totally on joint patrols and mentoring Iraqi Security forces.
  - 6) Put more U.S. Forces on Syria and Israel's borders but remain available to do raids throughout the country as required.
  - 7) Other?

Thanks.

DHR:ee  
 122904-6 (2)

.....  
 Please respond by 2/3/05

3Jan05

FOUO

11-L-0559/OSD/48727

OSD 07917-05

FOUO

January 3, 2005

TO: Larry Di Rita  
FROM: Donald Rumsfeld <sup>DR</sup>  
SUBJECT: ~~Travis Evans~~ Article

000.1

I'd like to see the answer we sent to the St. Louis Post-Dispatch in response to the article *Stiffing the Troops*.

Thanks.

DHR:ss  
123104-17 (ts)

.....  
Please respond by 1/6/05

3Jan05

FOUO

11-L-0559/OSD/48728

OSD 07918-05

weakness is a cardinal sin in the world of Mr. Rumsfeld. It invites attacks from all those who've been lurking in the bushes, waiting for their chance. And there's no question that Mr. Rumsfeld, in that airport hangar, demonstrated a less than admirable inability on the part of a leader to understand the needs of his men.

But surely a more seminal moment occurred this week, when President Bush conferred the nation's highest civilian award on three men intimately connected to the debacle in Iraq: George J. Tenet, who as CIA director discerned weapons of mass destruction where there weren't any; Gen. Tommy Franks, who refused to ask for more troops though he must have known he'd need them (and who let Osama bin Laden slip away in Afghanistan, to boot); and L. Paul Bremer III, who tromped around "post-war" Iraq in his Army boots, leaving a mess everywhere he and his young ideological entourage went and perhaps earning primary responsibility for the current insurgency by deciding early on to disband the Iraqi army.

More than one American -- more than one neoconservative, hawkish American -- must have looked upon this diorama of reward and wondered just what was going on. If these three men were being feted for their Iraq work, then there must be someone else responsible for the utter disaster Iraq is turning into, mustn't there? Why else would Americans still be fighting and dying there? And for what, precisely? Does anyone remember?

Donald H. Rumsfeld, raise your hand. Your friends are starting to believe you'd make a swell fall guy. Sure, that's not the role you might want to have. But those are the breaks. Just do what you can.

St. Louis Post-Dispatch  
December 16, 2004

Pg. C14

#### 45. Stiffing The Troops

Every weekday at 5 P.M., the Defense Department announces the military contracts awarded that day. Military contractors wait for 5 o'clock like kids wait for Christmas.

At 5 p.m. on Dec. 8, the DOD announced it had awarded an extra \$42.5 million to Boeing Co. for work on satellite communications; \$33.3 million to Chamberlain Manufacturing Corp. of Scranton, Pa., for casings for the M107 artillery round; and an extra \$23.5 million to Bell Helicopter of Hurst, Texas, for developing upgraded Cobra and Huey helicopters. That's nearly \$100 million, and that's only three contracts awarded on one day. There were a few "small change" items thrown in on what was a light spending day for the Pentagon, including \$6.6 million to O'Gara-Hess & Eisenhardt Co., of Fairfield, Ohio, for spare parts on OGH&E's most famous product: the up-armored Humvee.

Earlier that day, Defense Secretary Donald H. Rumsfeld had been in Kuwait taking heat from Iraq-bound soldiers on this very subject. Primed by a reporter for the Chattanooga, Tenn., Times Free Press, a Tennessee National Guardsman asked Mr. Rumsfeld why his unit was having to put homemade "hillbilly armor" on its vehicles instead of being equipped with the factory models, or at least the OGH&E upgrade kit.

In response, Mr. Rumsfeld uttered his now infamous "You go to war with the Army you have" dictum and touched off another round of controversy over American troops going to war with inadequate equipment. One of reasons for that is reflected in the contracts awarded on Dec. 8:

The Pentagon issued nearly \$100 million in three contracts. Two-thirds went as add-on money for existing contracts on very high-tech

weapons systems. A third of it went for M107 shell casings, which are fired by 155-millimeter howitzers, although artillery isn't used that much in Iraq. A smaller figure, \$6.6 million, went to buy stuff to keep soldiers from getting blown up.

Supply problems are as old as warfare. Odysseus got into trouble when he stopped on the Cyclops' island to resupply. Napoleon retreated from Moscow because Russians burned their farms so he couldn't feed his troops. Washington's troops suffered at Valley Forge because the Continental Congress wouldn't pay the troops, so they couldn't buy boots.

But today, when people in every small town in America can buy a gun or an espresso machine at the local Wal-Mart, and FedEx and UPS deliver to the world's backwaters, and America spends more than \$400 billion a year on defense, it seems incongruous that U.S. troops must go without.

In the first phase of Operation Iraqi Freedom (OIF-I, the Pentagon calls it) some U.S. troops were short on water, rations and ammunition, to say nothing of baby wipes that substituted for showers.

In OIF-II -- the post-"Mission Accomplished" phase -- troops had to ask their families to ship them stuff they needed. Shatterproof WileyX sunglasses to protect their eyes. Skateboarders' kneepads for crawling through shattered concrete and glass. Chap Stick to keep their lips from burning, winter underwear for cold desert nights, decent gloves that don't wear out. Every military post in the country has a private outfitter off-base who sells upgraded equipment.

After-action reports from divisions that went through OIF-I and are headed back for OIF-II stress the need for bolt-cutters (to cut padlocks); shotguns (to blow the locks off doors); "Quickie-Saws" to cut through metal and concrete, and "TETs" -- tactical entry

tools like firefighters and SWAT teams use. The word has gone out to bring your own "pluggger" (global positioning satellite receiver) because the Army's aren't worth a damn.

What's significant is the stuff soldiers aren't asking for. They aren't writing home to ask for F/A-22 fighter aircraft or Trident II D-5 nuclear-tipped missiles.

Christopher Hellman, director of the Project on Military Spending Oversight for the Center for Arms Control and Nuclear Proliferation, notes that big-ticket, Cold War-era weapons programs are all fully funded "while U.S. troops suffer from shortages of body armor and pick axes."

"Congress isn't about to cut this kind of stuff," Mr. Hellman said. "Take the Ballistic Missile System. The services don't want it, but Congress won't cut it because it creates jobs at home."

Another problem: The Pentagon supply system still is based on the concept of "linear warfare," and Iraq has no battle lines. Supply companies and combat units alike find themselves short of stuff the Pentagon didn't think to order until it was late in the game.

Stuff that could be bought off the shelf -- GPS pluggers, Sawz-alls, bolt cutters, sunglasses and the like -- could be ordered and shipped within weeks, not months, Mr. Hellman said. "If money is truly no object, then this doesn't seem like rocket science. If they can't get it there in a hurry, the guys who are experts ought to tell us why. You could FedEx it over there."

More specialized equipment -- like armored Humvees -- takes a little more planning, but it shouldn't be a problem by now. A year ago, this newspaper reported on the Missouri National Guard's 428th Transportation Company of Jefferson City and the extraordinary effort by local businesses to help them

fabricate armor for their trucks. And yet, as Mr. Rumsfeld learned to his chagrin last week, the Tennessee Guard is worried about the same problem.

Moreover, for all the posturing by Congress about getting the troops what they need, the focus of the \$416 billion defense appropriation bill passed earlier this year was on big-ticket weapons systems that create jobs at home and campaign contributions from contractors.

"Supporting the troops" must mean more than a yellow ribbon magnet on the trunk of the car. It requires an administration, a Pentagon and a Congress willing to put the needs of the troops ahead of their own political careers and a public willing to hold them accountable.

---

Los Angeles Times  
December 17, 2004  
**46. The Time For Justice**

There are plenty of complications involved in trying Saddam Hussein and others from his regime for crimes committed against the Iraqi people, but none that argues for further delay. Interim Prime Minister Iyad Allawi was right to announce that some of the war crimes trials would start next week, including that of Ali Hassan Majid, known as "Chemical Ali," a cousin of Hussein's believed to have used poison gas to murder thousands of Kurds.

If the trials don't get underway, Hussein and his henchmen may never face justice. It's true that Allawi's every move in the run-up to the Jan. 30 elections is politically motivated, especially now that he has declared his own candidacy. But it could be a long wait before a democratic government with more legitimacy could initiate these proceedings, and the mostly Sunni defendants would still accuse the majority Shiites of

unfairness. Indeed, the legal safeguards afforded the defendants, combined with the weight of the evidence, will determine whether these trials are deemed credible. For that reason, the government should televise the proceedings.

There is also a matter of basic fairness and due process. Keeping Hussein's lieutenants indefinitely locked up without charging them is hardly the way to launch a new democracy, even if Washington has set a poor example at Guantanamo Bay.

It's almost unavoidable, as the Nuremberg war crimes trials showed, that these trials will be seen to some extent as "victor's justice." In 1945, U.S. Supreme Court Chief Justice Harlan Fiske Stone called the prosecution being led by his colleague Robert Jackson a "high-grade lynching party."

It's a foregone conclusion that Hussein and his cohorts, like the Nazis, are guilty of heinous crimes. The accomplishment of Nuremberg was to shock and reeducate the German people by creating a documentary record of the Nazi regime's crimes and atrocities. In a traumatized Iraq, trials could have a similarly cathartic effect.

The real question is whether Iraq's judges are capable of carrying out the trials. The prosecutors need to work their way through mounds of documents and carefully prepare for belligerent defendants, especially the canny Hussein, who will attempt, as much as possible, to disrupt the proceedings and turn them into a circus.

The Bush administration, which has refused to acknowledge the jurisdiction of the permanent International Criminal Court in The Hague, has asked for the help of the United Nations in assisting prosecutors and judges. U.N. Secretary-General Kofi Annan has disgracefully refused to help, claiming that Iraq's death penalty prevents the U.N. from

participating. But that hasn't prevented the U.N. from helping to carry out judicial reform in Rwanda and Afghanistan, which have the death penalty.

Those seeking to postpone justice can always point to some logistical or political reason for putting off these trials. But given their length — the main Nuremberg war crimes trial dragged on for more than a year, and former Serbian dictator Slobodan Milosevic continues to tie up the proceedings in his trial at The Hague — Allawi is right to want to get started.

~~FOUO~~

December 31, 2004

TO: The Honorable Andrew H. Card, Jr.  
 FROM: Donald Rumsfeld *DR*  
 SUBJECT: Positions Important to DoD

If you could give me a hand, I would appreciate it. The following positions are of enormous importance to the Department of Defense.

- Ambassador to NATO
- Ambassador to Afghanistan
- Ambassador to Iraq
- NID
- Deputy NID
- NCTC
- Deputy NCTC
- Deputy CIA

It would be a big help to me if, when people are being discussed and/or announced for these positions, that I be given an opportunity to talk with you or the President about them before final decisions are made.

*Thanks so much.*

DHR:as  
123004-6 (ts)

~~FOUO~~

230,02

31 Dec 04

11-L-0559/OSD/48731

OSD 07919-05

~~FOUO~~

December 30, 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Q&As

333

I think we ought to have a daily session in preparation for Q&As because they come up fast, and we only have a short time to prepare. I think we ought to have two or three people who ask very tough questions and who help me develop excellent answers. We don't have a big margin for error. I also think we ought to work toward shorter answers. Please see me about this.

Thanks.

DHR:ss  
123004-7 (ts)

.....  
Please respond by 1/4/04

~~FOUO~~

30 Dec 04

OSD 07921-05

FOUO

*Advance copy sent 12/30 am*

DEC 30 2004

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR.*  
SUBJECT: Seminar on Iraq Intelligence

IRAQ

I looked at your paper on Seminar on Iraq Intelligence and I don't think the principals ought to be involved. I think it would change it completely. I think it ought to be below that level, and possibly even below the deputy level.

Thanks.

DHR:as  
122904-16 (ts)

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

30 Dec 04

FOUO

7700

t

~~FOUO~~

December 24, 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld *D.R.*  
SUBJECT: Mel Laird

You should add Mel Laird to the list of people who want to be helpful. See the attached note.

Thanks.

Attach.  
SecDef note to Mel Laird

DHR:ms  
122704-9 (TS)

.....  
Please respond by 1/10/04

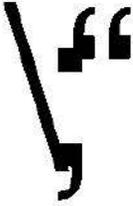
335 SD

~~FOUO~~

29 Dec 04

11-L-0559/OSD/48734

OSD 07925-05



THE SECRETARY OF DEFENSE  
WASHINGTON

The Honorable Melvin R. Laird  
Senior Counselor for National and International Affairs  
The Reader's Digest Association, Incorporated  
1730 Rhode Island Avenue, NW, Suite 212  
Washington, DC 20036

Dear Mel,

Thanks so much for your call. You can certainly be of help. We'll suggest television and talk radio give you a call. And if you want to do an op-ed piece, it would sure ~~make~~ sense. I'll have Larry Di Rita get some materials to you.

With my appreciation and very best wishes for the New Year,

Sincerely,

~~FOUO~~

DEC 28 2004

TO: **VADM Jim Stavridis**  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Memo from Josh Bolten

I suppose you can send copies of the memo from Bolten to whomever you want, but the first thing we've got to do is to find out what he's talking about on the bottom of page one where it says, "We agreed that our supplemental requests will include \$5 billion annually for those purposes." I don't remember any agreement on what the supplemental would include.

You should get with Paul Wolfowitz and have him sort it out, and see if he made an agreement like that.

Thanks.

Attach.  
12/21/04 OMB Dir Memo to SecDef

DHR:ss  
122704-18

.....  
Please respond by 1/3/05

110.01

~~FOUO~~

OSD 07926-05

11-L-0559/OSD/48736

28 Dec 04



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

DU 12/27

THE DIRECTOR

December 21, 2004

MEMORANDUM FOR THE SECRETARY OF DEFENSE

FROM: JOSHUA BOLTEN   
DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

SUBJECT: DEPARTMENT OF DEFENSE FY 2006 BUDGET AND SUPPLEMENTALS

Thank you for your letter of December 15 and memorandum of December 20 regarding the Defense Department's 2006 budget and pending and future supplementals. I thought our discussion yesterday was constructive. After follow-on consultations between our teams, I believe we have arrived at good resolutions that are fully consistent with the President's guidance. I am writing to confirm those understandings:

We are agreed that the 2006 Budget will reflect the cancellations and reductions in significant procurement programs on which you briefed the President yesterday. While I know these were tough choices to make, and will be challenging to implement, I believe they will advance the transformational goals you have pursued, while remaining within topline FY 2006 passback guidance of \$419.3 billion (including an increase for classified programs).

With respect to the five specific issues enumerated in your memorandum:

1. We agreed that, to address requirements for Army modularity and recapitalization of equipment, we will increase topline FY 2007-11 passback guidance by \$5 billion each year. Attached is a table reflecting our understanding of the full FY 2006-11 funding path.
2. You sought relief on funding for certain programs, including the Cooperative Threat Reduction program and activities in Iceland. Providing the requested relief in the FY 2006 Budget does not appear to be consistent with the President's current guidance.
3. We agreed that, prior to funding in the regular FY 2007 Budget, addressing the short-term and urgent needs for acceleration of the Army's modularity and associated equipment recapitalization programs, arising from current wartime intensity, will be handled through supplemental funding requests. We agreed that our supplemental requests will include \$5 billion annually for those purposes.

7

11-L-0559/OSD/48737

4. You requested consideration of supplemental increases in FY 2005 to accelerate the training and equipping of Afghan security forces and provide support to other Coalition partners. I understand that our staffs will make a recommendation on an approach that ensures these priorities are met, and they are now finalizing details to match requirements and resources.
5. You requested consideration of supplemental increases in FY 2005 for Improvised Explosive Device (ED) countermeasures. I understand that, while details of the request are still forthcoming, our staffs will work together to ensure that we include absolutely all necessary funding to protect our troops.

Please let me know if your understanding differs in any way from the above.

Thank you for the skillful and cooperative manner in which you and your Department are addressing our shared budget challenges.

Enclosure

# FY06 051

(\$ in billions)

	FY06	FY07	FY08	FY09	FY10	FY11
<b>FY05 President's Guidance</b>	422.7	443.9	465.7	487.7	496.3	509.6
<b>FY06 DOD Passback Guidance</b>	417.6	436.4	455.5	475.1	485.1	495.3
<b>SAP Adjustment</b>	-0.053	-0.053	-0.053	-0.053		
<b>OMB Adjustment</b>	1.8	1.8	2.0	1.9	2.0	2.1
<b>Total FY06 Passback Guidance</b>	419.3	438.1	457.5	476.9	487.1	497.4
<b>Modularity Adjustment</b>		+5	+5	+5	+5	+5
<b>SETTLEMENT</b>	419.3	443.1	462.5	481.9	492.1	502.4

TOTAL P.04

04/04/04

720

~~FOUO~~

DEC 28 2004

TO: VADM Jim Stavridis  
cc: *Paul Butcher*  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Art Cebrowski

*D&D FTD*

Please draft a note to Art Cebrowski, then return this letter to me and let's talk about it at Roundtable some morning, how we ought to move forward.

Thanks.

Attach.  
12/22/04 Letter from A.K. Cebrowski to SecDef

DHR:ss  
122704-11

.....  
Please respond by 1/7/04

~~FOUO~~

*28 Dec 04*

OSD 07927-05

11-L-0559/OSD/48740



FORCE TRANSFORMATION  
OFFICE

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

PH 12/27

December 22, 2004

Dear Mr. Secretary,

This letter is to request that I be relieved of my duties as Director, Force Transformation as of 31 January, 2005.

Working under your dedicated leadership in pursuing the President's transformation objectives has been rewarding and professionally satisfying. However, I must step aside due to personal commitments and health issues.

The Office of Force Transformation is **successful** for **several** important reasons. First, without your personal strong commitment to leadership of transformation the task would be impossible. Second, we report directly to you and the Deputy, and you allow us to work outside the normal course in an organizational arrangement that protects powerful ideas from bureaucratic tyranny. Finally, we have assembled a small, **but** talented inter-disciplinary team, both uniformed and civilian. **And** we **have** built a virtual team of vast dimensions. While there is much to be done, **the** accomplishments of the office are what **we** had hoped from **the** beginning. For example:

- Transformation is now **integral** to national strategy and DoD corporate strategy.
- Network-Centric **Warfare** has emerged across the Department as the theory of war for the information-age and **well** supported by rigorous analysis.
- The culture is changing. Transformational leadership chairs and research projects have been established across the **war** colleges and service academies

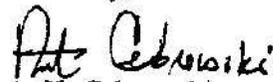
11-L-0559/OSD/48741

- Powerful new concepts are in prototype or experimentation, including a new business model for space, Sense and Respond Logistics, controlling engagement timelines in urban combat, high speed distributed capabilities for naval forces, redirected energy for both lethal and non-lethal applications, and many others.

Our latest assessment of the Transformation Roadmaps is encouraging. I will provide you with an overall strategic transformation appraisal soon.

My interest in advancing national security policy and the President's transformation agenda is enduring. I hope to be able to continue to contribute in some capacity.

Sincerely,



A. K. Cebrowski

Director, Force Transformation

cc:

Deputy Secretary of Defense

DEC 21 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Harold Burson

Here's a memo from Dick McGraw. What do you think about you putting together a group of people, maybe including Tone, to talk with Harold Burson? And if you think I ought to be there, I will, though my schedule is very full. I think it would be a smart thing to do. Let me know what you think.

Thanks.

Attach.  
12/15/04 McGraw Memo to SecDef

DHR:ss  
122004-50

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

000.71 SD

21 Dec 04

Wednesday, 15 December 2004

MEMO TO: SECDEF

FROM: Dick McGraw



SUBJECT: Public Image

Generally speaking, "image" is a reflection of reality. The image one has of the Department of Defense is a result of the perception of the decisions made and actions taken by the Department. Therein lies the rub—perception. To the extent we do or do not adequately inform and educate the American people of our decisions and actions, we color their perceptions. Their perceptions also are colored by whether they agree with our decisions and actions and how others portray those decisions and actions.

I don't know whether we're doing an adequate job of informing and educating the American public. A good friend of mine who might have some insight into that question is Harold Burson, retired founder and Chairman of Burson-Marsteller, one of the world's largest public relations firms and a brilliant thinker. I stay in touch with Harold and he frequently offers to be a sounding board for my ideas or to otherwise help where he can.

You should have lunch with Harold and whomever else you think appropriate in the Department. I would be happy to set it up.

\_\_\_\_\_ Set it up

\_\_\_\_\_ Don't set it up



11-L-0559/OSD/48744

DEC 21 2004

TO: COL Steve Bucci  
 CC: Cathy Mainardi  
 FROM: Donald Rumsfeld *DR*  
 SUBJECT: Phone Call with Tillie Fowler

Please arrange a phone call for me with Tillie Fowler in connection with this note.

Thanks.

Attach.  
 12/17/04 T. Fowler note to SecDef

DHR:ss  
 122004-45

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

000,71 SD

21 Dec 04



DEFENSE POLICY BOARD

**OFFICE OF THE SECRETARY OF DEFENSE**

WASHINGTON, DC 20301-2100



**December 17, 2004**

**To: Donald Rumsfeld, Secretary of Defense**

**From: Tillie K. Fowler**

**Thank you for agreeing to continue to serve as the Secretary of Defense. I hope you are ignoring the McCain diatribes and the Lott comments. There is no one who could take your place at this critical time for our military.**

**I would like to talk with you at some time about some personnel changes that I think would better serve you. I will be in Florida until January 3.**

**I hope you and Joyce can get away for the holidays.**

# 2476593\_v1

11-L-0559/OSD/48746

December 17, 2004

TO: Fran Harvey  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Paul Ignatius

451

Iran into Paul Ignatius last night. He is a former Secretary of the Army and also held some other positions here in the Pentagon. We got talking about the armor problem. He told me about things they had done during the Vietnam War. There was a special organization that they stood up to deal with scarce items. They also had a special method to get things moved to the battlefield rapidly -- they called it the "Red Ball Express."

Ignatius mentioned the reality that when the Army does things differently than they had done in the past, they learn that, for example, things wear out differently. He pointed out the reality that the more armor we put on these vehicles, the more the breaks and shock absorbers are going to go, and the vehicles wore out at a rate that was notably different than what was planned for.

Ignatius is a very fine person -- sharp as a tack. I would think you might want to have him in for lunch and hear his ideas, probably sooner rather than later (he lives here in Washington). Let me know after you've had him in.

On a related thought -- inviting in former secretaries of the Army is a good idea. I do it with former secretaries of defense and find it very helpful.

Thanks.

Attach.  
Paul Ignatius bio

DHR:ss  
121704-4

.....  
*Please respond by* \_\_\_\_\_

17 Dec 04

***Paul R. Ignatius***

February 1964- December 1964

Paul R. Ignatius was born in Los Angeles, California, in 1920; received a B.A. degree with honors from the University of Southern California, 1942; commissioned lieutenant, U.S. Naval Reserve, 1943, serving until 1946 principally as an aviation ordnance officer aboard the aircraft carrier *Manila Bay* in the Pacific, and in the Bureau of Supplies and Accounts, Washington, D.C.; received an M.B.A. degree from Harvard University, 1947; served as research assistant and instructor in business administration at Harvard, 1947-1950; founded a management consulting and research firm, Harbridge House, Inc., in Boston, 1950, and served as company vice president and director, 1950-1961; was Assistant Secretary of the Army (Installations and Logistics), 22 May 1961-27 February 1964; was Under Secretary of the Army, 28 February 1964-11 December 1964; Assistant Secretary of Defense (Installations and Logistics), 23 December 1964-31 August 1967; was Secretary of the Navy, 1 September 1967-24 January 1969; was president, The Washington Post Newspaper, and executive vice president, The Washington Post Company, 1 March 1969-31 December 1971; chairman, president, and CEO, Air Transport Association, 1972-1986; chairman, board of trustees, Logistics Management Institute, 1986-1993; is trustee of the George C. Marshall Foundation and member of the Federal City Council and the Washington Institute of Foreign Affairs.



BACK TO FORMER USA PAGE

~~FOUO~~

December 16, 2004

325

TO: David Chu  
CC: Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: National Guard

The response on Guard realignment doesn't sound right to me. What about rebalancing the way we are?

Thanks.

Attach.  
11/30/04 SecDef Memo to USD (P&R) re: Changing Force Structure in Guard

DHR:ss  
121604-5

.....  
*Please respond by* \_\_\_\_\_

16 Dec 04

~~FOUO~~

11-L-0559/OSD/48749

OSD 07933-05

1743  
1600

FOUO

November 30, 2004

NOV 30 2004

TO: David Chu  
CC: Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Changing Force Structure in Guard

Paul Butler

12/14

Please report back to me after you have had that December 3 meeting with Blum on how to change force structure in the National Guard.

Thanks.

Attach.  
11/17/04 SecDef memo #1 11704-10, USD (P&R) memo to SecDef #OSD 18887-04

DHR:dh  
113004-11

.....  
Please respond by 12/9/04

*TO Sec Def*  
*Paul Butler*

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

DEC 15 2004

FOUO

OSD 19971-04

11-L-0559/OSD/48750



12/10/04  
DEPARTMENT OF DEFENSE  
UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000



INFO MEMO

PERSONNEL AND  
READINESS

December 10, 2004 - 10:00 AM

FOR: SECRETARY OF DEFENSE  
FROM: DR. DAVID S. C. CHU, USD (PERSONNEL AND READINESS)  
SUBJECT: Guard Realignment — SNOWFLAKE (attached)

- Initial meeting with LTG Blum on December 1<sup>st</sup>; more work is needed before we can provide you with a plan.
- General Blum has already alerted the state adjutants general (in writing) that future force structure will flow to states with sustained recruiting and retention success, at the expense of states that fall short.
- This is an opportunity to rebalance the Guard, building units of the type we now need, shedding those less necessary.
- We will lay out a plan that plots by state how strength should move, and the numbers and types of new units that should be established. I anticipate forwarding this to you by the end of next week.

RECOMMENDATION: Information Only

Attachment:  
As stated

cc: General Myers

MA SD	SMA DSD	12/13	
TSA SD	SA DSD	12/14	
EXEC SEC	M12/13		
ESR MA	12/13		

OSD 19971-04



11-L-0559/OSD/48751

11/18/04

November 17, 2004

OFFICE OF THE  
SECRETARY OF DEFENSE

2004 NOV 23 PM 6:31

TO: David Chu  
CC: Gen Dick Myers  
FROM: Donald Rumsfeld *DR.*  
SUBJECT: Virginia National Guard

I understand that the Virginia National Guard is not good. Everywhere I turn, someone tells me they are resigning or that they are not recruiting and so forth.

What do we do about fixing it? Should someone talk with the Governor? Does it need new leadership? What do you propose?

Thanks.

DHR:ml  
111704-10

.....  
Please respond by 12/17/04

*DR 11/20*

~~FOUO~~

TOTAL P. 01

11-L-0559/OSD/48752

OSD 18887-04



PERSONNEL AND  
READINESS

OFFICE OF THE  
**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D. C. 20301-4000  
NOV 23 PM 6:31



**INFO MEMO**

November 22, 2004 - 15:00

*Paul Bunker*  
11/29

FOR: SECRETARY OF DEFENSE  
FROM: David S. C. Chu, USD(P&R)  
*David S. C. Chu*  
SUBJECT: Virginia National Guard—SNOWFLAKE (attached)

- The Virginia Army National Guard achieved only 65 percent of its FY 2004 recruiting mission, but 94.8 percent of its strength mission.
- The Virginia Air National Guard is performing better, achieving 98.3 percent of its FY 2004 strength mission.
- Virginia Army National Guard is one of nine that have missed their ARNG recruiting missions for the past four years.
  - o They are: CT, DE, HI, IL, LA, MA, MD, VA and VI.
  - o Overall, the Virginia Army National Guard missed its FY 2004 recruiting mission of 56,002 by 7,209 and its authorized strength of 350,000 by 7,081.
- We have engaged the Guard leadership to look at a rebalancing of structure.
  - o We will meet with LTG Blum and his Directors on December 3 to establish the "way ahead".

Attachment: As stated

Prepared by: Mr. Rich Krimmer, OASD/RA(M&P) (b)(6)

TSA SD	11/29
SRMA SD	
MA SD	11/29
EXEC SEC	11/24
ESR	11/24



December 14, 2004

TO: Dan Dell'Orto  
CC: Terry Robbins  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Draft Instrument of Gift

Thanks for the draft Instrument of Gift.

I have the following questions and thoughts.

- 1) It says "residing in Washington, D.C." I think my legal residence is still in Illinois. I ought to talk to Terry to see if I want to use Illinois or Maryland, but I'm pretty sure I won't want to use Washington, D.C.
- 2) On line 5, it refers to the type of papers, but it does not mention "business," unless that's what professional means.
- 3) On the next to the last line, on page 1, it says that I may retain any of the originals of my personal papers and furnish a copy. Does that permit me to do it after digitization, when I have had a chance to look at everything and see what I might like the original of? Or do I need to decide before digitization?
- 4) Page 2, paragraph 1: I would like to discuss what "intellectual property" means, and how you solve that.
- 5) Page 3: I'd like to discuss the fact that it does not transfer title to classified information and how that gets handled.
- 6) Page 3, paragraph 2, line 5: I wonder if we ought to make it ten years.
- 7) Page 3, paragraph 2, Line 7 (under Access): I'd like to discuss those policies.
- 8) Page 3, next to last paragraph: When it mentions those that should be restricted from public access, for what length of time is that, and who makes the judgment?

314.7

14 DEC 04

- 9) Page 3, last line: I'd like to discuss that.
- 10) Page 4, item E: It talks about adversely affecting the security. I also think the reputation of the United States, or there may be something other than security. Let's discuss it.
- 11) Page 5, paragraph 1, line 2: Let's discuss this triple X series.
- 12) Page 5, paragraph 1: Let's discuss the five years.
- 13) Page 5: I wonder about case work and possible embarrassment for the constituents when I was a Member of Congress.
- 14) Page 5: I'd like to talk about press access.
- 15) Page 6, last three lines: Let's discuss.
- 16) Page 7, paragraph 5: I think that I should agree to pay for some or all of the digitization. Let's discuss that.
- 17) Page 7, paragraph 5: We may want to add "except as designated by the donor" and under the add, we may want to include "for all or most."
- 18) Page 8: We should include the George W. Bush Library, if/when it ever exists.
- 19) Page 8, Item 7: Let's discuss.
- 20) Page 9, middle of the first paragraph: Let's discuss a timeframe.

Thanks.

**Attach.**

11/30/04 Draft Instrument of Gift

DHR:ss  
12/30/04-25

.....  
*Please respond by* \_\_\_\_\_

DRAFT  
1/30/04

INSTRUMENT OF GIFT

*Dr. JMB.*

*B. cell?*

I, Donald H. Rumsfeld, residing in Washington, D.C. (hereinafter referred to as Donor), hereby give, grant, and set over to the United States of America for inclusion in the collections of the Library of Congress (hereinafter Library) and for administration therein by the authorities thereof a collection of my personal and professional papers and associated material documenting my life and career in public service and government (hereinafter referred to as Collection), more particularly described by the attached schedule. Donor warrants that he owns the physical property in the Collection free and clear of any liens. Donor does not represent that the papers and materials donated constitute the entirety of the personal and professional papers and associated material in his possession.

This is a gift of only the physical property contained in the materials constituting the Collection, and Donor reserves to himself all rights, title, and interest he may have in and to all of the intellectual property associated with the Collection including, but not limited to copyright. Further, Donor, in his complete discretion, may retain the original of any of his personal papers and furnish a copy of that original to the Library.

*After the gift of digitization?*

By accepting this gift, however, the Library does so to improve the national collections, and such acceptance of the physical property shall not be construed as a conclusive determination by the Library that the Donor does, in fact, have or possess with regard to these materials such intellectual property as above identified or described.

*How Glue?*

The Collection shall be subject to the following conditions:

1. Classified Materials. All materials in the Collection that are specifically authorized under criteria established by statute or executive order to be kept classified in the interest of national defense or foreign policy, and are, in fact, properly classified pursuant to such statute or executive order, shall be safeguarded and administered by the Library in accordance with such statutes or executive orders. Access to these materials shall be allowed only in accordance with procedures established by the United States Government to govern the availability of such information. All classified materials shall be reviewed from time to time by the Library (and, at the Library's request, by appropriate security classification authorities), and materials which, because of the passage of time or other

*by R ✓*

DRAFT

circumstances, no longer require classification restrictions shall, upon declassification, be opened to public access, subject to the access requirements of provision #2 below. This gift does not transfer title to classified information, in whatever form in the collection; and, in accepting the gift, the Library agrees to receive classified information only as a deposit for administration under the terms of this document.

2. Access. With the exception that the entire Collection shall at all times be available to the staff of the Library for administration purposes, access to the Collection is reserved to Donor and to others only with Donor's written permission, or, in the event of the death of Donor, with the permission of Donor's literary executor for a period of 5 years <sup>10</sup> from the later of the date of death of the Donor or the death of Joyce P. Rumsfeld; thereafter the Collection shall be available to researchers according to the policies of the division of the Library responsible for the administration and service of materials of this nature.

Donor recognizes that the Collection may contain some or all of the following classes of material that should be restricted from public access:

(a) Papers and other historical materials the disclosure of which would constitute a clearly unwarranted invasion of the personal privacy of a living

person or persons.

(b) Papers and other historical materials that are specifically authorized under criteria established by statute or executive order to be restricted from public disclosure in the interest of national defense or foreign policy.

(c) Materials relating to the personal, family, and confidential business affairs of Donor or other persons referenced in the Collection.

(d) Materials containing statements made by or to Donor in confidence.

(e) Materials containing statements or information the divulgence of which might prejudice the conduct of foreign relations of the United States or which could affect adversely the security of the United States.

(f) Materials relating to law enforcement investigations of individuals or organizations, to proposed appointments to office, or to other personnel matters directly affecting individual privacy.

**[Add: Except for papers that contain national security information as described in (2)(b), all the papers in the Collection shall be made available to researchers after the restriction period described above.]**

Those requesting access to the Collection shall provide Donor with their subject of interest and purpose of their research. Those granted access also must

DRAFT

agree in writing to obtain written permission of Donor or his designee prior to quoting for publication any unpublished material in the Collection.

Additionally, access to that section of the collection designated on the attached schedule as the xxx series will be reserved to the Donor and to others only with the Donor's written permission during the Donor's lifetime and the lifetime of President Gerald R. Ford, whichever comes later. In the event of the death of Donor, access to the xxx series will be restricted to those with the permission of the Donor's literary executor for a period of 5 years from the date thereof or during the life of President Gerald R. Ford, whichever is later. Thereafter, the xxx series shall be available to researchers according to the policies of the division of the Library responsible for the administration and service of materials of this nature.

7

2

The Donor will appoint his literary executor. Upon Donor's death, Joyce P. Rumsfeld may appoint a new literary executor, including herself. Upon the death of Joyce P. Rumsfeld, their surviving children may jointly appoint a new literary executor, who may not be any of the surviving children.

The Library will notify the Donor or, upon his death, his literary executor, promptly of any requests, claims, or legal actions relating to the papers or materials of the Collection.

Core W. 6.2

Prell ?

3. Reproduction. Notwithstanding the above-mentioned reservation of rights and interest in and to the intellectual property as above identified, persons granted access to the Collection may obtain single-copy reproductions of the materials contained therein for research purposes, and, consistent with Library practices and procedures, such additional copies as may be allowed by copyright law (e.g., by the fair use doctrine or expiration of the copyright term). The Library may make preservation copies of the materials in the Collection in any format as determined by the Library.

4. Use. Use of the materials constituting the Collection shall be governed by the Library's policies for the administration and service of materials of this nature. The Library is also permitted to exhibit any or all of the material in the Collection on- and off-site and may display any or all of the materials in the Collection on its website or in any other electronic form or successor technology, provided, however, that the Library first obtains the permission of the Donor or the Donor's literary executor *{Delete: during the period of Donor's life and for 10* <sup>127</sup> *years thereafter}* [Add: for a period of 5 years from the later of the date of death of the Donor or the death of Joyce P. Rumsfeld] and subject to the other

DRAFT

conditions expressed in provision 2 of this Instrument. Donor reserves the right to make selected unclassified materials available to the public at any time upon written notification to the Library.

5. Digitization of Material Currently on Deposit. (Delete: Donor agrees to pay ~~for~~ the cost ~~of~~ digitization ~~of~~ the papers either currently on deposit or to be deposited with the Library, which under this Instrument become the Library's physical property. Upon a mutually agreed-upon schedule, the Library agrees to make these papers available to Donor or his designee ~~for~~ the purpose ~~of~~ their digitization. Donor or his designee agrees to ensure that the original papers are returned to the Library in good order and condition upon completion ~~of~~ their digitization. Donor also will provide the Library a digital copy ~~of~~ these papers).

except  
Ag. by Donor

[Add: **Donor agrees** to donate to the Library funds to be used to pay for the cost of digitization ~~of~~ the papers currently on deposit at the Library and those papers to be placed on deposit at the Library. The Library agrees to use [name of company] to perform the digitization. The Library agrees to provide the Donor or Donor's literary executor, upon either's request, digital copies of all papers the Donor gives to the Library.] Donor reserves the right to provide digitized copies of the collection to other institutions, including but not limited to

FW Books

the Ronald Reagan Library, Gerald R. Ford Library, George H. W. Bush Library, Richard M. Nixon Library, Herbert Hoover Institute [?], and Princeton University, subject to the same conditions as provided for in this instrument.

6. Additions. Such other and related materials as the Donor may from time to time donate to the United States of America for inclusion in the collections of the Library shall be governed by the terms of this Instrument of Gift or such written amendments as may hereafter be agreed upon between the Donor and the Library. At the discretion of the Donor, future additions to the Collection may be transferred to the Library under a separately negotiated Instrument of Gift.

7. *{Delete: Removal. Donor or a representative acting on Donor's behalf pursuant to his written authorization may remove any or all of the Collection at Donor's complete discretion during Donor's lifetime.}* [Add: Original Items.

7  
The Donor may borrow original items from the Library for such periods of time as will be mutually agreed to by the Donor and the Library at the time of the loan of the original items.]

8. Disposal. Should any part of the Collection be found by the Library to

DRAFT

include materials which the Library deems inappropriate for retention with the Collection or for transfer to other collections in the Library, the Library shall offer to return the materials to the Donor and allow the Donor ninety (90) days from the date of such offer to reply. If the Donor does not wish to receive said materials or designate another repository to receive them, or has not responded to the Library's offer by the end of the aforesaid ninety (90) days, the Library may dispose of such materials in accordance with its procedures for disposition of materials not needed for the Library's collections. Should the Library determine, subsequent to acceptance and transfer of the Collection that any part of the Collection includes classified information which the Library deems inappropriate for permanent retention with the Collection, it shall notify the Department of Defense. The Department of Defense shall then notify the Library in writing of the appropriate disposition of these classified materials.

Time frame?

9. Communications. The Donor will provide the Library with a current address and other contact information in order that the Library can meet its responsibilities as herein described. The Library will send notices and requests to addresses of record as provided and updated by the Donor.

In witness whereof, I have set my hand and seal this \_\_\_\_\_ day of

\_\_\_\_\_, 2004 in the City of \_\_\_\_\_

\_\_\_\_\_

Donald H. Rumsfeld

Accepted for the United States of America

\_\_\_\_\_

The Librarian of Congress (seal)

\_\_\_\_\_

Date

December 8, 2004

TO: Paul Butler  
CC: COL Steve Bucci  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Meeting w/Chu on Languages

0914

I need a meeting with David Chu to go over this language memo. I am unhappy about it. Please set it up.

Thanks.

Attach.  
11/29/04 USD(P&R) memo to SD re: Macro Layout of Languages [OSD 16491-04]

DIR:dh  
120804-2

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

8 Dec 04

FOUO

October 25, 2004

2004 050 -2 2: 49

TO: David Chu  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Memo on Macro Layout of Languages

I just looked over your October 13 memo on the Macro Layout of Languages. It is extremely disappointing. Please come back to me with a set of proposals as to how we can get some intelligent balance into this.

It's clear things in motion remain in motion, and in the past period since September 11, people are not making the kinds of logical corrections that thoughtful people would make.

Please get back to me promptly with some ideas.

Thanks.

DHR:ss  
102504-19

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

*DR 12/8*

FOUO

11-L-0559/OSD/48767

OSD 16491-04



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

12/8

INFO MEMO

204 100-2 01 2: 47

November 29, 2004, 5:00 PM

PERSONNEL AND  
READINESS

FOR: SECRETARY OF DEFENSE

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

pub  
pau Buttes  
12/3

SUBJECT: Memo on Macro Layout of Languages—SNOWFLAKE (attached)

- The current language pool is driven by an outdated manpower "requirements" process.
- We need to establish a number of people to be trained in languages over and above the needs defined in this traditional manner, "capabilities based." This is one of the objectives of our Language Transformation Roadmap.
- We can begin by:
  - o Identifying a goal for the percent of the force that should possess capability in investment languages (regardless of job), and tasking the Defense Language Institute to set up courses to train these service members over and above their existing capacity. I propose setting the goal at 5% active, 2 1/2% selected reserve (= 70,300 active, 21,522 reserves)
  - o Establishing a Joint Service Language Corps that could be used to support all services and operations. We are currently developing the concept for such a Corps.
  - o Expediting the full implementation of an Army pilot program to recruit Arabic speaking service members, by expanding the languages we target for recruitment and starting similar programs in other services.
  - o Providing incentive for service members to maintain their language proficiency with enhanced Foreign Language Proficiency Pay. An increase was included in this year's National Defense Authorization Act.
- Subject to your guidance, I will pursue all of the above options and report back to you on our progress.

Attachment: As stated

Prepared by Mrs. Gail McGinn, DUSD(PLANS) (b)(6)

MA SD	SMA DSD		
PSA SD	SA DSD	12/3	
EXEC SEC		11/2/3	
ESR MA		7/2/2	7

December 8, 2004

TO: (b)(6)  
FROM: Donald Rumsfeld %  
SUBJECT: E-mail to Gingrich

400

Please send the following e-mail to **Newt** Gingrich in response to his attached e-mail:

*Newt—*

*Thanks for the copy of your e-mail to Berkson. I am delighted you are pressing forward on it.*

*You're right. It may very well end up requiring some legislative changes, but for some reason, it's harder than the dickens to get the Department to propose legislative changes, even though they know they are needed. Once they are proposed, it's very hard to get the Department to actually get them accomplished. Let's push it.*

Attach.  
12/2/04 Gingrich e-mail to SD

DHR:dh  
120804-1

.....  
Please respond by \_\_\_\_\_

8 Dec 04

(b)(6)

CIV, OSD

**From:** Thirdwave2@aol.com  
**Sent:** Thursday, December 02, 2004 11:18 AM  
**To:** brad@berkson.org  
**Cc:** WSanders@aei.org; ken.krieg@osd.pentagon.mil  
**Subject:** more on logistics--newt

thanks for the briefing over dinner last night

the progress you are making in moving toward a single theater level logistics commander is really a big step forward

the work you are doing in bringing lean to bear on analyzing and modernizing logistics inside the **US** is also going to bear some pretty profitable fruit for the department

I would like to get with you and ken krieg to pursue an even bolder and more comprehensive set of reforms in a manner that would both give the secretary of defense an opportunity to move the system even more dramatically into a modern logistics supply chain model (with a goal of at least \$15 billion a year in savings by year five) and also give us the support to go to Congress for any changes that are needed to the law (and to block the depot caucus from blocking reform)

I am working with Bob Luby and Tom Williams at IBM to get a sense of the state of the art in total logistics supply chain management ( a combination of Womack's Lean Thinking and Deming's total system approach to quality--the former builds incrementally from the bottom up while the latter starts with a system wide perspective and then works down). I am going to ask them to develop a list of the ten best logistics supply chain practitioners in the country to see if we could get them both to advise you and the secretary and to have them as resources for Congress.

I am also working with General Chuck Boyd at BENS (Business Executives for National Security). As you know Chuck was executive director of the Hart Rudman Commission and we had a long series of proposals in that commission for acquisition and logistics reform. In addition Chuck has members like Fred Smith of Fedex who he believes would be happy to work with you and thre Secretary (Smith had the President as a pledge at Yale and therefore combines technical knowledge and political strength in getting this done).

I also hope you will both get Womack directly involved as an adviser and maybe as a teacher in the system.

12/2/2004

11-L-0559/OSD/48770

I hope you and Chuck will get together in the very near future and work through how BENS can be systematically helpful. If you could keep Bill Sanders and me in the loop as that develops it would help. You and Chuck should get the head of Delphi involved, when they spun off from General Motors he was very proud of his role in using lean to really reduce costs and increase productivity at Delphi.

After last night I want to further digest how much you have already accomplished and I do not want to slow down the process of getting service approval of the theater level logistics process.

I would like to focus on three large questions in the next thirty days:

1. can we put together a middleware solution to the system wide legacy computer challenge and the fact that the system does not talk to itself and therefore has not been certified for the Congress. If we could develop a cost comparison of a middleware system versus a replacement of the 1000 plus legacy systems I think Congress would approve a legacy system approach.
2. Can we define a tops down deming style systems analysis that would bring together the various lean initiatives, make sure we are not suboptimizing and enable us to look at large order changes from parts acquisition through lifetime maintenance to immediate logistics. I am told this system wide view is vital to maximizing the scale of change.
3. Can we develop a set of strong proposals for the secretary to consider by mid January so he can see what a complete logistics supply chain approach would look like and what it might save.

thanks  
newt

December 6, 2004

TO: (b)(6)  
FROM: Donald Rumsfeld  
SUBJECT: E-mail Response

Please send an e-mail response for me to the attached e-mail:

*Dear Patt —*

*Thank you so much for your e-mail about Marty Hoffmann. He is a star and goes about his work on behalf of the people of Afghanistan with no thought of himself. Our country is so fortunate to have people of such dedication and skill.*

*Thanks so much for the nice thought.*

*With my best wishes,*

*Sincerely,*

**Attach.**  
12/4/04 Maney e-mail to JR

DHR:dh  
12/15/04-20

.....  
**Please respond by** \_\_\_\_\_

335 SD

6 Dec 04

**Joyce Rumsfeld**

---

From: "Maney, Patt" <ManeyP@state.gov>  
To: (b)(6)  
Sent: Saturday, December 04, 2004 6:51 AM  
Subject: Marty Hoffmann

I met and briefed you at the Embassy Kabul. I **am** a deployed reserve officer and serve as part of the **ARG**. I write to seek your advice and assistance regarding recognizing the continuing and superlative efforts of Marty Hoffmann. Do you know how one might bring Marty's name to the attention of those who consider folk for the Medal of Freedom? I can't think of anyone who more deserves recognition from the President. His efforts in Afghanistan have been and continue to be in the finest tradition of selfless service in encouraging freedom and prosperity for others. Kaivon Saleh and I will be happy to do anything required to forward this well deserved recognition, if you think it appropriate.

Respectfully,

Patt Maney

*Alg - Top DOD.*

12/6  
1630

720

FOUO



December 6, 2004

*[Handwritten signature]*

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Vehicles and Security

*Ray*

Let's talk about who gets a car and driver, who gets security, and who doesn't. I think we need to reestablish it for the new team.

Thanks.

DHR:dh  
120504-15

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

530  
6 DEC 04

TO SecDef  
From Paul Butler

12/15/04

*Ray*  
1/10

Attached is a memo from Ray Abous outlining who gets Personal Security Details and cars. Ray, Admiral Stavridis and I will meet next week and give you some suggestions on how to cut this back.

OSD 07978-05

~~FOUO~~

**INFO MEMO**

OFFICE OF THE  
SECURITY ASSISTANT  
2004 11 13 11 7:41  
CALL 2/24/05

**FOR SECRETARY OF DEFENSE**

**FROM:** Mr. Raymond F. DuBois, Director, Administration and Management

Ray DuBois 12/14/04

**SUBJECT:** Personal Security Details (PSDs)

In response to your snowflake of 6 December, Subject: "Vehicles and Security," I submit the following:

- Attached listing of all DoD officials, civilian and military, was forwarded to Peter Sobich, Special Assistant to the President and Deputy Cabinet Secretary, on 17 November 2004. Sobich had requested that each Department provide the White House a list of all officials who are assigned a PSD.
- Six DoD Civilian officials and 21 Military officials are assigned 24/7 PSD here and abroad.
- The following civilian officials, (five Under Secretaries of Defense) have dedicated cars and drivers and are eligible for home to office transportation, but do not have a PSD assigned: Mike Wynne, Doug Feith, Tina Jonas, David Chu and Steve Cambone.

?

**RECOMMENDATION:** None

**Attachments:**

DoD Inventory of Personal Security Details, November 2004

T 6/1

**OSD 07978+05**

11-L-0559/OSD/48775

December 6, 2004

TO: Gen. Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Travel

I notice you and General Hagee are scheduled to be in CENTCOM at the same time. I hope you don't overstress the place.

Thanks.

DHR:dh  
120504-11

.....  
Please respond by 12/9/04

333

6 Dec 04

OSD 07980-05  
05

December 6, 2004

TO: Mary Claire Murphy  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Pens from the Healthcare Chaplaincy

There has been a mistake. Not a **big** mistake, but a mistake. This hospital chaplaincy is run by a high school classmate of mine. We have been giving him money for **30** years. If you recall, they sent those bookmark pens. We don't have to pay for them.

005

Thanks.

Attach.  
Thanksgiving 2004 ltr to SecDef from The Healthcare Chaplaincy

DHR dh  
120504-9

.....  
Please respond by 12/10/04

6 Dec 04



**Administrative Center**

315 East 62nd Street, 4th Floor, New York, NY 10021-7767  
Phone 212-644-1111 Ext.101 - Fax 212-758-9959  
www.healthcarechaplaincy.org

**The Rev. Dr. Walter J. Smith, S.J.**  
President & CEO

Thanksgiving 2004

Mr. and Mrs. Donald Rumsfeld  
2206 Kalorama Road NW  
Washington, DC 20008-1621

Dear Joyce and Don,

Winston Churchill once commented that "plans are useless, but planning is invaluable." This makes me muse whether we may also at times confuse life with living, dreams with dreaming, work with working, love with loving? Churchill commented further that many of us live like hungry fishermen: sewing and casting our nets, though we never know for sure what they will yield until the net is hauled onboard. Our Buddhist friends might further counsel us to remain detached from the dream of a specific fish. Whatever is caught or found may be experienced as unexpected treasure.

During the past year, our staff and trustees tried to apply this wisdom as we went about the arduous but exhilarating task of strategic planning. We remained open to much imagining and dreaming. The process required a lot of listening, understanding, and discerning. What has emerged from this planning activity is a wonderfully rich and challenging vision for the future of The Healthcare Chaplaincy, consistent with its 43-year history, but boldly committed to dynamic growth with many new services and programs. However astute the plan may be judged by the passage of time, the planning process itself has been an edifying exercise of multifaith and multicultural dialogue. With Churchill, we would all affirm his conclusion that "planning is invaluable."

At Thanksgiving, we have many reasons for giving thanks. More than ever, our community has embraced the inestimable treasure that we steward in the rich diversity of our faiths and traditions, along with a willingness to speak and work with each other out of those belief systems. In gratitude for your association with us in our mission, we offer this small gift. This unique set of pens—designed to function both as bookmarks and writing instruments—is imprinted with thoughtful words garnered from some of the world's great spiritual traditions, and selected by our staff. They may provide you or a loved one with a needed inspiration, or you may choose to give one or other of these bookmark pens to another person in need of its hopeful message.

In this joyful season which invites us to be mindful of our riches and responsibilities, we want to express to you—out of the very spiritual diversity from which our multifaith identity has been forged—a prayer of gratitude and blessing. None of our achievements or future aspirations would be possible without the loyal support and stewardship of our colleagues, friends, and benefactors like you. May the words inscribed on these gifts remind you of renewed opportunities for living, dreaming, working and loving.

With abundant thanks,

The Healthcare Chaplaincy is a multifaith community of professionals  
committed to the advancement of pastoral care, education, and research.  
We are dedicated to the spiritual care of all persons who are suffering in body, mind, and spirit.

11-L-0559/OSD/48778

720

~~FOUO~~



December 9, 2004

TO: Jim Haynes

CC: David Chu  
Jim O'Beirne

FROM: Donald Rumsfeld *DR*

SUBJECT: Walter Huffman

231.2

Pete Schoomaker sent along the name of Walter Huffman as a good man to serve on an independent panel of *experts* on DoD legal reforms. His background sheet is attached.

Please tell me the status of that concept and what you think of this individual.

Thanks.

Attach.  
11/23/04 CSA note w/ Huffman background sheet

DHR:dk  
120904-32

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

~~FOUO~~

OSD 07983-05

9 Dec 04

11-L-0559/OSD/48779

**RANKED LIST OF CANDIDATES FOR  
INDEPENDENT REVIEW PANEL  
TO STUDY THE RELATIONSHIPS BETWEEN MILITARY DEPARTMENT GENERAL  
COUNSELS AND JUDGE ADVOCATE GENERALS**

---

**3. Stephen W. Preston**

Recommended by:

Partner, Wilmer, Cutler Pickering Hale and Dorr (2000-present)  
General Counsel of the Department of the Navy (1998-2000)  
Principal Deputy General Counsel of the Department of Defense (1993-1995)  
Deputy Assistant Attorney General (1995-1998)

- *Understands issues from both DoD and Military Department perspectives*
- *Brings perspective of a Military Department General Counsel*
- *Brings expertise regarding Navy legal elements*



---

**4. Walter Burl Huffman, Major General, U.S. Army (Ret.)**

Recommended by:

Dean and Professor of Law, Texas Tech University School of Law (2001-present)  
The Judge Advocate General of the Army (1997-2001)  
25 year Army career

- *Brings perspective of a judge advocate*
- *Brings perspective of being The Judge Advocate General (TJAG)*
- *Brings expertise regarding Army legal elements*



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**5. Peter M. Murphy**

Recommended by:

Partner, Holland and Knight LLP  
Counsel to the Commandant of the Marine Corps (1984-2004)  
Various assignments in Office of Navy General Counsel (1976-1984)  
Infantry Officer, U.S. Army (1966-1969)

- *Brings expertise regarding USMC legal elements*
- *Many years of experience in GC-like position; has seen it all; good and bad*



PERSONNEL SENSITIVE - RESTRICTED DISTRIBUTION

**RANKED LIST OF CANDIDATES FOR  
INDEPENDENT REVIEW PANEL  
TO STUDY THE RELATIONSHIPS BETWEEN MILITARY DEPARTMENT GENERAL  
COUNSELS AND JUDGE ADVOCATES GENERAL**

---

**6. John O. Marsh, Jr.**

Recommended by:

Distinguished Professor, George Mason University School of Law  
Secretary of the Army (1981-1989)  
Assistant Secretary of Defense for Legislative Affairs (1973-1974)  
Counsellor to the President (1974-1977)  
Member of Congress (1962-1970)  
Retired LTC, Virginia National Guard

- *Lengthy experience as Military Department Secretary*
- *Continued involvement with national security issues during past 20 years*



**7. Paula Boggs**

Recommended by:

Executive Vice President and General Counsel, Starbucks Coffee Co. (2002-present)  
Vice President, Legal, Dell Corp. (1997-2002)  
Partner, Seattle law firm (1995-1997)  
Previously: Assistant U.S. Attorney, Army Officer

- *Brings current corporate law office organizational perspective*
- *Brings junior/mid-level judge advocate perspective*



**8. Samuel P. Huntington**

Recommended by:

Professor and Chairman of the Harvard University Academy of International and Area Studies (1978-present)  
Coordinator of Security Planning, National Security Council (1977-1978)  
Author of many defense-related books and articles

- *Brings informed, academic, non-lawyer perspective*
- *Limited practical expertise in military law/military department organization and functioning*



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PERSONNEL SENSITIVE - RESTRICTED DISTRIBUTION

1/5/04

Page 3 of 4

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11-L-0559/OSD/48781

**RANKED LIST OF CANDIDATES FOR  
INDEPENDENT REVIEW PANEL  
TO STUDY THE RELATIONSHIPS BETWEEN MILITARY DEPARTMENT GENERAL  
COUNSELS AND JUDGE ADVOCATES GENERAL**

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**9. Larry D. Thompson**

Recommended by:

Senior Vice President and General Counsel, PepsiCo. (2004-present)

Senior Fellow, Brookings Institute (2003-2004)

Deputy Attorney General (2001-2003)

Partner, King and Spalding (1986-2001)

U.S. Attorney, Northern District of Georgia (1982-1986)

*e Brings extensive background of legal organization, public and private*

*e Limited expertise in military law/military department organization and functioning*



---

**10. Edward C. Schmults**

Recommended by:

Senior Vice President and General Counsel, GTE Corp. (1984-1994)

Deputy Attorney General (1981-1984)

Partner, White and Case (1977-1981)

Deputy Counsel to the President ((1975-1977)

Under Secretary and General Counsel of Treasury Department (1973-1975)

*e Brings broad background of legal organization, public and private*

*• Limited expertise in military law/military department organization and functioning*

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PERSONNEL SENSITIVE - RESTRICTED DISTRIBUTION

**RANKED LIST OF CANDIDATES FOR  
INDEPENDENT REVIEW PANEL  
TO STUDY THE RELATIONSHIPS BETWEEN MILITARY DEPARTMENT GENERAL  
COUNSELS AND JUDGE ADVOCATES GENERAL**

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**1. F. Whitten Peters**

Recommended by:

Partner, Williams & Connolly LLP (2001-present)  
Secretary of the Air Force (1999-2001)  
Under Secretary and Acting Secretary of the Air Force (1997-1999)  
Principal Deputy General Counsel of the Department of Defense (1995-1997)  
Line Officer, U.S. Naval Reserve (1969-1972)  
Member, Defense Science Board Task Force on the Future of the  
Aircraft Carrier (2001-present)  
Vice Chair, Federal Advisory Committee on the Future of the U.S. Aerospace  
Industry (2001-present)

- *Understands issues from both DoD and Military Department perspectives*
- *Earned the respect of both uniformed and civilian members of DoD*
- *Brings detailed expertise regarding USAF legal elements*



**2. Martin Richard Hoffmann**

Recommended by:

Secretary of the Army (1975-1977)  
Special Assistant to the Secretary of Defense (1973-1974)  
General Counsel of the Department of Defense (1974-1975)  
Served as Assistant U.S. Attorney, Congressional staffer, law firm partner and  
as vice president and general counsel of a major corporation

- *Understands issues from both DoD and Military Department perspectives*
- *Experience from the past may help inform panel members*



FOUO

December 9, 2004

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Agreement w/India

India

In India one of the military people talked about some sort of an arrangement where it has taken two years, they need an agreement, and they paid \$160,000 advance.

I don't know what it is about, but you were in the meeting. Let's sort it out.

Thanks.

DHR:db  
120904-29

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

*Greg*

This is Navy submarine rescue vehicle - India wants to "rent" it.  
Task <sup>Navy/</sup> ATIL to give us status. ~~FOUO~~ ASAP.

*TR*  
*J*

OSD 07984-05

9 Dec 04

11-L-0559/OSD/48784

December 9, 2004

TO: Mary Claire Murphy  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Memo on Diane Bodman

I received your note about Diane Bodman. Of course, I know her and know what she's been doing. I was there at the luncheon that your memo describes. She walked me all around.

I am surprised at your memo. Was it meant for someone other than me?

Thanks.

Attach.  
12/8/04 MCM memo

DHR:dh  
120904-28

.....  
Please respond by 12/15/04

201.22

OSD 07985-05

9 Dec 04

For Sec Def

12/8

SPB  
AM 12/19

I want to bring to your attention the extraordinary volunteer work that Diane Bodman, wife of **Deputy** Treasury Secretary Sam Bodman, is doing at Walter Reed Medical Center.

Last week, I attended a luncheon for wounded soldiers at the Pentagon. Diane organized it, arranging for transportation of some 40 soldiers and their family members to the gathering. She **knew** each soldier's name, family, details of their injuries, **status** of their recovery, **and** their general well being.

Apparently, Diane spends several days a week at Walter Reed, helping to coordinate and facilitate patient recreation activities, including tours of the White House, the Pentagon, the CIA, the Supreme **Court**, etc.

In order to comply with hospital guidelines, Diane joined the Red Cross and completed official **training** and certification. She coordinates with the physicians, nurses, and therapists on appropriate activities for each patient, arranges handicap accessible vans and buses for group outings, and helps keep the families apprised of each patient's care and activities.

I thought you would like to know about **Diane's** wonderful commitment to these fine soldiers.

M/C Murphy

Who is this?

Mary Cleire Murphy

1502

December 9, 2004

TO: Paul Wolfowitz  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Newt and Negroponte

Did you set **up** Negroponte to see Newt before Negroponte went back?

Thanks.

DEIR:dh  
120904-22

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

0000,71

9 Dec 04

OSD 07986-05

December 8, 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld PA  
SUBJECT: Editorial about Torture

This Washington Post piece (item 41) is just inexcusable. Please tell me what you propose to do about it. I suggest the possibility of Geren and Maples and some others sitting down and spending two hours with them.

383.6

Thanks.

Attach.  
"The System Endures," *WashingtonPost*, December 5, 2004

DHR:dh  
120804-6

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

OSD 07988-05

8 Dec 04

Many of the colleges and law schools that support a ban on military recruiters teach some of the best and brightest students in the country. Their mission is to mold these students into more tolerant, well-rounded citizens who will not discriminate when given the opportunity to influence policy. What purpose, then, does it serve to deprive the military of such candidates?

This year's class of newly commissioned officers and military lawyers will produce the next generation of admirals, generals and military judges. Today's students will later advise the president, Congress and the Pentagon on what is best for the military ranks. What better place to give more tolerant, well-rounded citizens the opportunity to influence policy?

Joshua S. Eisenberg, New York, Nov. 30, 2004

The writer is a lawyer and a captain in the New York Army National Guard.

Editor's Note: The article referred to appeared in the Current News Early Bird, November 30, 2004.

Washington Post  
December 5, 2004  
Pg. B6

### 41, The System Endures

SEVEN MONTHS AGO the leak of shocking photographs from the Abu Ghraib prison alerted the country to the fact that U.S. soldiers and interrogators were criminally abusing Iraqi detainees. In the weeks that followed, a still more disturbing story emerged. The torture portrayed in the photographs, while extreme and mostly unauthorized, grew out of a system of abusive treatment of prisoners established by the Bush administration after Sept. 11, 2001. Official investigations have documented the mistreatment of more than 100 detainees in Iraq, Afghanistan and elsewhere and the deaths

of more than 20. In many cases these acts were committed by CIA or Army personnel who were following procedures authorized by such senior officials as Secretary of Defense Donald H. Rumsfeld, Iraq commander Lt. Gen. Ricardo S. Sanchez and White House counsel Alberto R. Gonzales. This news prompted some noisy congressional hearings; some angry lawmakers, including a few Republicans, called for reforms.

Yet the worst aspect of the Abu Ghraib scandal is this: The system survived its public exposure. The Bush administration is vigorously prosecuting the lowly reservists depicted in the Abu Ghraib photos, while brazenly defending the larger process it established for extracting intelligence from prisoners. No senior officers have acknowledged fault for authorizing harsh interrogation techniques or been held accountable by prosecutors or Congress. An official investigation into how the interrogation policies were drawn up and used, which was completed months ago, has never been released. No alteration has been made in the policies governing the system, including an extremely permissive definition of torture prepared under the direction of Mr. Gonzales, or a set of harsh techniques for interrogating prisoners approved by Mr. Rumsfeld.

Consequently it is no surprise that the International Committee of the Red Cross, which is monitoring the Guantanamo Bay prison and other U.S. detention facilities, continues to find that detainees in American custody suffer "cruel, inhumane and degrading" treatment that is "tantamount to torture." It also is no surprise that the Pentagon would reject those judgments without disputing the substance behind them. According to the New York Times, which obtained a Red Cross report

from July, monitors found that prisoners were subjected to "solitary confinement, temperature extremes, use of forced positions." The Times said that some were forced to strip and then were shackled in uncomfortable positions while being exposed to loud noise or music and prolonged cold.

Such abuses are not isolated or the result of rogue behavior by guards. They are part of the standing procedure for interrogating Guantanamo prisoners, approved by Mr. Rumsfeld in April 2003. That is why the administration rejects the Red Cross charges: not because they aren't true but because President Bush and his political appointees -- as opposed to many of the professional lawyers in the military -- don't regard such tactics as improper. To back up their position, they have Mr. Gonzales, who oversaw a 2002 review that concluded that the infliction of pain short of death or organ failure, or psychological stress that did not cause permanent derangement, did not constitute torture under the treaties and federal laws that bind the U.S. government. According to the administration's reasoning, the same methods documented by the Red Cross could be properly used on Americans arrested by foreign governments, or on detainees in federal prisons.

By now it should be clear that Mr. Bush will perpetuate this systematic violation of human rights, and fundamental American values, unless checked by one of the other branches of government. The federal courts have begun to explore the handling of prisoners at Guantanamo; last week a federal judge in Washington elicited from a Pentagon official the admission that information obtained through torture could be used by the tribunals the administration has established in Guantanamo to judge whether detainees are "enemy combatants." Yet Congress has

shirked its responsibility. No hearings have been held on the prisoner abuse scandal in three months; no legislation has corrected the administration's twisted interpretation of torture or the Geneva Conventions. Mr. Rumsfeld, Gen. Sanchez and Mr. Gonzales have never been required to answer for their policy decisions. As long as such passivity continues, you can expect more disturbing reviews from the Red Cross.



December 8, 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Joe Klein Piece

This piece by Joe Klein is irresponsible. Have a go at it.

Thanks.

Attach.

Klein, Joe. "Is Bush Serious About a New Spy System?" *Time*, December 6, 2004, p. 29.

DHR:dh  
120804-3

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

350.09

8 Dec 04

Joe Klein

# Is Bush Serious About a New Spy System?

HERE IS AN INDISPUTABLE FACT: THE UNITED STATES NEEDS A single, unified computer network that contains—at the very least—all the available information on the world's bad guys. This was the primary recommendation of the 9/11 commission. The FBI needs to know what the CIA knows about, say, the mythical terrorist Mahmoud Shimon O'Hara, and vice versa—and both agencies need to be alerted immediately if O'Hara tries to enter the country or has a phone conversation overheard by the

National Security Agency (NSA). Everyone from the President to the customs cops stamping passports at LAX agrees this is a necessity.

We are probably not going to build that system anytime soon. Congress has tried to do it twice in the past two years, and failed both times. First, it created the Department of Homeland Security, which included a whole new bureaucracy—the office of Information Analysis and Infrastructure Protection—to build the system. But IAIP was almost immediately mugged by the CIA, which backed a new Terrorist Threat Integration Center to do much the same thing. The Pentagon and the FBI ignored both efforts, in the classic passive-aggressive manner of turf-obsessed bureaucrats.

The second attempt, now comatose, was the National Intelligence Reform Act—the brisk congressional response to last summer's findings of the 9/11 commission. The bill would have created a National Intelligence director to ride herd over the CLASSA, parts of the FBI and assorted other intel agencies. The czar would have had budgetary authority and also the power to “design” and “implement” the unified computer network. But two House Republican committee chairmen decided to croak the bill on the weekend before Thanksgiving—in large part because the reform was opposed by the Pentagon, which controls 80% of the intelligence budget. An effort is being made to revive it, but don't hold your breath.

And perhaps be grateful: even though the goals of the reform bill were the right ones, I'm not convinced that it would have gotten the job done. It could easily have become a familiar legislative charade—a “re-



Bush says he wants intel reform; Rumsfeld had early doubts

form” is passed, there's a nice bill-signing ceremony in the Rose Garden, various pols (including the President) get to take credit, but nothing really changes ... except for the accretion of another sedimentary layer of semi-powerless bureaucracy. In truth, it is impossible for Congress to reorganize the inner workings of the Executive Branch without the full support of the President, and I'm not so sure George Bush really favored either one of the attempted reforms.

Neither of the two bills emanated from the White House. Homeland Security came from congressional Democrats; Intelligence Reform from the 9/11 commission. Both ideas sprouted during election seasons; both were popular. Bush opposed the creation of a Department of Homeland Security before he favored it—and he has been unwilling to do the head cracking necessary to ensure that his friend, Secretary Tom Ridge, has the authority to do his job. Bush was dragged into supporting intelligence reform by John Kerry's imprudent campaign demand that the 9/11 commission recommendations be enacted

immediately—without any input from, or negotiation with, the entrenched panjandrums of the intelligence community. “You can't do intelligence reform without a clear vision and direct marching orders from the President,” 9/11 commission member Bob Kerrey told me last week. “If you create an Intelligence czar, but the President doesn't want to back him fully and give him real authority to build the network, then you might as well deep-six the bill.”

It happens, the President does have a clear vision about intelligence reform, and it may not include the bureaucratic reshuffling suggested by the 9/11 commission. Bush, as always, is more interested in action than information. He wants a more aggressive spy service—a good thing. But he also wants a more compliant spy service—not such a good thing. He has hired Porter Goss to achieve both goals at the CIA. He has also issued a series of memos that begin to lay out his vision: one supports a 50% increase in the number of covert operatives—an excellent idea. Another seems to support the transfer of operational control over the use of covert force from the CIA to the

Pentagon. That may not be a bad idea, either, but it feeds a fear among some intelligence professionals that with the CIA in tatters, power may shift, subtly, toward the Secretary of Defense. “The militarization of intelligence is a real worry,” an intelligence expert told me—and Donald Rumsfeld's intense and, according to several sources, continuing covert opposition to the 9/11 intel recommendations only reinforces those fears.

The Secretary of Defense has a dreadful track record when it comes to intelligence. In Bush's first term, Rumsfeld set up an Office of Special Plans in the Pentagon to challenge the CIA's cautious analysis of Saddam Hussein's weapons of mass destruction by touting the incendiary garbage provided by Iraqi exiles. That is, I suppose, a version of intelligence reform: a system in which fantasies are produced to support the President's policy preferences. But it is not the version proposed by the 9/11 commission—and it is time for Bush to make clear whether he supports the commission or his Defense Secretary. He cannot support both. ■

DEC 14 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld   
SUBJECT: Rob McGuinness

Someone named Rob McGuinness was on television, I think on FOX. He was terrific in answering this armor question. You ought to get a thank you note off to him.

Thanks.

DHR:ss  
121304-28

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

451

OSD 07990-05

14 Dec 04

December 13, 2004

TO: VADM Jim Stavridis  
Larry Di Rita  
  
FROM: Donald Rumsfeld  
  
SUBJECT: Plan for Abizaid and Casey

Centcom

What is the plan to get Abizaid and Casey with the President when they are in town?

What is the plan to use them with the media or the Congress?

Thanks.

DHR:dh  
121304-23

.....  
Please respond by \_\_\_\_\_

13 Dec 04

OSD 07991-05

DEC 14 2004

TO: Larry Di Rita  
Paul Butler  
CC: Mary Claire Murphy  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Awards for Afghanistan Personnel

I think we ought to give an award to Zal Khalilzad when he comes in this week.

We also might find that sometime we could give an award to Marty Hoffmann and the Afghanistan team that have been backing up Zal. I don't know if we want to do it at the same time, but we ought to think about it.

The fact that they had the inauguration is a good time to mark it for the Afghanistan group, it seems to me.

Thanks.

DHR:dh  
121304-18

.....  
*Please respond by* \_\_\_\_\_

*Afghanistan*

*14 Dec 04*

OSD 07992-05

DEC 14 2004

TO: VADM Jim Stavridis  
CC: Larry Di Rita  
Matt Latimer  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Comprehensive Article

Please see me about who the person is who we ought to assign the task of taking the initiatives and accomplishments paper and turning it into an article of some kind, where we do a paragraph on each of the initiatives or accomplishments.

It would be pretty long, but we need to begin to compile a record of four years. That staccato, bullet-point paper is useful for me to talk off of, but it is not useful to hand out to people, or to think about a presentation to the Congress or a message to each Member of Congress.

Thanks.

DHR:dh  
121304-14

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

FOUO

OSD 07993-05

11-L-0559/OSD/48795

*020 D05*

*14 Dec 04*

December 13, 2004

TO: VADM Jim Stavridis

FROM: Donald Rumsfeld *DR*

SUBJECT: Col. Harvey Brief

Please get Scooter Libby to invite Colonel Harvey over to brief him on the intel situation in Iraq.

*Iraq*

Thanks.

DHR:dh  
121304-10

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

*13 Dec 04*

DEC 13 2004

TO: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Quotes

Please give me a copy of whatever it is they claim to be quoting me from in this editorial on Boeing.

Thanks.

Attach.  
"Go Boeing" Washington Post

DHR:dh  
121004-24

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

*00017 SD*

OSD 07996-05

*13 Dec 04*

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

## 'Go Boeing!'

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

But as much as the Air Force would like to suggest otherwise, the Boeing mess doesn't stop there. The pile of internal e-mails tenaciously extracted by Sen. John McCain (R-Ariz.) show an Air Force leadership more bent on stifling dissenting views from within the military than on determining the best deal for taxpayers, inappropriately cozy with some contractors and personally biased against others, and resolutely uninterested, even now, in determining what went wrong.

E-mails to and from Air Force Secretary James G. Roche, who resigned last week, are particularly disturbing. In May 2003, Boeing lobbyist Paul Weaver told Mr. Roche that Marvin R. Sambur, the Air Force's acquisition chief, "was getting beat up" by Michael W. Wynne, a senior Pentagon procurement official, over the tankers' cost. "It's time for the big guns to quash Wynne!" replied Mr. Roche—who then repeatedly denied to the Senate Armed Services Committee that he asked Boeing to put pressure on Mr. Wynne.

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

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

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

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

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DEC 13 2004

TO: Paul Wolfowitz  
FROM: Donald Rumsfeld *DR*  
SUBJECT: JWACC and Iraq

The attached is self-explanatory. Please dig into it and see what you can do.

Thanks.

Attach.  
12/10/04 Gingrich e-mail to SecDef

DHR:dh  
121004-21

.....  
Please respond by 1/6/05

*Iraq*

OSD 07997-05

*13 Dec 04*

(b)(6) CIV, OSD

From NEWT G. NICHOLS

12/10

From: Thirdwave2@aol.com  
 Sent: Friday, December 10, 2004 12:34 PM  
 To: giambastiani@jcom.mil  
 Cc: james.stavridis@osd.mil; peter.pace@js.pentagon.mil; (b)(6)  
 paula.thornhill@js.pentagon.mil  
 Subject: JWACC and Iraq

there are two major areas where JWACC can play a big role in understanding what we need to accomplish in Iraq

1. we need a clear sense of the metrics of a relatively healthy Iraq

the current metrics don't necessarily cover the requirements of a sustainable Iraq but instead reflect the CPA's highly inadequate goals  
 on electricity there was an estimate we needed 9000 megawatts to be economically and socially healthy

CPA arbitrarily reduced that to 6200 megawatts

last month we made 3500 megawatts

there is no plan currently to get to 9000 by the time summer's heat irritates people who have now bought air conditioners

getting a fresh look at the key systems analysis of a sustainable Iraq and the metrics associated with that would be helpful

2. JWACC did a good job a few years ago putting together a financial and economic interest network analysis around the Serbian leadership and identifying ways to bring pressure to bear on Milosevich

we need a similar analysis of the current pro-dictatorship sunni factions. We know they have money in Syria, Jordan Saudi Arabia and probably Switzerland. Col Harvey now has a briefing identifying almost all the key factional leaders.

If JWACC could start with Harvey's list and begin to analyze that would be great.

if you need forensic help from Treasury let me know and I will call Snow

thanks  
 newt

12/10/2004

11-L-0559/OSD/48800

FOUO

APR 22 2005  
2005 APR 23 AM 7:18

TO: Ray DuBois  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Contributions

Have we figured out how I ought to thank certain people for their contributions to the Pentagon Memorial Fund?

Thanks.

Attach.  
Dir. A&M memo to SD re: Week Ending 8 April 2005 Report [OSD07262-05]

DHR:dh  
042205-22

.....  
Please respond by 4/28/05

I

FOUO

OSD 08012-05

11-L-0559/OSD/48801

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

FOR SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

FROM Raymond F. DuBois, Director, Administration & Management

SUBJECT Week Ending 8 April 2005 Report

1. **DoD Support of the Iraqi Assistance Group.** The Army has identified 12 soldiers assigned to OSD and DoD-activities in the NCR for one year temporary assignments to the Iraqi Assistance Group to assist in training the Iraqi Defense Forces.
2. **Anthrax After-Action Review.** In response to the Deputy Secretary's direction that an independent after-action review of the Department's management of the anthrax-related incidents of March 14-18, 2005, be undertaken, I contracted with RAND to assess the DoD responses to, and management of, these incidents. An initial report is due April 23, 2005, with a final report on May 17, 2005. This will fulfill the requirement identified in your snowflake of April 6, 2005, "Lessons Learned from Mail Scare."
3. **Global War on Terrorism (GWOT) Display Installed at River Entrance.** The first of six wooden display cases focusing on the GWOT is in place at the River Entrance. The case features the President's October 7, 2001, statement, "We will not waiver; we will not tire; we will not falter; and we will not fail. Peace and freedom will prevail." The quote is surrounded by images of the September 11th terrorist attacks in New York and Washington, and of the President and you. Flags of Coalition nations are displayed. Five additional cases focusing on the GWOT, current operations, and transformation will be hung the week of April 11th.
4. **Suspect Indicted in Murder of Officer Feltis.** The suspect who killed Pentagon police officer James Feltis has been indicted on murder charges by a grand jury in Alexandria, VA. The Attorney General will decide whether to seek capital punishment.
5. **Pentagon Memorial Fund.** Jack Taylor, retired Chairman of Enterprise Rental Car, who served on the carrier Enterprise in WWII, has donated \$100,000 to the Pentagon Memorial Fund, Inc.

~~FOR OFFICIAL USE ONLY~~

OSD 07262-05

11-L-0559/OSD/48802



ADMINISTRATION AND  
MANAGEMENT

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

OFFICE OF THE  
SECRETARY OF THE  
DEFENSE

2005 APR 23 AM 7:18

INFO MEMO

April 27, 2005, 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois

SUBJECT: Thank-you letters for donors to the Pentagon Memorial

0004

- In the attached snowflake you asked that I figure out how you should thank certain people for their contributions to the Pentagon Memorial.
- My staff has engaged Lynda Webster and Jim Laychak, to compile a list of notable contributions to the Memorial project. I will follow shortly with a group of recommended thank-you letters for you to send. From that point, we will keep tabs on such contributions and provide letters for your use as the contributions occur.

Attachments

COORDINATION: none

Prepared by: Bill Brazis, General Counsel, WHS (b)(6)  
Brett Eaton, WHS Public Affairs (b)(6)

5/23

TO Mike Donnelly  
From Paul Butler

22APROS

Mike  
A project that  
Ray started. Do we  
have any letters to  
go out? My want to  
coordinate this with  
anyone.  
Paul

22APROS

MA SD		SMADSD	
TSA SD	4/27	SA OSD	
EXEC SEC	11 4/28	1650	MS/B
ESR MA	8 4/28	1240	

OSD 08012-05 5/23

OFFICE OF THE  
SECY OF DEFENSE  
April 22, 2005

2005 APR 28 AM 7:18

TO: Ray DuBois

FROM: Donald Rurnsfeld *DR*

SUBJECT: Contributions

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Thanks.

Attach.

Dir. A&M memo to SD re: Week Ending 8 April 2005 Report [OSD07262-05]

DHR:dh  
042205-22

.....  
Please respond by

4/28/05

1

FOUO

OSD 08012-05

11-L-0559/OSD/48804

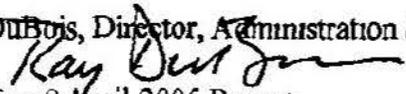
~~FOR OFFICIAL USE ONLY~~

INFO MEMO

0100 78  
BREV  
205 100 1- 1010 04

FOR: SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

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



SUBJECT ~~Week~~ Ending 8 April 2005 Report

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~~FOR OFFICIAL USE ONLY~~

OSD 07262-05

11-L-0559/OSD/48805



ADMINISTRATION AND  
MANAGEMENT

OFFICE OF THE SECRETARY OF DEFENSE..

1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

2005 APR 23 AM 7 18

INFO MEMO

April 27, 2005, 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois

SUBJECT: Thank-you letters for donors to the Pentagon Memorial

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- My staff has engaged Lynda Webster and Jim Laychak, to compile a list of notable contributions to the Memorial project. I will follow shortly with a group of recommended thank-you letters for you to send. From that point, we will keep tabs on such contributions and provide letters for your use as the contributions occur.

Attachments

COORDINATION: none

Prepared by: Bill Brazis, General Counsel, WHS (b)(6)

Brett Eaton, WHS Public Affairs (b)(6)

OSD 08012-05

11-L-0559/OSD/48806

December 13, 2004

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Background Sheet on Harry Kraemer, Jr.

A friend of mine, Joe Jannotta, sent me this background sheet. It is self-explanatory. Please feed it into the process. I don't know the individual, but I know Joe Jannotta very well and he's an outstanding person and a Korean War Naval aviator.

Thanks.

Attach.  
Background Sheet on Harry Kraemer, Jr.

DHR:ss  
121004-20

.....  
Please respond by 1/6/05

230.02

13 Dec 04

# ShieldsMeneley PARTNERS

311 South Wacker Drive  
Suite #3725  
Chicago, IL 60606  
312.994.9500  
312.994.9550 Fax  
www.ShieldsMeneley.com

To: Donald Rumsfeld Fax: (b)(6)

From: Joe Jarmotta (b)(6) Date: 12/9/2004

Re: Harry Kraemer's Resume <sup>+ letter</sup> Pages: 85

CC:

Urgent  For Review  Please Comment  Please Reply  Please Recycle

Comments: Don - This is a very talented health care exec. In the attached letter to me, indicates Harry would like to work for HHS. could I have 2 minutes to talk about him?

Best,  
Joe  
(b)(6)

Please feel free to contact Harry directly on his cell phone (b)(6)

**Subj:** Candidate for HHS position  
**Date:** 12/7/2004 4:37:44 PM Eastern Standard Time  
**From:** HKraemerJr  
**To:** Jejannotta  
**File:** harrybio8-04.doc

Dear Joe,

It was great speaking with you. As I mentioned, I spoke with Secretary **Tommy** Thompson today. He stated that they already have a leading candidate to replace him at EHS. However, he also stated that given my extensive healthcare and management experience, that I would be an excellent candidate.

Given my background of 22 years of global healthcare experience at Baxter Int'l, including the last five **as** Chairman and CEO, I believe I could make an important contribution. As you **know**, Baxter is a \$10 **billion** global healthcare company with more than fifty thousand employees.

Joe, although I am currently looking at other CEO positions within healthcare and lecturing at Northwestern's Kellogg School of Management, I would be honored to have the opportunity to make a true difference in healthcare around the world.

Let me know if this makes sense to you and **we** can discuss it further at your convenience. I have attached a short bio sketch **as** well as my contact information.

--

Regards,

Harry

Harry M. Jansen Kraemer, Jr.

office phone:

(b)(6)

office fax:

cell phone:

home phone:

home fax:

**HARRY M. JANSEN KRAEMER, JR**

(b)(6)

Home (b)(6)

Office (b)(6)

(b)(6)

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

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

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

## HARRY KRAEMER

PAGE 2

- Entered the vaccine market with plans to grow a \$100 million business to \$1 billion in ten years. Achieved technology breakthroughs with 10+ vaccines in development. Partnered with Acambis PLC to win a \$428 million sole source contract with the federal government for smallpox vaccine.
- Directed \$1 billion in capital investments in global manufacturing facilities to create high quality, low-cost capacity to produce genetically engineered vaccines and Factor 8 products.
- Navigated through major market upheaval and 40% price erosion when competitors re-entered the plasma protein market in 2002. Attained market leadership position in blood disorder therapies.
- Boosted European presence and share of open-heart surgery devices through strategic acquisitions in 1997.
- Led the rapid growth of a cardiovascular unit spun-off in 2000 as Edwards Lifesciences. Delivered 200% shareholder value and created a new publicly traded company with strong global presence.
- Led strategic repositioning to accelerate the growth of Baxter's flagship \$3+ billion Medication Delivery business. Structured and closed a series of acquisitions to create a robust portfolio of products for physicians and hospitals.
  - Entered the drug delivery business and grew it to \$1 billion in revenue by structuring partnering contracts with major pharmaceutical companies.
  - Expanded anesthesia business lines into a highly profitable market segment.
  - Lunched a five-year strategy to grow a \$200 million oncology business into a \$1 billion enterprise. Acquired oncology business from a major German chemical company that doubled the portfolio of cancer treatments.
  - Positioned the Renal therapy business to capitalize on opportunities in parental and hemo dialysis markets.
  - Partnered with Microsoft and Cisco in 2000 to develop applications for web-enabled kidney dialysis machines to connect the scientific, doctor and patient communities.
- Demonstrated Baxter's social conscientiousness as a 'life saving' company that "did the right thing" regardless of the financial or legal impact.
  - Testified before Congress in 2002 as the Chairman of the Healthcare Leadership Council's Executive Task Force on the Uninsured to advocate a combination of solutions to solve a national crisis.
  - Set aside \$150 million in 2001 to compensate victim's families who died using dialysis machines in Europe. Immediately closed plants in acquired company and pulled products from the market. Volunteered a 40% pay cut and 20% reduction in executive bonuses to the Board Compensation Committee.
  - Settled thousands of claims with women suffering side-effects from silicone breast implants in 1997, and hemophiliacs infected with HIV from blood products in 1993.
  - Responded proactively to shareholder concerns of PVC-based hospital supply products, which resulted in a withdrawal of a shareholder resolution and favorable relations with activist groups.
- Championed work-life balance philosophy across the business, attracting and retaining top-notch employees and receiving immeasurable paybacks in employee productivity.
  - Earned recognition as a Fortune "Best Company to Work" in 2001.
  - Introduced back-up elder care, adoption assistance, and alternative work arrangements, e.g., flextime and job sharing.
  - Increased annual giving through the Baxter Foundation to care for uninsured and the elderly, prevent child abuse, promote health education and help local communities.
  - Donated money to charitable causes in which employees participated through "Dollars for Doers" program.

## SENIOR VICE PRESIDENT &amp; CHIEF FINANCIAL OFFICER

1993 to 1997

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

- Transformed Baxter's image as a laggard financial performer by encouraging the spin-off of slow-growth companies to create financial flexibility, and enhance competitive position and shareholder value.
  - Spearheaded financial and operational disciplines that resulted in consistent, solid returns. Grew net income 11% and net profit margins 6.3% from 1993 to 1996.

- Self-appointed "Cash Wow Officer" to partner with operating executives in driving profitable business growth despite margin pressures.
  - Led Baxter's spin-off as two separate companies: a \$5 billion biotechnology, renal therapy, and cardiovascular medicine enterprise, and a \$3.8 billion U.S. hospital distribution business.
  - Substantiated the need to divest home care and cardiac device businesses where growth was impeded by Medicare and Medicaid price caps.
  - Designed an exit strategy of the U.S. hospital supply business achieving 650% shareholder return when business was ultimately sold to Cardinal Health in 1998.
- Drove an unprecedented restructuring of the business to capitalize on a 60-year history in blood related health businesses.
    - Targeted international growth to increase Baxter's offshore sales from 25% to 50% of total revenue
    - Extended reach into US cardiovascular perfusion market through the 1995 acquisition of PSICOR and SETA-
    - Led the 1996 \$750 million acquisition of Immuno International to boost European sales.
  - Created a new corporate shared values statement -- *Respect, Responsiveness & Results* -- to promote a clear understanding of corporate objectives and build a values-based corporate culture for 55,000 employees.
    - Broke down "silos" across functional disciplines, business lines and worldwide geographies to improve collaboration and optimize the entire portfolio
    - Ramped-up communication to employees including a fully integrated telecommunications system with weekly voicemails to keep them abreast of progress in every global business unit.
    - Converted an informal "CFO Update" for senior management into a monthly newsletter sent to all employees
    - Created a "Ask Harry" program where employee could communicate directly with the CFO -- a program emulated by all 80 senior managers across the company.
    - Developed a new performance management system that incorporated shared values principles into performance appraisals.
  - Complemented new shared values with the development of four key objectives: *Best Team, Best Partner, Best Results & Best Citizen*.
    - Introduced work/life balance programs that reduced turnover and improved employee satisfaction.
    - Developed new sales/marketing initiatives to position Baxter as a business partner to physicians and hospitals.
    - Implemented focus, discipline, consistency and credibility into all financial planning, budgeting and forecasting processes.
    - Set the example for being responsive to the needs of people, encouraging volunteerism, philanthropy and community outreach.
    - Adopted an annual environmental P&L statement, demonstrating that investments in environmental, health and safety benefited the company and the community.
  - Gained significant media coverage for a unique five-year shared investment program for the top 80 senior managers that focused on creating shareholder value.
    - Introduced voluntary stock purchase plan through personal loans that made senior management vested shareholders in the business.
    - Collaborated with WR to change management objectives and to weight incentive compensation toward profitable growth, cash generation, ROI and overall business results.
    - Led "road show" presentations to share Baxter's vision of delivering a four-fold increase in cash generation that resulted in a 300% increase in stock price over the life of the program.
    - Led the repurchase of more than \$1 billion in Baxter common stock and leveraged strong cash flow performance and divestitures to complete the programs ahead of schedule.

## VICE PRESIDENT, INTERNATIONAL FINANCE &amp; OPERATIONS

1990 to 1993

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

**HARRY KRAEMER**

**PAGE 4**

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

**DIVISION PRESIDENT, HOSPITEX**

1989 TO 1990

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

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

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

1988 to 1989  
 1987 to 1988  
 1986 to 1987

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

**VICE PRESIDENT, FINANCIAL PLANNING & ANALYSIS**  
**DIRECTOR, CORPORATE DEVELOPMENT**

1985 TO 1986  
 1982 TO 1985

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

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

1979 to 1982

**DIRECTOR, BUSINESS DEVELOPMENT**  
**BUSINESS DEVELOPMENT ANALYST**

1981 TO 1982  
 1979 TO 1981

**EDUCATION**

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

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

**BOARD & COMMUNITY AFFILIATIONS**

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

DEC 13 2004

TO: (b)(6)  
FROM: Donald Rumsfeld *DR*  
SUBJECT: E-mail to Gingrich re: JWACC

*Iraq*

Please send the following e-mail to Newt Gingrich:

*Newt—*

*Thanks for your e-mail on JWACC and Iraq. I have asked Paul Wolfowitz to dig into it fast.*

*Thanks.*

DHR:dh  
121004-19

.....  
Please respond by \_\_\_\_\_

*EMAILED 12/13 0700*

*13 Dec 04*

**OSD 08040-05**

December 10, 2004

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Tom Christie

020 07E

We need to start trying to find a replacement for Tom Christie. He plans to leave in January.

Thanks.

DHR:ss  
121004-15

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

10 Dec 04

OSD 08041-05

December 10, 2004

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Status of Letter

452 T

Please find out the status of this letter dated November 19; what has been done, who is doing it, who has the action on it, and when it will be completed.

Thanks.

Attach.  
11/19/04 Letter from Levin, Warner and McCain to SecDef

DHR:ss  
121004-13

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

10 Dec 04

JOHN WARNER, VIRGINIA, CHAIRMAN

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# United States Senate

COMMITTEE ON ARMED SERVICES  
 WASHINGTON, DC 20510-8050

November 19, 2004

R-5

Honorable Donald H. Rumsfeld  
 Secretary of Defense  
 1000 Defense Pentagon  
 Washington, D.C. 20301-1000

Dear Mr. Secretary:

On December 2, 2003, Chairman Warner wrote to Deputy Secretary Wolfowitz to request that the Department of Defense Inspector General (DOD IG) conduct a thorough investigation of the KC-767A tanker aircraft program. According to Chairman Warner's letter "this inquiry should examine the actions of all members of the Department of Defense (DOD) and the Department of the Air Force, both military and civilian, top to bottom, who participated in structuring and negotiating the proposed tanker lease contract which was submitted to the Congress in July 2003." A copy of that letter is attached.

It was our understanding that the requested DOD IG review would assess not only individual responsibility for any allegations of criminal violations of law; but, equally important, individual accountability for management decisions and executive oversight. In essence, the Senate Committee on Armed Services, in order to conduct its necessary legislative oversight of the Department of Defense, needs to know what happened, who was accountable and what actions must be taken to prevent this situation from happening again.

It is astonishing to us that one individual could have so freely perpetrated, for such an extended period, this unprecedented series of fraudulent decisions and other actions that were not in the best interest of the Department of Defense.

We recently found out that no such managerial accountability review has been undertaken by the DOD IG. Rather, the DOD IG limited his review to determining whether there was evidence to press criminal charges. We are deeply concerned by this development, Given the Chairman's letter, why was a decision made not to do this work?

Congressional oversight of the proposed contract to lease 100 KC-767A tanker aircraft, a contract which is now prohibited by section 133 of the National Defense Authorization Act for Fiscal Year 2005, uncovered the most significant defense procurement scandal since the El Wind bribery and fraud cases of the 1980s. It is imperative that the Department take actions to hold those responsible accountable. Otherwise, the fallout from this Air Force procurement scandal will have disastrous effects on the integrity of the acquisition system.

18663-04

In our view, an assessment of accountability should include a review of all members of the Department of Defense, and the Department of the Air Force, both military and civilian, who participated in structuring and negotiating the proposed tanker lease contract. Most importantly, this should include Secretary of the Air Force Jim Roche, and Assistant Secretary of the Air Force Marvin Sambur. We reiterate the Committee's request that the DOD IG immediately initiate such an accountability review.

Again, we do not understand how one individual could have amassed so much power that she was able to perpetuate such fraud against the federal government and other actions that were not in the best interest of the Department of Defense. Where was the oversight? Where were the checks and balances? At a minimum, the acquisition chain of the Air Force, and perhaps DOD, was woefully inadequate. The fact that no Departmental review of these questions has been conducted raises significant accountability and oversight questions that go far beyond this one case. We trust you will endeavor to rectify the situation and hold those who are responsible accountable.

Sincerely,

Carl Levin  
Ranking Member

John Warner  
Chairman

John McCain  
U.S. Senator

Attachment

cc: Department of Defense Inspector General

JOHN WARNER, VIRGINIA, CHAIRMAN

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ED M. TALENT, MISSOURI	L. ROBERT WILSON, MISSISSIPPI
OTY CHRISTOPHER, SOUTH	MARK DAYTON, MISSISSIPPI
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LIZETH A. HUBLEY, STAFF DIRECTOR  
 ROBERT S. JACOBSON, LEGISLATIVE STAFF DIRECTOR

**United States Senate**  
 COMMITTEE ON ARMED SERVICES  
 WASHINGTON, DC 20510-6060  
 December 2, 2003

The Honorable Paul Wolfowitz  
 Deputy Secretary of Defense  
 1000 Defense Pentagon  
 Washington, D.C. 20301-1000

Dear Secretary Wolfowitz:

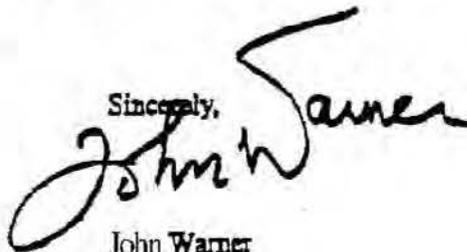
I commend the Secretary of Defense and yourself for the prompt actions you have taken regarding the Air Force's tanker aircraft program, in light of recent extraordinary personnel actions taken by the Boeing Company. Your decision to require a "pause" in the execution of any contracts to lease and purchase tanker aircraft is a prudent management step.

Further, I concur in your judgment to task the Department of Defense Inspector General (DOD-IG) to conduct an independent assessment. However, I believe that the DOD-IG assessment should go further than the review described in your letter of December 1, 2003. The DOD-IG inquiry should pursue the trail of evidence wherever it leads, in accordance with standard IG procedures. This inquiry should examine the actions of all members of the Department of Defense and the Department of the Air Force, both military and civilian, top to bottom, who participated in structuring and negotiating the proposed tanker lease contract which was submitted to the Congress in July 2003.

Your recent actions clearly indicate that there are many outstanding questions that must be answered before proceeding with this program. I expect that you will consult further with the Congress as you receive the report of the DOD-IG and that no actions will be taken with respect to the lease and purchase of KC-767 tanker aircraft until the Congress has had an opportunity to review the DOD-IG report. Ultimately, this program, as restructured, must be executed in a manner that is fully consistent with Section 135 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136).

With kind regards, I am

Sincerely,



John Warner  
 Chairman

cc: Department of Defense Inspector General

U19766-03



December 10, 2004

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Jason Read

*000.71 SD*

Please get back to me with a report on whoever Jason Read saw, what they think and what might happen.

Thanks.

DHR:dh  
121004-11

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

*10 Dec 04*

~~FOUO~~

OSD 08043-05

11-L-0559/OSD/48820

December 10, 2004

TO: Jim MacDougall

CC: Gen Dick Myers  
Mira Ricardel  
Ryan Henry  
Doug Feith

FROM: Donald Rumsfeld 

SUBJECT: Good Job in Georgia with the Vice Chairman

335 815

Jim,

I've heard from General Pace what a nice job you did in discussions with the Georgian MOD and President. Your high quality work throughout a complex AOR is notable, and is only the latest example.

Thanks for all you are doing.

DHR:ss  
121004-7

.....  
Please respond by \_\_\_\_\_

10 Dec 04

December 9, 2004

TO: Tom Wedige  
CC: Paul Butler  
Joe Wassel  
FROM: Donald Rumsfeld   
SUBJECT: Computer and Blackberry

413.51

I would like to get my own computer going. If it cannot be on my credenza, I would like to put it in my small office. Let's talk through how we would do that and what I would want on it.

I also wonder if I ought to get a Blackberry and start using it. Having the cell phone, the computer and the Blackberry may give me a chance to do more things interactively with people faster, without a lot of paper.

Thanks.

DHR:dh  
120904-34

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

09 Dec 04

OSD 08046-05

December 10, 2004

TO: Ray DuBois  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Possible DoD Candidates

Let's put down Asa Hutchinson, who is at Homeland Security, as a person who is a possibility for something here in the Department. For example, he could be General Counsel, Another person is Betty Goldman (I think that is her name), she is Hutchison's chief of staff. I heard she is excellent. I don't know what she would be able to do, but those are a couple thoughts.

230.02

Thanks.

DHR:ss  
121004-6

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

10 Dec 04

December 10, 2004

TO: Paul Wolfowitz  
FROM: Donald Rumsfeld *DR*  
SUBJECT: IG Paper

000.5

The Inspector General was in today and handed me the attached paper.

My understanding, and it is imperfect, is that the IG has the view that something in this packet should be issued. He indicates that David Chu and Jim Roche don't believe it should be issued. I know nothing other than that.

Please dig into it and decide what you think ought to be done and do it, and then let me h o w what you've decided.

Thanks.

**Attach.**  
11/8/04 IG Memos

DHR:ss  
121004-3

.....  
Please respond by 1/6/05

10 Dec 04



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

04-12/10

NOV 08 2004

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL  
AND READINESS

SUBJECT: Addressing the Sexual Assault Challenges in the Department of Defense

As a follow-on to the DoD Leadership Consultation Summit on Sexual Assault, I want to provide constructive recommendations and pledge the continued support of the Office of the Inspector General (OIG) in assisting your efforts to meet the challenges.

As you know, we have significant recent experience in this area. In February 2003, my office received a request from Senator John Warner asking that we "review the work being done by the Air Force and others" relating to a number of former and current cadets [who] may have allegedly been sexually assaulted and possibly raped while serving at the United States Air Force Academy." During a subsequent meeting with Senator Warner he remarked that the leadership challenges at the Air Force Academy associated with these allegations (and any related challenges at the other services academies) "go to the very heart and soul of our Armed Forces." I could not agree more with Senator Warner's comments and since that time my office has been actively engaged in many of the Department's efforts to ensure an adequate and effective response.

In accordance with my statutory duty under the Inspector General Act of 1978, as amended (5 U.S.C. Appendix), we have provided oversight of the Air Force General Counsel's Working Group and the work conducted by the Air Force Inspector General, reviewed criminal investigations, initiated several investigations based on information we independently developed from current and former cadets, and referred other complaints to the military services. Additionally, we provided assistance to the Fowler Panel, the Embrey Panel (Task Force on Care for Victims of Sexual Assault), the leadership summit on the Department of Defense Care for the Victims of Sexual Assault, and the Defense Task Force on Sexual Harassment and Violence at the Military Service Academies. We also have exchanged ideas with the Air Force on its draft confidentiality policy (Tab A).

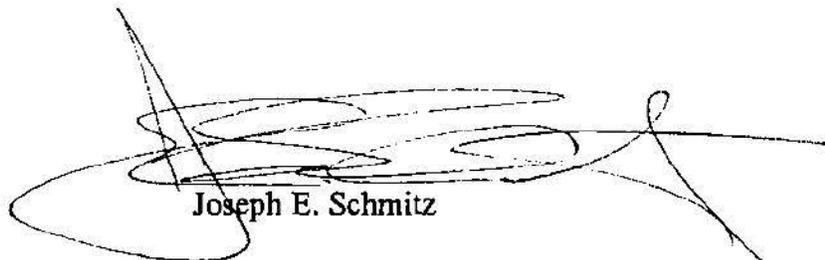
A major undertaking for my office was to develop and administer a sexual assault and leadership climate survey at the Air Force Academy in May 2003 and another sexual assault and leadership climate survey at the Military, Naval and Air Force Academies in the spring of 2004. As part of our overall assessment of sexual assault-related leadership challenges at the service academies we focused on, among other things, the aspirational standards of leadership established by Congress for officers of all three Services (Tab B).

11-L-0559/OSD/48825

As a proactive measure to curb sexual misconduct within the Services, I urged the Service secretaries in an October 31, 2003, memorandum, Subject: Statutory Tools for Suppressing Sexual Misconduct at Service Academies (Tab C), to consider using these statutory tools both to develop officer character traits and to suppress sexual misconduct. In November 2003, I clarified my expectations for the personnel employed or assigned to the OIG to honor those standards (Tab D). The point being missed by some of our leaders is that our leadership standards must be higher than the society we are pledged to protect, and we cannot be content to simply ensure that criminal misconduct is appropriately punished.

As we continue to analyze the data we collected from both sexual assault and leadership surveys, we recognize that one of the contributing factors to current problems is a failure by leaders to "set the bar" high enough, with aspirational, exemplary leadership standards. Currently, although the Army appears to be proactively engaged in infusing these standards into its ongoing revision of AR 600-100, *Army Leadership*, none of the Services has formally implemented the Title 10 standards, in some cases they say, because they were awaiting specific guidance from you. Therefore, I encourage you to issue such guidance expeditiously in a manner consistent with the service-by-service structure in Title 10, which could be as simple as the draft memorandum at Tab E.

We remain committed to assisting the Department improve the efficiency and effectiveness of all DoD programs and operations. To that end, we will assist you in any way we can to improve the safety and security of our military communities and the confidence our service people, civilian employees and their families have in our military institutions.



Joseph E. Schmitz

Attachments:  
As stated



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

FEB 4 2004

MEMORANDUM FOR ASSISTANT SECRETARY OF THE AIR FORCE FOR  
MANPOWER AND RESERVE AFFAIRS

SUBJECT : Draft Directive for the USAFA Sexual Assault Response Program

**Thank** you for the opportunity to review and comment upon the draft Memorandum for USAFA/CC, Subject: **USAFA** Sexual Assault Response Program Directive, dated January 26, 2004.

We feel the directive should challenge cadets and staff to set and attain exemplary leadership **standards**. **As** is, the directive appears to **focus** on superficial remedies in the reporting process while **missing** an opportunity to address more serious issues. We feel that **standards** at the **Air Force** Academy should be at least **as high**, preferably higher, **than** the corresponding service **standards**. Statutory provisions in Title 10 USC §8583 require commanders and others in authority "to be vigilant inspecting the conduct of persons who **are** placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct... all **persons** who are guilty of them."<sup>1</sup> **As** pointed out by **Deputy** Secretary of Defense Wolfowitz in a recent memo to the Service Secretaries\*, efforts to combat immoral practices, to include sexual misconduct, "begin with the recognition that all commanding officers and **other** DoD officers and employees in positions of authority are expected to conduct themselves in a manner that is consistent with statutory requirements for exemplary conduct."

In our opinion, a directive in this critical area ought to go beyond superficial changes in the processes governing sexual assault reporting, investigations, and follow-up. The directive **and** program ought to ensure visibility of violations to **senior** leadership; address necessary changes to the Academy culture; and motivate cadets **and** staff to achieve the requisite exemplary leadership **standards** of Title 10. The directive should **make** a strong statement clarifying that criminal misconduct will be prosecuted to the full extent of the law and that lesser forms of misconduct, such **as** consensual sex between cadets,

---

<sup>1</sup> cf. Colorado Criminal Code Title 18 Article 6, which proscribes immoral activity, including "offenses involving the family relationships" (Article 6), "promoting sexual immorality" (§18-7-208), and "adultery" (§18-6-501).

<sup>2</sup> DepSecDef memo dated January 30, 2004, subject: Combating Trafficking in Persons in the Department of Defense.

fraternization, and other violations of rules or regulations, are also prohibited and will be addressed appropriately.

Existing deviations from law and regulations and the failure of leadership to change the academy's culture disguised the depth and extent of chronic problems. Improving that culture or climate could improve the effectiveness of normal reporting processes.

The directive **speaks** to three separate program goals but does not address how the program in the draft directive will accomplish those goals; e.g., the policy does not address how the goal of "eliminating sexual assaults and the climate that fosters it" (Goal A) will be achieved. Since "eliminating" sexual assaults is unlikely, we recommend the achievable goal of "suppressing" sexual assaults, which corresponds to the title 10 charge of "suppressing" immoral conduct. Similarly, the policy does not address how the Academy will "restore victim's health and well-being" (Goal B).

Overall, the document is difficult to understand **and**, therefore, could reduce confidence in the process. We **think** neither cadets nor **staff** will easily and effectively comprehend the policy. For example, in the second subparagraph under 5.A., "The Academy Response Team," the sentence is long and convoluted, with **57** words. The phrases "when feasible" and "before initiation" introduce additional confusion. The same is true for the clarity of the first sentence of paragraph 3, with over 90 words. When revising, consider that cadets are the primary audience.

We continue to be concerned about official exclusion of the independent investigative authority, **AFOSI**, from the first responders, the Academy Response Team (ART). A multidisciplinary response to crime is not new -- child abuse and domestic violence are two topical examples. However, the exclusion of the independent investigative authority **from** multidisciplinary teams responding to allegations of violent crime is not common **and**, therefore, should be challenged. In part, sexual assaults at the **Air Force Academy** stayed hidden because the local command controlled the information. The proposed Tier **1** structure continues that systemic problem. We feel that Tier **1** of the ART should include a representative of the independent investigative authority, with that **person's** performance evaluation written by the independent investigative authority's commander at USAFA. **On** a related topic, excluding the independent investigative authority could condition these future Air Force leaders to **think** that **AFOSI** services are suspect and do not support Air **Force** commanders.

Paragraph 4.C. is entitled "**Anonymous Report.**" This should probably be entitled "**Confidential Report**"; it is not anonymous. The counselor knows the complainant, and the Superintendent can order the identity released.

Paragraph 4.J. "Academy Response Team". **The** definition does not set forth the roles of the participants or how they will function **as** a team. While procedures may be well understood by the individuals that currently occupy those positions, it is not clearly stated in the **draft** directive for those who will follow them, or those who will later judge their **effectiveness**. Similarly, paragraph 9.E. "Academy Response Team" is also vague on how the team will function **and** interact with victim.

In paragraph 5, the meaning of the expression in the fourth sentence "**this** directive establishes the duty" is not clear, and much **of this** sentence is very similar to the first sentence in the same paragraph.

In the second paragraph under 5.A. "The Academy Response Team," the following statement appears overly broad "no victim will be compelled to be interviewed or undergo a rape protocol." While **AFOSI does** not have the authority **to** compel a victim to interview, others do, **as** evidenced by the "Command Override" at paragraph 7. Additionally, the structure of the sentence appears to single out **AFOSI**, the independent investigative authority. If that is the intent, we think it is incomplete because the same is true of the **ART**. If you think the quoted statement is necessary, which we don't, the statement should be adjusted to read "neither the ART nor AFOSI have the authority to compel a sexual assault victim to be interviewed or undergo a **rape** protocol examination."

In the same paragraph, we **think** it should be made clear that **ART** members and **AFOSI** investigators should coordinate with each other **their** actions with respect to victims.

**Continuing** in the same paragraph, we're not **sure** what is meant by the reference to the Victim and Witness Protection Act and "...consideration is given to the victims' views prior to initiation of an investigation..." **We** find no reference **to** that statement in the Attorney General Guidelines for Victim and Witness Assistance.

Three additional items that caught **our** attention in paragraph 5 are:

- At paragraph 5.A., in the fourth sentence, "agency" should be defined or explained.

- At the second paragraph in 5.A., the “ample time” standard **is** too open ended.
- It wasn’t clear who had responsibility for providing the victim with the DD **Form 2701**, Initial Information for Victims and Witnesses of Crime, or recording that action and reporting it. (DoDI 1030.2, Victim and Witness Assistance Procedures)

From our reading of the draft directive, only a “Designated Counselor” can write the Anonymous Report **(AR)**. That appears to be the renaming of an old idea that failed. **Also**, we assume psychotherapist-patient confidentiality, as described in AFI **44-109**, Mental Health, Confidentiality, and Military Law, does not cover those counselors. What isn’t clear, is why you don’t point out the psychotherapist-patient confidentiality at the mental health clinic as an option available to cadets. Other Air Force members have access to the psychotherapist-patient confidentiality at a mental health clinic. **Our** view is that the **ART**, confidential psychotherapists at the mental health clinic, and chaplains are sufficient options. [If the Air Force decides to continue with the **AR**, the Academy should consider existing report formats, such as **Form 11** used by the Office of Special Counsel] The challenge for the academy leadership is to recapture **the** confidence of cadets in both the investigative process and in protections afforded to complainants/victims. If they can’t do that, this program’s likelihood of success will be limited, regardless of the reporting options added.

The detailed Sexual Assault Reporting options fail to recognize the existence or availability of Inspectors General in the process; the plan should include the Academy IG, the Air Force IG, and DoDIG. Special consideration should be given to the Inspectors’ General role in the Military Whistleblower Protection Act, and reprisals addressed in section 7 of the Inspector General Act.

Regarding paragraph 7, Command Override, reference to DoDI **5503.3** (last line) should read **5505.3**.

Direction to “all personnel assigned to the Academy” (paragraph I, page 7) should incorporate the exemplary conduct guidance ~~from~~ Title **10 § 8583** as well as the **other** guidance listed.

We also noted the draft directive claims nothing in the directive alters the authority to investigate provided to **AFOSI** by law or regulation (~~bottom~~ of page 7). That is not accurate. DoD guidance specifically prohibits the Military Criminal Investigative Organizations (MCIO), the independent investigative

authorities of the Military Departments, **from** seeking permission to investigate crime, to wit:

MCIO Commanders are not required to solicit, nor shall they solicit **from** the commanders outside the MCIO, requests or authorizations to initiate investigations. **This** does not prevent MCIOs from discussing with commanders the initiation of a criminal investigation. In each case, the decision to initiate a criminal investigation remains with the **MCIO**. (Para **6.1, DoDI 5505.3**, initiation of Investigations by Military Criminal Investigative Organizations, June **21,2002**.)

The “Designated Counselor” option, like the presently structured **ART**, channels reports of violent crime away from the independent investigative authority. That also appears contrary Air Force Policy Directive 71-1, which at paragraph 7.5.1, directs Air Force Commanders to refer to AFOSI all criminal matters **and** offenses for which AFOSI is responsible. Additionally, **as** indicated above, the first sentence in paragraph 7, is inaccurate, the Superintendent may request **an** investigation, but the decision to initiate a criminal investigation remains with the **MCIO**.

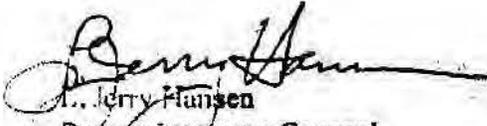
We assume every AR will result in the AFOSI Detachment Commander requesting an override by the Superintendent; there is no other way for the AFOSI commander to protect the equity **of** the independent investigative authority. **On** a related topic, it was not clear when the AR must be provided to the ART, though it is clear that when received **the** ART must immediately distribute the AR to **AFOSI** and others.

**The** necessity **of** CASIE or SAE Guides is not obvious. **A** more direct **and**, therefore, confidential process would allow the complainant to contact directly the **ART** duty person or duty Designated Counselor (if you decide to continue with that option), or psychotherapist **from** the mental health clinic. Such direct contact could be facilitated using well-publicized procedures, perhaps a combination Blackberry/cell phone.

Amnesty discussions should address instances in which any cadet provides false testimony **as** well **as** the other situations listed.

Holding other cadets accountable for acting responsibly in a given situation should not be limited to the “senior **ranking** cadet in attendance”. As stated, the policy seems to imply that other ranking cadets are not accountable for failing to act responsibly.

If we can be of further assistance with this material, please ask. If you have questions concerning our response, please contact me at (b)(6) or Mr. John Perryman, Director of Oversight (b)(6)

  
L. Jerry Hansen  
Deputy Inspector General  
Inspections and Policy

cc: Air Force Inspector General



DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

09 FEB 2004

MEMORANDUM FOR THE INSPECTOR GENERAL OF DEPARTMENT OF DEFENSE  
FROM SAF/MR

SUBJECT: Draft Air Force Confidentiality Policy (Deputy Inspector General, Inspections and Policy Letter, February 4, 2004)

Thank you for your office's comments regarding the draft Air Force confidentiality policy (Deputy Inspector General, Inspections and Policy letter of February 4, 2004). While we share enthusiastically many of the concerns expressed in those comments, our draft represents a sincere effort to implement the Fowler Panel's recommendation that confidential reporting be available to Academy cadets alleging sexual assault. The Senate Armed Services Committee commented favorably on those recommendations, and we believe the Senate expects us to implement them.

The proposed policy you reviewed was an attempt to address a concern raised by many as being absent from the Agenda for Change. It was undertaken in the absence of any direction on this issue from OSD. However, in light of your views, we feel that we are unable to move forward. We need to be of one mind with you on this important matter. Please keep in mind that we did not provide for confidentiality originally, because of our belief in the preeminent responsibility of command for the welfare of assigned personnel, and because we agree with the concerns expressed by AFOSI.

There are, however, several matters that I would like to clarify to assist in our collective efforts to think through this dilemma. Some of these matters are addressed below.

The draft policy your office reviewed represents only one small aspect (confidential reporting) of a much larger set of programs being implemented at the Air Force Academy and the Headquarters in response to our review of the sexual assault deterrence and response process. Our comprehensive approach addresses, at fundamental levels, the culture of the Academy, academics, military training, and the cadet disciplinary system. Our Agenda for Change programs will require detailed implementation through Academy directives and will be integrated with other guidance already in place, and to come. We would be delighted to share with you the extensive materials we are using to direct actions towards the exemplary leadership standards referred to in your memorandum.

While we considered both the possibility of using the existing Air Force psychotherapist privilege as your comments suggest, and the potential application of Military Rule of Evidence 513, as suggested by the Fowler Panel, we concluded that neither avenue could accomplish the task. We would be happy to share our analysis with you. Essentially, we believe that these provisions could not provide a practical measure of confidentiality. Thus, we might raise false expectations among our cadets. In addition, we concluded that attempting to use the existing

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psychotherapist privilege would considerably aggravate the concerns expressed in your letter about limiting information to the AFOSI and command. It is also significant that, **as** designed, our proposed policy would **be** a careful experiment, limited to the Academy reservation, and would not **require** modifications to existing Air Force-wide programs (**as** would be necessary were we to employ either the psychotherapist privilege or the Military Rule of Evidence 513). We will not contemplate changes to Air Force-wide regulations **and** policies until and unless this prototype process has been tested and judged suitable for wider application.

Finally, we **do** not believe that the draft policy would alter the AFOSI's authority to investigate, contravene DoD Instruction 5505.3, or have the necessary result that **AFOSI** would need to request override of confidentiality in every **case**. **AFOSI** would retain the **discretion** to initiate **an** investigation into any matter without seeking permission of any commander. Even in the hopefully **rare** circumstances of a limited confidentiality **report**, **AFOSI** would receive detailed information and its agents could exercise their discretion to investigate. Command override provides **AFOSI** the means of obtaining information withheld in the confidential **report**, notably the names of the victim and alleged perpetrator(s). Consistent with the Instruction, the Secretary would ensure that **AFOSI** understands that its commander could, at any time, turn directly to him **on any** matter believed to be an infringement on AFOSI's independence. Further, we **believe** that the **AFOSI** liaison on Tier 1 would **be** very helpful to **both** the victim and **AFOSI** to ensure that justice is done while not re-victimizing the victim. However, we do agree that such a confidential reporting process could have the effect of limiting information available to investigators.

In light of your comments and our belief that we **are** in **an** untenable position (obligated to proceed, but unable to do **so** without your endorsement), I request a meeting to **discuss** our **mutual** concerns in detail and to **dispel** the perception that **our** efforts **are** mere "superficial remedies."

  
MICHAEL L. DOMINGUEZ  
Assistant Secretary of the Air Force  
(Manpower and Reserve Affairs)

cc:  
USD (P&R)  
DoD GC  
SAF/GC  
SAF/IG  
AF/JA  
USAFA/CC

**EXEMPLARY CONDUCT STANDARDS  
FOR COMMANDERS AND "OTHERS IN AUTHORITY" IN THE MILITARY SERVICES**

**10 USC § Section 3583. Requirement of exemplary conduct [ARMY]**

All commanding officers and others in authority in the Army are required -

- (1) to show in themselves a good example of virtue, honor, patriotism, and subordination;
- (2) to be vigilant in inspecting the conduct of all persons who are placed under their command;
- (3) to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and
- (4) to take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

**10 USC § 5947. Requirement of exemplary conduct [NAVY]**

All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

**10 USC § 8583. Requirement of exemplary conduct [AIR FORCE]**

All commanding officers and others in authority in the Air Force are required -

- (1) to show in themselves a good example of virtue, honor, patriotism, and subordination;
- (2) to be vigilant in inspecting the conduct of all persons who are placed under their command;
- (3) to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Air Force, all persons who are guilty of them; and
- (4) to take all necessary and proper measures, under the laws, regulations, and customs of the Air Force, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.



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

October 31, 2003

MEMORANDUM FOR SECRETARY OF THE ARMY  
SECRETARY OF THE NAVY  
SECRETARY OF THE AIR FORCE

SUBJECT: Statutory Tools for Suppressing Sexual Misconduct at Service Academies

The survey my staff administered at the Air Force Academy in May 2003 was designed in part to provide a baseline for a more refined survey at all three Academies, which we are tentatively planning to administer early next year. During the next weeks and months, I hope to work closely with each of you, and with your respective Inspectors General and Academy leaders, to maximize the value of the upcoming three-Academy survey.

In developing the three-Academy survey, as part of our overall assessment of sexual assault-related leadership challenges at the Service Academies, we will be focusing not only on the minimum standards of conduct for cadets and midshipmen, which criminal activities obviously violate, but also on the other end of the spectrum -- the aspirational standards of leadership established by Congress for officers of all three Services, including legislation enacted over the past decade in response to sexual misconduct and related disciplinary challenges in the Armed Forces. This memorandum: (a) encourages your consideration of these recent statutory tools that might be utilized, directly or indirectly, both to develop officer character traits and to suppress sexual misconduct; and (b) explains how these statutory tools might be worked into our forthcoming survey to address "root causes" and, hopefully, to derive useful recommendations for suppressing sexual misconduct at the three Academies.

A. STATUTORY TOOLS

1. "Exemplary Conduct" Leadership Standard

Statutory Leadership Standard: In 1997, Congress legislated the following "Exemplary Conduct" leadership standard for "commanding officers and others in authority" in each of the Services:

**All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices; and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge. [10 U.S.C. §5947; 10 U.S.C. §3583 (Army) and §8583 (Air Force)]**

Background: The Senate Armed Services Committee Report accompanying the above legislation "note[d] that these standards have applied to the Naval and Marine Corps officers since they were first drafted by John Adams and approved by the Continental Congress in 1775." (see <http://www.defenselink.mil/pubs/liberty.pdf>, p. ii) The Report explained the purpose behind the 1997 legislation: "This provision will not prevent an officer from shunning responsibility or accountability for an action or event. It does, however, establish a very clear standard by which Congress and the nation can measure officers of our military services. The committee

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TAB C

holds military officers to a higher standard than other members of society. The nation entrusts its greatest resource, our young men and women, to our military officers. In return, the nation deserves complete integrity, moral courage, and the highest moral and ethical conduct." (*Id.*)

Even before our upcoming three-academy survey, you might consider discussing with your Service and Academy leadership: (a) how the following "Exemplary Conduct" leadership standard has been promulgated and/or implemented within your Service and at your Service Academy (*see, e.g.*, <http://www.dodig.osd.mil/IGInformation/IGPolicy/OIGLeadershipStd.pdf>, implementing this Exemplary Conduct standard within the Office of Inspector General); and (b) whether this standard is being as fully utilized as it could be, e.g., as required reading (or even memorization) for all cadets and midshipmen, to inspire within those officer candidates the character traits identified in the Senate Committee Report accompanying the 1997 legislation: "complete integrity, moral courage, and the highest moral and ethical conduct."

## 2. Physically Separated Housing & Privacy For Basic Training

Recitation of the following statutory standard is not intended to suggest that Congress has already explicitly required you to provide "Physically Separate Housing" and "Privacy" for "male and female" cadets and midshipmen at your Service Academies and respective Prep Schools. Rather, my intent here is to suggest that you might wish to reconsider these statutory standards -- considering their remedial nature and purpose<sup>1</sup> -- as tools for suppressing sexual misconduct.

### Statutory Standard for "Recruit basic training: separate housing for male and female recruits":

- (a) Physically Separate Housing. - (1) The Secretary of the Air Force shall provide for housing male recruits and female recruits separately and securely from each other during basic training. (2) To meet the requirements of paragraph (1), the sleeping areas and latrine areas provided for male recruits shall be physically separated from the sleeping areas and latrine areas provided for female recruits by permanent walls, and the areas for male recruits and the areas for female recruits shall have separate entrances. (3) The Secretary shall ensure that, when a recruit is in an area referred to in paragraph (2), the area is supervised by one or more persons who are authorized and trained to supervise the area. . . .
- (d) Basic Training Defined. - In this section, the term "basic training" means the initial entry-training program of the Air Force that constitutes the basic training of new recruits.<sup>1</sup>
- [10 U.S.C. §9319; similar provisions at 10 U.S.C. §4319 (Army) and §6931 (Navy)]

### Statutory Standard for "Recruit basic training: privacy":

The Secretary of the Air Force shall require that access by military training instructors and other training personnel to a living area in which recruits are housed during basic training shall be limited after the end of the training day, other than in the case of an emergency or other exigent circumstance, to military training instructors and other training personnel who are of the same sex as the recruits housed in that living area or to superiors in the chain of command of those recruits

<sup>1</sup> See *Sutherland on Statutory Construction* at §60:1 ("The policy that a remedial statute should be liberally constructed is well established"), citing, *inter alia*, Northeast Marine Terminal Co. v. Caputo, 432 U.S. 249, 268 (1977).

<sup>2</sup> Neither the statute nor any DoD implementing regulation/directive restricts the definition of "basic training of new recruits" to enlisted recruits; considering the remedial nature of the statute, an argument could be made that the term "basic training of new recruits" should encompass at least "Cadet Basic Training," aka "Plebe Summer." See discussion of the rule of construction for remedial statutes in the previous footnote.

who, if not of the same sex as the recruits housed in that living area, are accompanied by a member (other than a recruit) who is of the same sex as the recruits housed in that living area. [10 U.S.C. §9320; 10 U.S.C. §4320 (Army) and §6932 (Navy)]

Background: The 1997 Report of the Federal Advisory Committee on Gender-Integrated Training and Related Issues to the Secretary of Defense recommended “that female and male recruits be housed in separate barracks. This would decrease disciplinary problems and reduce distractions from training. The committee has reviewed the layout and surge numbers at the training installations, and believes this change can be accomplished at marginal cost, if any.” (<http://www.defenselink.mil/pubs/git/report.html>); see GAO/NSIAD 99-75, “Military Housing: Costs of Separate Housing for Male and Female Recruits in Basic Training,” March 1999 (which “determined that the services would not incur additional construction costs if they housed male and female recruits in separate barracks.”) (<http://www.gao.gov/archive/1999/ns99075.pdf>).

## B. HOW THESE STATUTORY TOOLS MIGHT FIT INTO OUR FORTHCOMING SURVEY

I have asked my staff to consider each of the above statutory tools as we develop our more refined sexual assault survey instrument for administration at each of your Service Academies early next year. For instance, we will likely endeavor to measure:

- how well cadets and midshipmen relate to the core values of their Service and with the statutory “exemplary conduct” standard, which the Senate Armed Services Committee Report described as the “very clear standard by which Congress and the nation can measure officers of our military services”;
- how well cadets and midshipmen understand the potential constructive role of inspectors general, whose statutory duties focus on “discipline, efficiency, and economy.” See 10 U.S.C. §§3020 (Army), 5020 (Navy) & 8020 (Air Force); and
- whether cadets and midshipmen consider the Academy chaplains required by law (see 10 U.S.C. §§ 4337, 6031 & 9337) to be part of the solution vis-à-vis guarding against and suppressing sexual misconduct, which is antithetical to the character development missions of each Academy. See generally [www.usafa.af.mil/hc/](http://www.usafa.af.mil/hc/) (“The Cadet Chapel is the architectural and spiritual centerpiece of our academy. As such, it plays a vital role in developing and nurturing the character of our cadets. It is a reminder that we are a nation under God dedicated to the promotion of peace and goodwill among all nations of the world. The young women and men who come to study here do so in order to prepare themselves to protect freedom - freedom which is God’s gift to all people.”).

I look forward to continuing dialogue on these issues of vital importance to our Armed Services and to our Nation.

Joseph E. Schmitz

11-L-0559/OSD/48838



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

November 7, 2003

MEMORANDUM FOR CIVILIAN AND MILITARY OFFICERS AND EMPLOYEES  
ASSIGNED TO THE OFFICE OF THE INSPECTOR GENERAL  
OF THE DEPARTMENT OF DEFENSE

SUBJECT: Office of Inspector General Leadership Standards (Revision 1)

As civilian and military personnel employed by and assigned to the Office of the Inspector General of the Department of Defense, we have been entrusted with important and special obligations. These include the obligation to understand and adhere to standards established for all those who serve in federal offices of inspector general. The basic premise for these standards, as articulated by the President's Council on Integrity and Efficiency, is that:

"Public office carries with it a responsibility to apply public resources economically, efficiently, and effectively. The offices of Inspector General carry an additional public responsibility. The nature of their activities creates a special need for high standards of professionalism and integrity." [Quality Standards for Federal Offices of Inspector General (2003)]

Because we have a special responsibility for oversight of statutes, directives and policies critical to the national defense and to the welfare of soldiers, sailors, airmen, marines, and civilian employees of the Department of Defense as we carry out the national defense, we are further obligated to adhere to high standards in our personal conduct. These standards are best articulated in the standards of exemplary conduct Congress has prescribed for the Armed Forces:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge." [10 United States Code § 5947 -- similar provisions at 10 U.S.C. § 3583 (Army) and 10 U.S.C. § 8583 (Air Force)]

My intent in issuing this memorandum is not to establish new standards for our conduct but rather to clarify existing standards -- leadership standards I expect every individual employed by or assigned to the Office of the Inspector General to make a concerted effort to honor. Meeting these standards is essential to the credibility of our investigations into allegations of misconduct within the Department of Defense, as well as our advisory reports to the Services, the Defense Agencies, the Secretary of Defense, and the Congress. Failing to meet them will disserve both our institutional commitment and our personal obligation to the Secretary of Defense, the Congress, the Constitution, and our fellow Americans.

h  
  
Joseph E. Schmitz

11-L-0559/OSD/48839

TAB D

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Statutory Tools for Suppressing Sexual Misconduct

Even as various task forces address issues relating to sexual assault in the Armed Forces, I want to offer my view on this important matter to augment the Inspector General's October 31, 2003, Memorandum to the Service Secretaries on the subject.

Secretary Rumsfeld clarified earlier this year that, "Sexual assault will not be tolerated in the Department of Defense. Commanders at every level have a duty to take appropriate steps to prevent sexual assaults, protect victims, and hold those who commit offenses accountable. . . ."

The statutory "Exemplary Conduct" leadership standard identified by the Inspector General in his Memorandum to the Service Secretaries is codified service-by-service: Title 10, §3583 (Army); §5947 (Navy); and §8583 (Air Force). This leadership standard, although first enacted for the Naval Services in 1775, was re-enacted by Congress in 1997 for all three military departments in response to military sexual scandals of the 1990's. Military Departments need not wait for any guidance from the Department of Defense to implement each department's respective statutory standard.

Commanders throughout the Department of Defense, including the Military Departments, should make full use of all tools available, including the statutory "Exemplary Conduct" leadership standard, DoD and military department Inspectors General, and defense criminal investigative organizations, to suppress sexual assaults, protect victims, and hold those who commit sexual offenses accountable.

In accordance with Secretary Rumsfeld's repeated admonition that "you get what you inspect, not what you expect, or put differently what you measure improves," we will be measuring.

December 10, 2004

TO: VADM Jim Stavridis

cc: COL Steve Bucci  
 Cathy Mainardi  
 (b)(6)

FROM: Donald Rumsfeld *DR*

SUBJECT: Phone Call with Brenda Brockett

*328*

Let's figure out who I can get on the phone with me when I speak to Brenda Brockett, it should be someone who can take notes and know what to do about it.

Thanks.

Attach.  
12/3/04 E-Mail from Bill Brockett to SecDef

DHR:ss  
121004-1

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

*10 Dec 04*

(b)(6)

CIV, OSD

**From:** (b)(6)  
**Sent:** Thursday, December 09, 2004 9:09 AM  
**To:** (b)(6)  
**Subject:** From DR's email

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

**From:** Bill Brockett [mailto:bbrockett@foto-grafics.com]  
**Sent:** Wednesday, December 08, 2004 11:36 AM  
**To:** Donald Rumsfeld  
**Subject:** Follow up on Kuwait meeting...

Mr. Secretary,

I hope this finds you well and enjoying the holiday season! As someone I know has an interest in the Ford Foundation and Library/Museum I wanted to make you aware that I am beginning a project to re-work the library and museum website with a fresh, new and up-to-date look. I will forward you an address in the near future where you can watch the progress if you like.

Also, I just read the following on the Fox News website from a meeting you had with soldiers in Kuwait:

**During the question-and-answer session, another soldier complained that active-duty Army units sometimes get priority over the National Guard and Reserve units for the best equipment in Iraq.**

**"There's no way I can prove it, but I am told the Army is breaking its neck to see that there is not" discrimination against the National Guard and Reserve in terms of providing equipment, Rumsfeld said.**

My wife, Army Captain Brenda Brockett, returned in June from an 18-month deployment in her role as combat support nurse with the 396<sup>th</sup> CSH. She, and I, are very proud of her contribution to the War on Terror, something we totally support. To be honest with you, her main and really only complaint was the way National Guard and Reservist troops are treated, housed, and equipped when compared to the regular Army. In fact, she detests the terms "One Army" and "Army of One" because of this experience and stories she has heard from other "citizen soldiers" she has spoken with while doing medical case management in Ft. Knox, Kentucky.

I know she would welcome the opportunity to discuss this with you and I hope you would take a few minutes to do this. You can reach her at (b)(6) most days. I know you would find a conversation with her rewarding in dealing with this very serious issue.

Best wishes for a wonderful Christmas season!

Bill Brockett  
foto-grafics.com  
<http://www.foto-grafics.com/>  
(b)(6)

12/10/2004

11-L-0559/OSD/48842

December 10, 2004

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: New Metrics

Please follow up on this memo to Giambastiani and let me know the status.

Thanks.

Attach.  
11/19/04 SD memo to CDR, JFCOM re: New Metrics

DHR:dh  
120904-55

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

NATO 092

10 DEC 04

7201  
~~FOUO~~

December 10, 2004

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Metrics for Iraq

Iraq

Please get the Joint Staff working on these metrics and others, and get back to me

Thanks.

Attach.  
11/23/04 List of Metrics

DHR:dh  
120904-53

.....

Please respond by 1/6/05

10 Dec 04

OSD 08051-05

~~FOUO~~

11-L-0559/OSD/48844

FOUO

*Holder*

November 23, 2004

SUBJECT: Metrics Needed on Iraq

We need metrics to track:

- the number of trials
- the number of punishments of Iraqis who attack the Coalition; who kill Iraqis
- the number of jobs created
- the number of <sup>1<sup>e</sup></sup> awards given
- the number of people dealt with under reconciliation

We need an assessment.

DHR:ss  
112304-10

FOUO

11-L-0559/OSD/48845

72  
~~FOUO~~

December 10, 2004

TO: Peter Rodman

CC: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Paper on Asia

Asia

That paper on relationships in Asia was excellent.

Thanks so much.

DHR:dh  
120904-52

.....  
Please respond by \_\_\_\_\_

~~FOUO~~

OSD 08052-05

10 Dec 04

11-L-0559/OSD/48846

December 10, 2004

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld   
SUBJECT: Memo for POTUS

At some point, I ought to try to think of a memo I could fashion for the President, telling him what his national security agenda legacy will be. We haven't figured out any way so he has any sense of the magnitude of it

381

Thanks.

DHR:dh  
120904-51

.....  
Please respond by 1/6/05

10 Dec 04

FOUO

April 11, 2005  
SECRET DEFENSE

2005 APR 28 AM 9:32

TO: Tina Jonas  
CC: Ken Krieg  
FROM: Donald Rumsfeld *DR*  
SUBJECT: DoD Financial Data

1:6.01

In Friday's SLRG I mentioned I don't have a good idea about where the money goes in this Department, and where the change in where the money is going occurs.

I know it is possible to **look** at the financial assets of an individual or corporation and array those amounts from greatest to least to indicate where the money is going (for instance with an individual, whether it is in stocks, bonds, real estate, cash, etc.)

I don't see that for the Defense Department in a way that helps me begin to **look** at some trend lines, for instance, from 2000 to 2005.

Why don't you come up with a format and, once I agree to that format, we can begin to look at the changes we have made thus far, and also look at the forward year Defense plan, and see how that is laid out.

I think we should be able to utilize and manipulate the data better than we are currently.

Thanks.

DHR:ss  
040805-34

.....  
Please respond by \_\_\_\_\_

11A PROS

FOUO

OSD 08054-05

11-L-0559/OSD/48848

4/27/2005

Mr. Secretary,

The attached Financial Indicators are still being developed and refined. However, it would be helpful to get your initial thoughts on this format. I asked Ken Krieg to look it over as well. If you think we are on the right track, I will ask Ken to assist on the forward year plan.

Tina  


11-L-0559/OSD/48849

OSD 08054-05



**UNDER SECRETARY OF DEFENSE**

1100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1100

**INFO MEMO**

2005 APR 23 AM 9:35

April 26, 2005, 5:00 PM

COMPTROLLER

FOR: SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

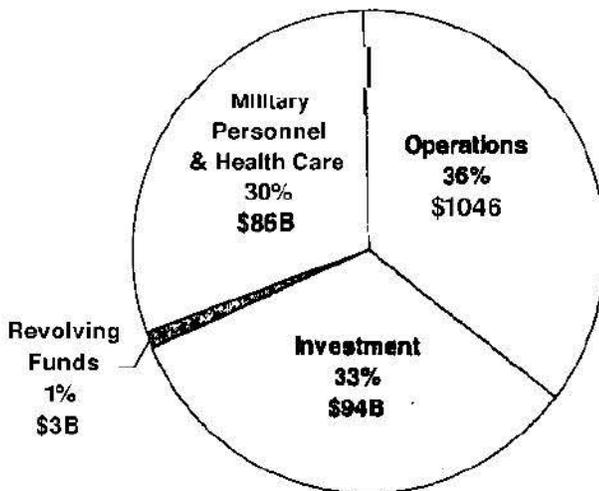
FROM: Tina W. Jonas 

SUBJECT: Department of Defense (DoD) Financial Data

- You asked to see a sample format showing where the money goes in the Department and how that has changed since 2000 (TAB A). We grouped budget data into three major cost categories: (1) Military Personnel and Health Care; (2) Operations; and (3) Investment. Detailed breakouts of these categories are attached (TAB B).
- Individual judgment and manual processes were used in compiling this information. Although there may be some additional analysis and verification required, we believe that the broad trends are valid.
- A high level comparison between the baseline numbers for 2000 and 2006 (excluding supplementals) is depicted below:

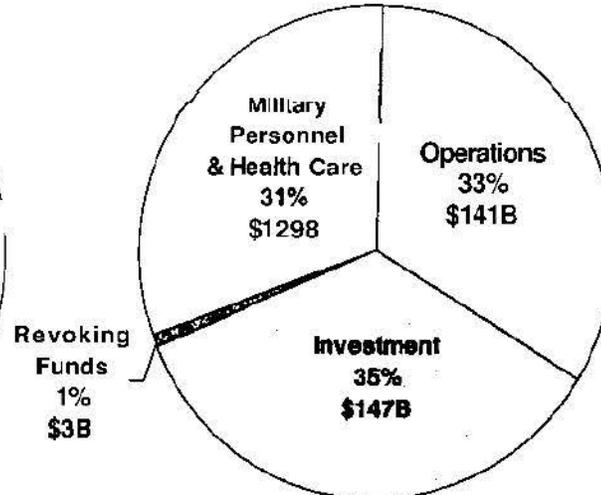
FY 2000 DoD Baseline Budget

Total Obligation Authority (TOA) by DoD Category  
\$287 Billion



FY 2006 DoD Budget

Total Obligation Authority (TOA) by DoD Category  
\$420 Billion



- Interestingly, although the DoD budget has grown by 46%, the relative proportion of each category has not changed significantly. As a percentage of the budget, Operations declines by 3%, Investment increases by 2%, and Military Personnel and Health Care increase by 1%. In 2005, a similar relative decline in Operations was reversed when supplemental funds were added due to the cost of war.
- TAB C provides the detailed trend data on each of the major categories and cost elements. Key observations on the differences between 2000 and the budget submission for 2006 are summarized in TAB D.

COORDINATION: NONE.

Attachments:  
As stated

Prepared By: T. Modly, (b)(6)

11-L-0559/OSD/48851



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# **Department of Defense Financial Indicators**

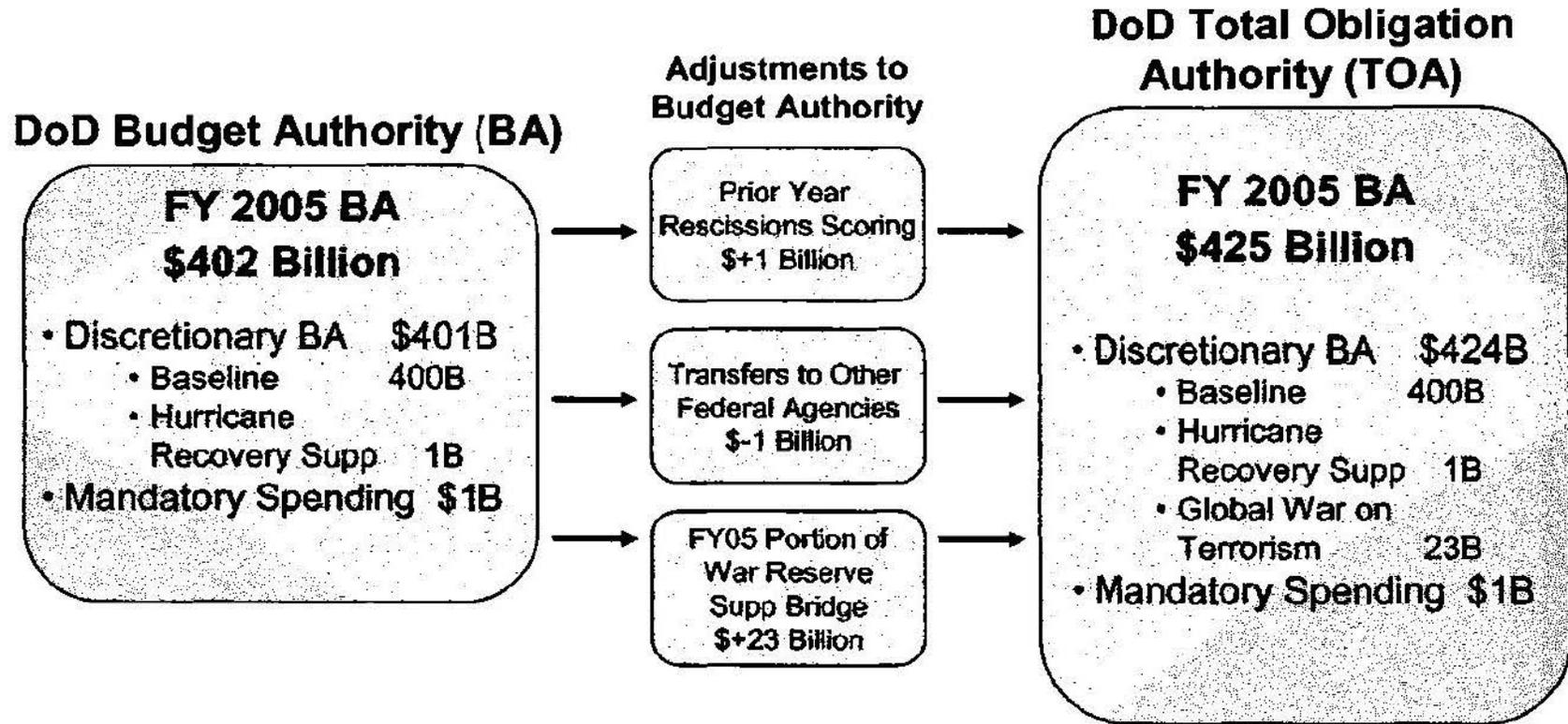
## **Status Report**

**April 26, 2005**

**Under Secretary of Defense (Comptroller)**

# FY 2005 Crosswalk from BA to TOA

**Total Obligation Authority (TOA)** includes total budget authority (discretionary and mandatory) adjusted by subsequent legislation (e.g., rescissions) and other financing sources (e.g., asset sales permitted under base closure legislation)



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11-L-0559/OSD/48854

FOUO

April 11, 2005  
SECRETARY OF DEFENSE

2005 APR 28 AM 9:32

TO: Tina Jonas  
CC: Ken Krieg  
FROM: Donald Rumsfeld *DR*  
SUBJECT: DoD Financial Data

In Friday's **SLRG** I mentioned I don't have a good idea about where the money goes in this Department, and where the change in where the money is going occurs.

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I think we should be able to utilize and manipulate the data better than we are currently.

Thanks.

DHR:ss  
040805-34

.....  
*Please respond by* \_\_\_\_\_

FOUO

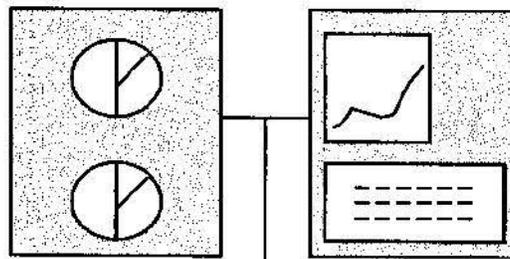
OSD 08054-05

11-L-0559/OSD/48855



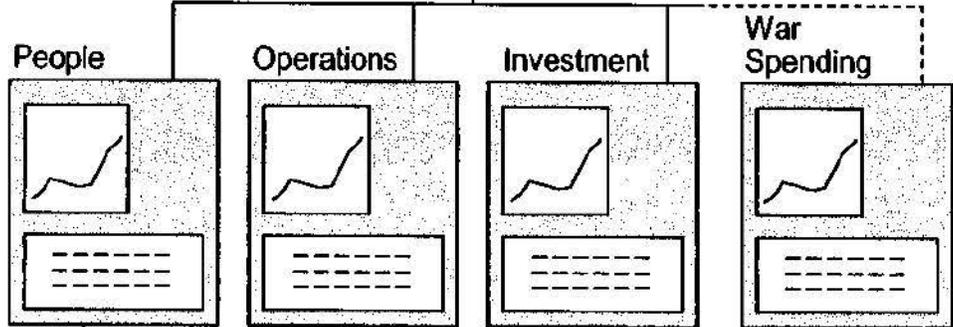
**Tier 1: Budget Trend Graph**

- Comparative Pies
- Trend Data table For Categories: People, Operations, Investment, Cost of War



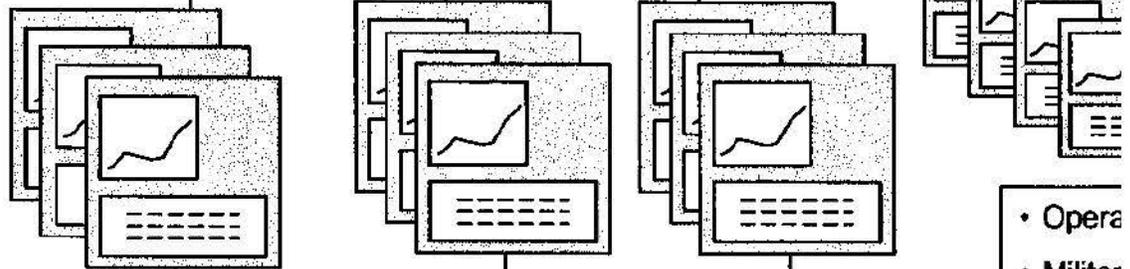
**Tier 2 (Category): Budget Trend Graphs**

- Trend Data Table For Sub-Categories



**Tier 3 (Sub-category): Budget Trend Graphs**

- Trend Data Tables For Key Sub-Categories



**Sub-Categories**

- Current Pay
- Current Retirement
- Current Healthcare

- Operating Forces
- Base & Equip Support
- Defense Agencies
- Admin
- Training
- Mobilization

- Aircraft
- Ships & Ship Related
- Missiles, Munitions, Miss. Def.

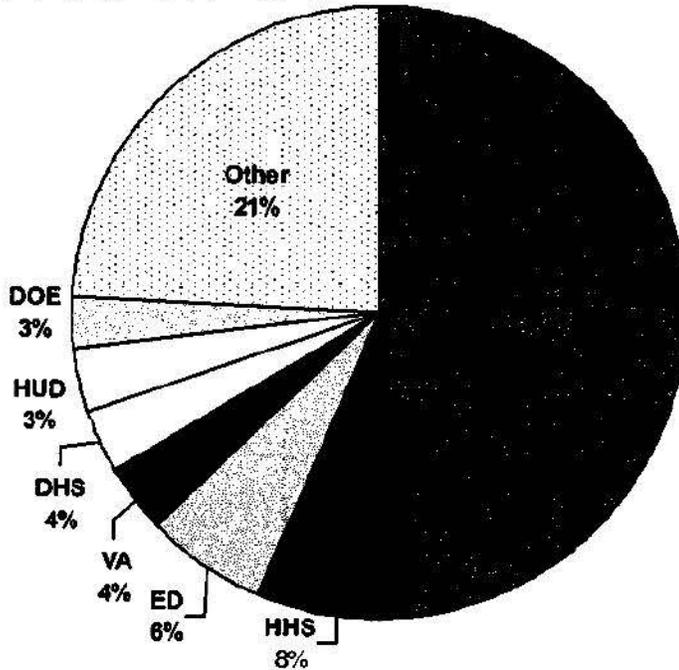
- Opera
- Militar Perso
- Perso Suppc
- Invest

# Department of Defense Financial Indicators Report

Year-to-Year Information as of February 2005

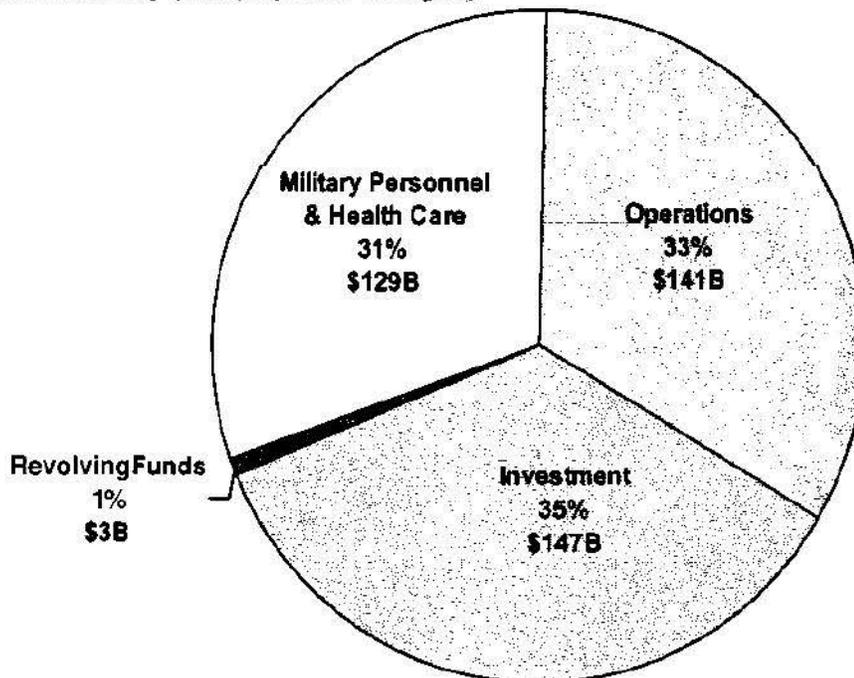
## FY 2006 President's Budget

Discretionary Budget Authority by Federal Agency  
\$840 Billion



## FY 2006 DoD Budget

Total Obligation Authority (TOA) by DoD Category  
\$420 Billion



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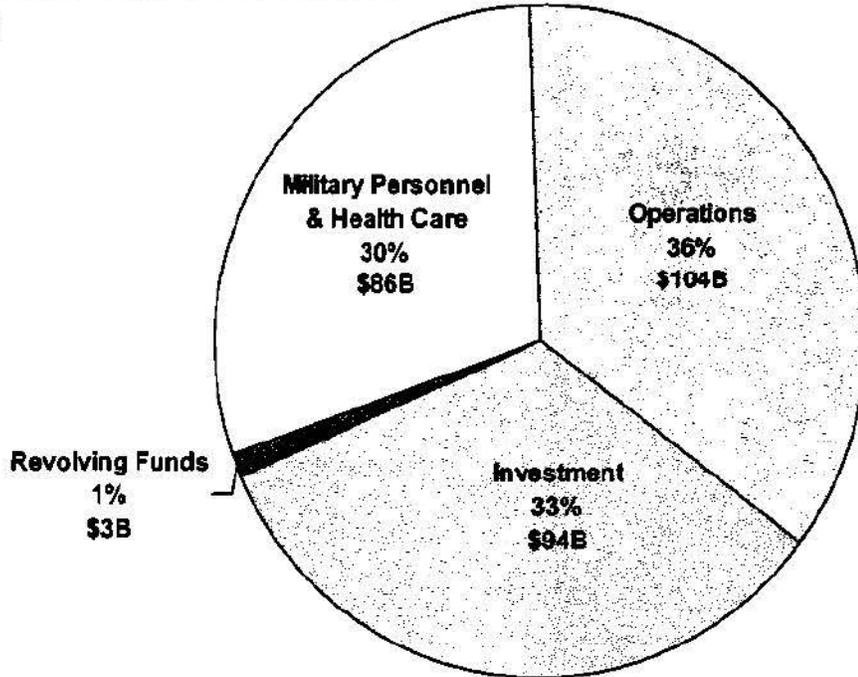
# Department of Defense Financial Indicators Report

Year-to-Year Information as of February 2005

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## FY 2000 DoD Baseline Budget

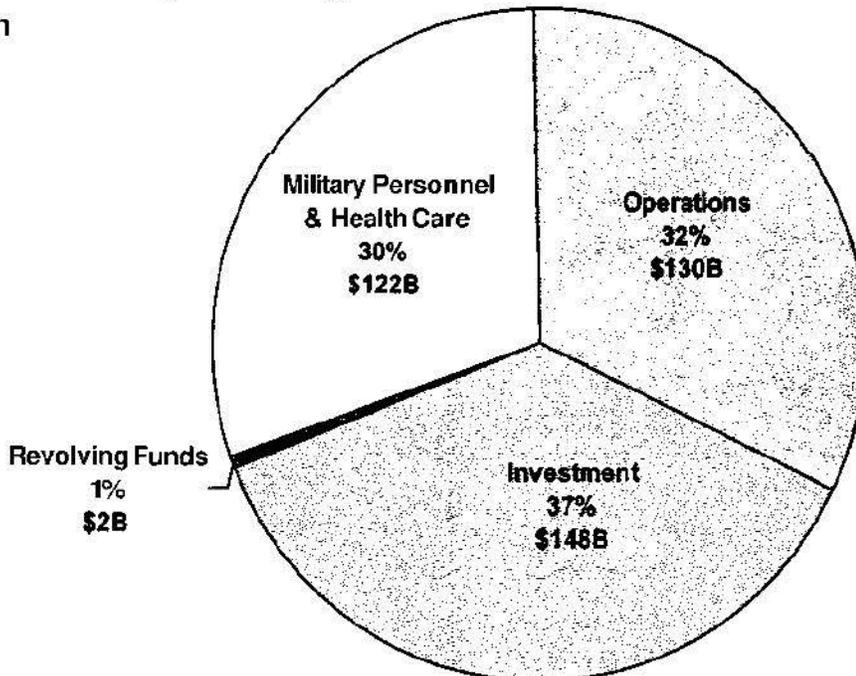
Total Obligation Authority by DoD Category  
**\$287 Billion**



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## FY 2005 DoD Baseline Budget

Total Obligation Authority without Supplementals  
**\$402 Billion**



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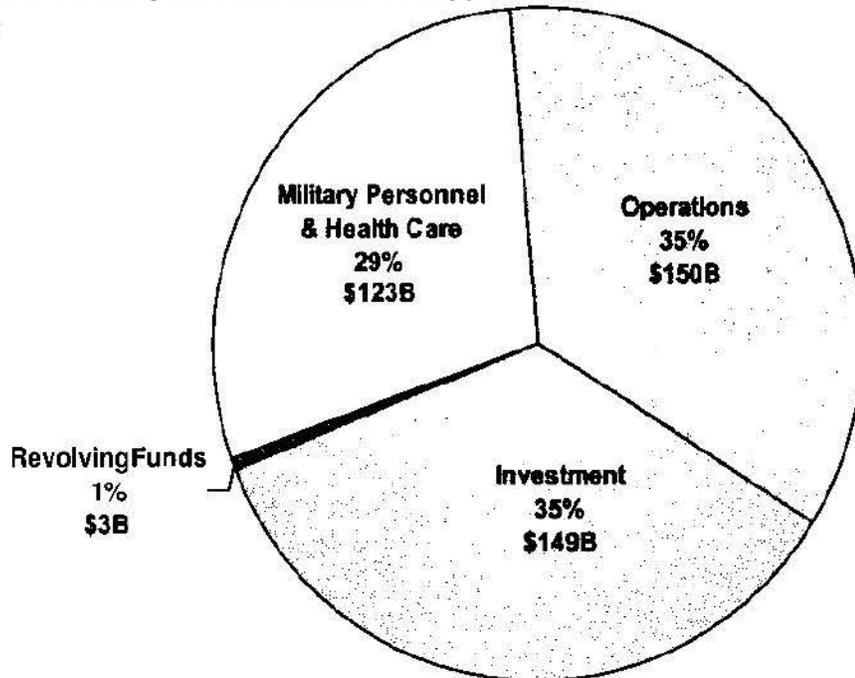
# Department of Defense Financial Indicators Report

## Year-to-Year Information as of February 2005

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### FY 2005 DoD Budget plus Supplementals

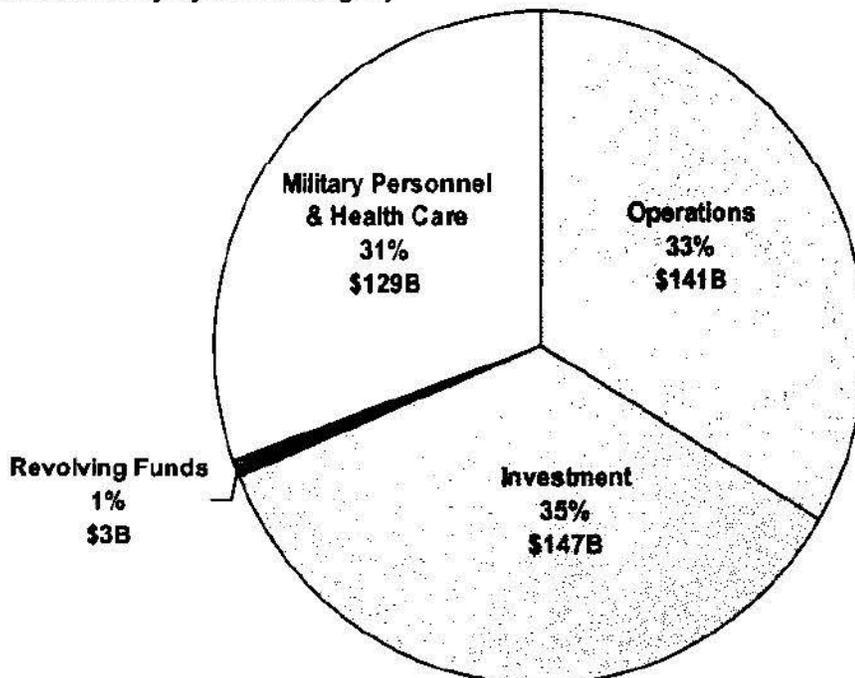
Total Obligation Authority with \$25 billion in Supplementals  
\$425 Billion



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### FY 2006 DoD Baseline Budget

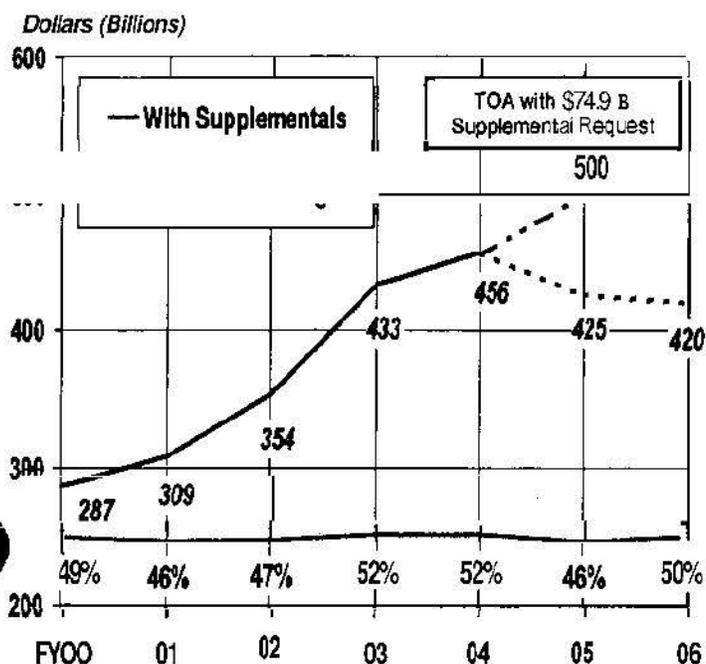
Total Obligation Authority by DoD Category  
\$420 Billion



# Department of Defense Financial Indicators Report

## Year-to-Year Information as of February 2005

### DoD Total Obligation Authority



• Key Data Observations Under Development

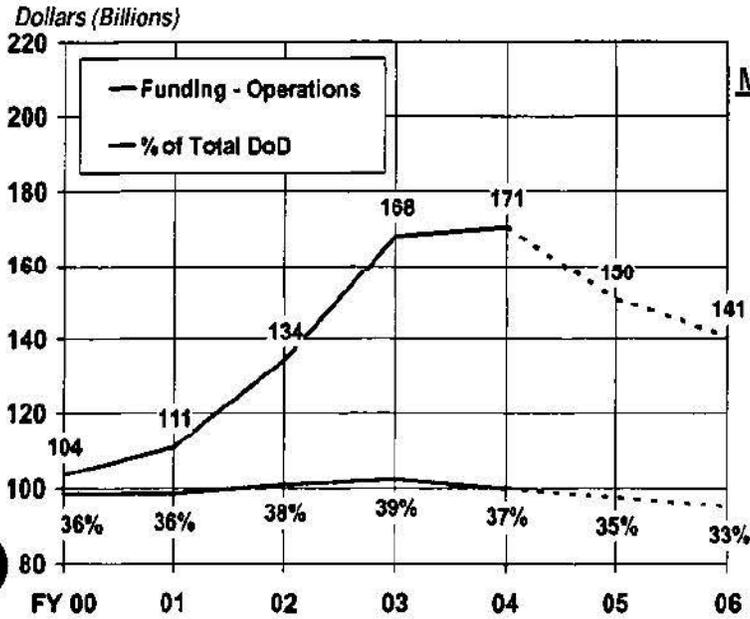
	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY00-FY06 %Change
<b>DoD Funding Categories (TOA, Dollars in Billions)</b>								
Operations	103.8	111.9	134.3	167.9	170.4	150.4	140.7	36%
Investment	94.1	104.7	111.8	137.7	147.6	148.7	147.4	57%
Military Personnel & Health Care	85.8	90.8	104.8	124.5	133.3	123.5	128.7	50%
Revolving Funds	3.4	1.6	2.7	2.5	4.7	2.6	3.1	-9%
<b>TOTAL DoD Obligation Authority</b>	<b>287.1</b>	<b>309.0</b>	<b>353.6</b>	<b>432.6</b>	<b>456.0</b>	<b>425.2</b>	<b>419.9</b>	<b>46%</b>

	FY00	FY01	FY02	FY03	FY04	FY05	FY06	% Delta
<b>Categories as a % of Total DoD Obligation Authority</b>								
Operations	36%	36%	38%	39%	37%	35%	33%	-3%
Investment	33%	34%	31%	32%	33%	35%	35%	+2%
Military Personnel & Health Care	30%	29%	30%	29%	29%	29%	31%	+1%
Revolving Funds	1%	1%	1%	0%	1%	1%	1%	0%
<b>TOTAL DoD Obligation Authority</b>	<b>100%</b>							

# Department of Defense Financial Indicators Report

Year-to-Year Information as of February 2005

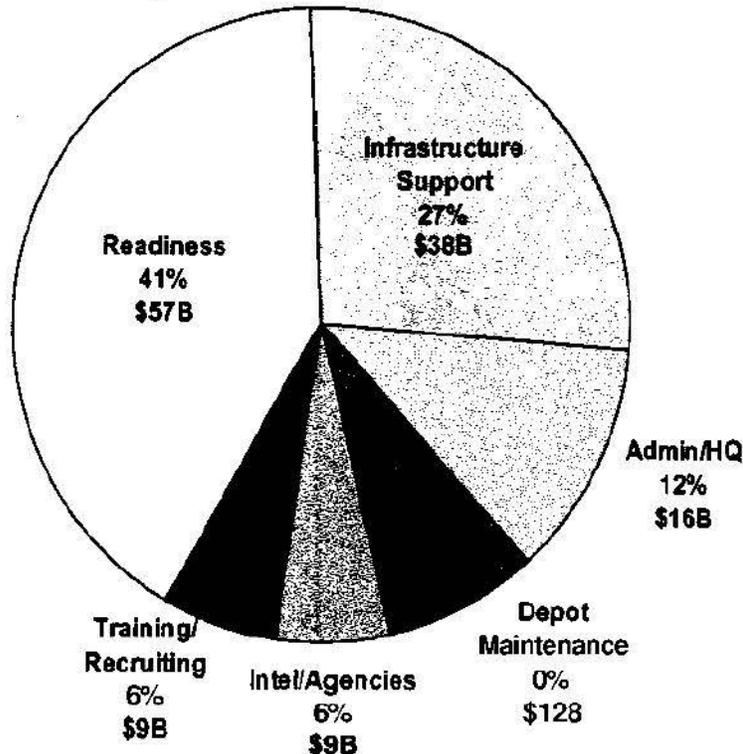
## Operations - Total Obligation Authority

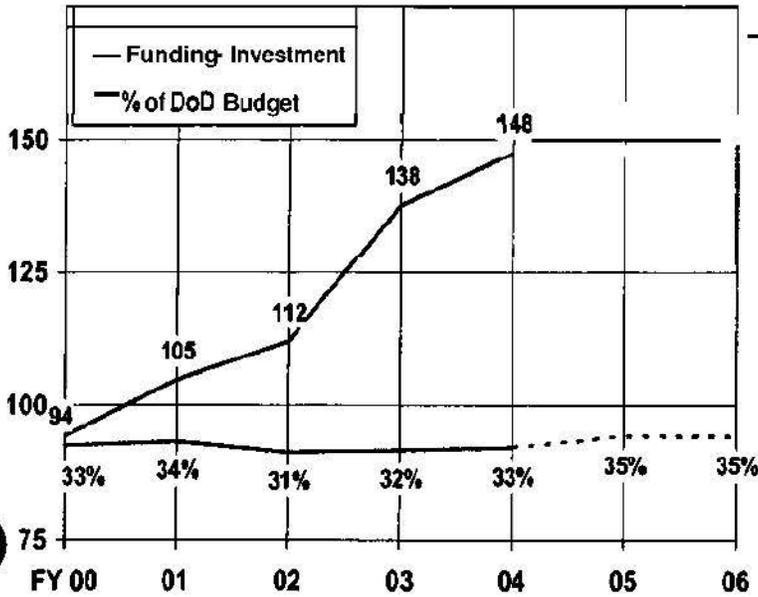


Major Cost Elements	'00-'06 Growth
Readiness	30%
Infrastructure Support	33%
Admin/HQ	36%
Depot Maintenance	40%
Intel Agencies/Other	63%
Training/Recruiting	59%
<b>Entire Category</b>	<b>36%</b>

## Operations - FY 2006 Total Obligation Authority

\$141 Billion

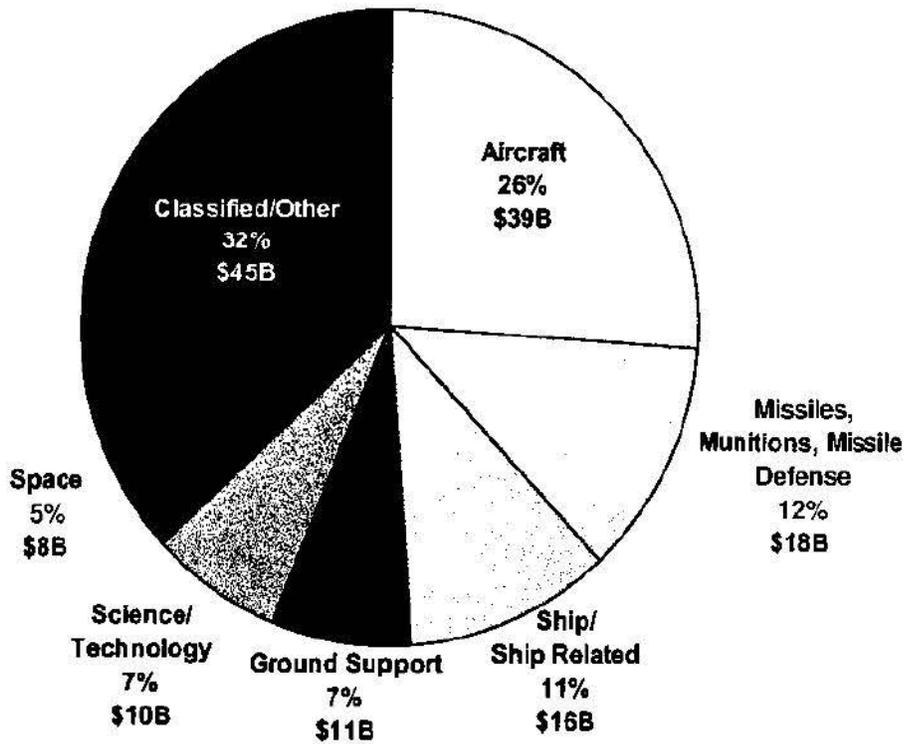




Aircraft

51%

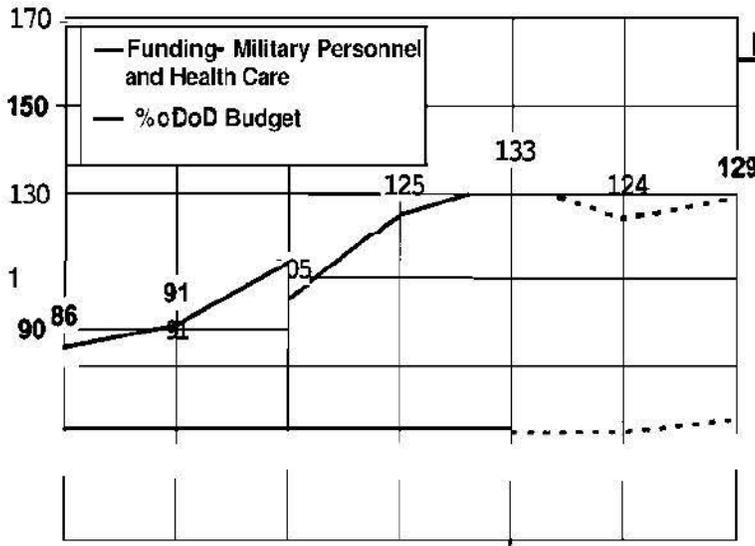
Investment - FY 2006 Total Obligation Authority  
\$147 Billion



# Department of Defense Financial Indicators Report

## Year-to-Year Information as of February 2005

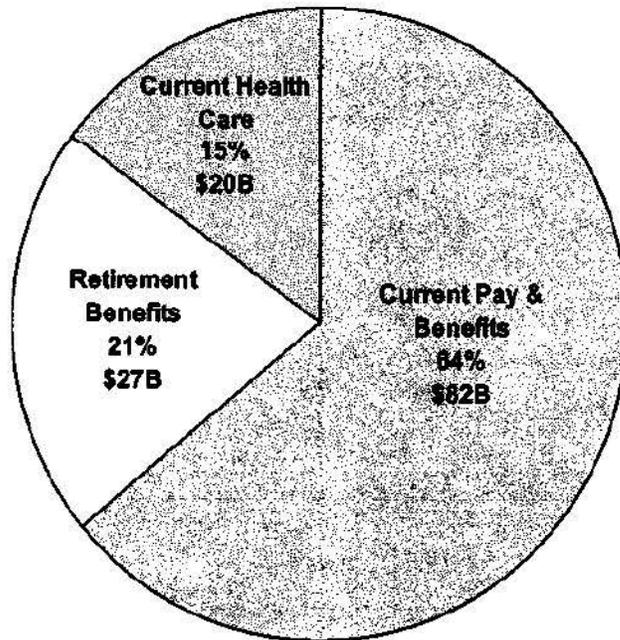
### Military Personnel and Health Care – Total Obligation Authority



Major Cost Elements	'00-'06 Growth
Current Pay and Benefits	38%
Current Health Care	62%
Retirement Benefits	91%
Entire Category	50%

### Military Personnel and Health Care – FY 2006 Total Obligation Authority

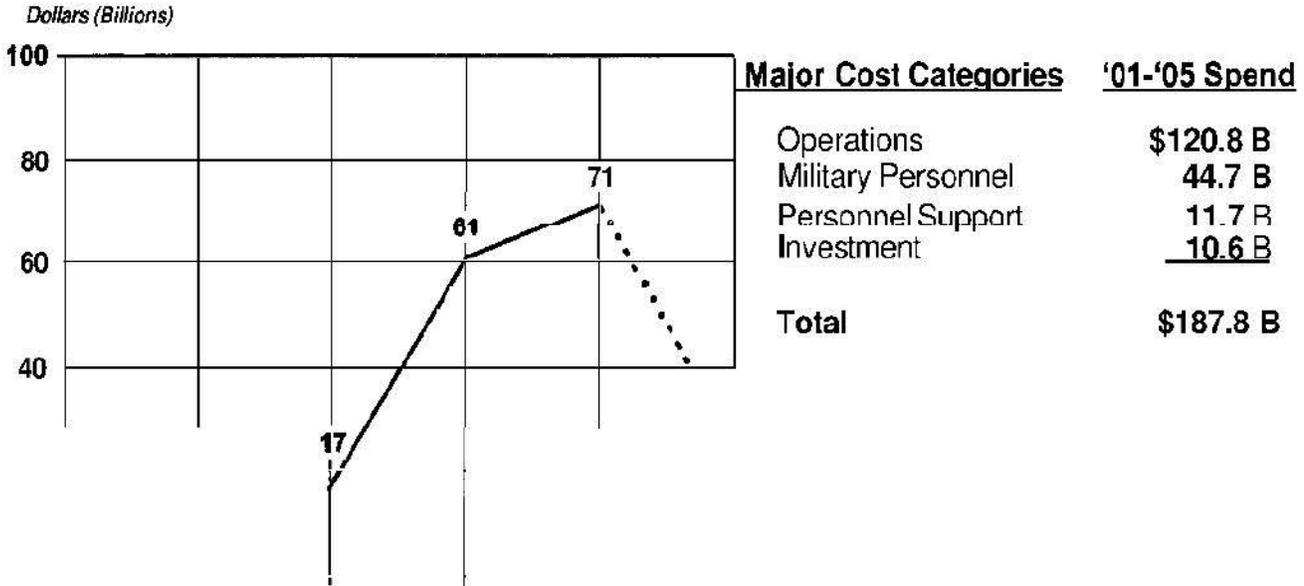
\$129 Billion



# Department of Defense Financial Indicators Report

Year-to-Year Information as of February 2005

## War Related Obligations (FY 2001 - January 2005)



## War Related Obligations - FY 2001 thru January 2005 \$188 Billion

