

FOUO

February 28, 2006

I-00/002601
ES-5281

TO: Eric Edelman

FROM: Donald Rumsfeld *D.A.*

SUBJECT Letter to MoD Bono re: AK-47

Let's get a letter drafted for MoD Bono of Spain telling him that Colombia is telling us that Bono is telling people I approved the AK-47, which is just factually untrue.

Thanks.

DHR:dh
022806-25

.....
Please Respond By 03/09/06

Spain

28 Feb 06

FOUO

OSD 04118-06

11-L-0559/OSD/56413

~~FOUO~~

119 02

FEB 15 2006
06/001923
ES-5233

TO: Peter Rodman
CC Eric Edelman
FROM Donald Rumsfeld



SUBJECT: Inviting Tunisia, Algeria and ~~Morocco~~ to the Joint Forces Command

Don't you think we *ought* to consider inviting **the folks from Tunisia, Algeria and Morocco** to the Joint Forces Command to get a sense of it, if we haven't already done so? They are interested in peacekeeping and humanitarian operations.

Thanks.

DHR:ls
021306-10 (TS). doc

.....
Please respond by March 14, 2006

2006

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INFO MEMO

DSD
USDP
MAR 13 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, IS *PR*

SUBJECT: Liaison Officers from Maghreb Countries to Joint Forces Command

- You asked about inviting representatives from Tunisia, Algeria, and Morocco to visit Joint Forces Command.
- Morocco already has a liaison officer at JFCOM, and I think it is a good idea to invite representatives from Tunisia and Algeria. Here is what we are doing:
 - Over the next two months, high-level defense officials from Algeria, Tunisia, and Morocco will be in Washington:
 - The Moroccan and Algerian CJCS equivalents will visit Gen Pace.
 - The Tunisian MOD will co-chair the annual U.S. Tunisian Joint Military Commission with me.
 - We will offer to include visits to JFCOM in each of their itineraries.

We have engaged General Smith, and he is prepared to host these visits.

- Should these visits *go* well, we will ask JFCOM to invite Algeria and Tunisia to send liaison officers to JFCOM.

Prepared by Matthew Axelrod, OSD/ISA/NESA, (b)(6)



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11-L-0559/OSD/56415

OSD 04125-06

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Coordination Page

Brig. Gen. Thornhill, Principal Director, NESAs Ph 37
V8

Mary Beth Long, PDASD, ISA

PDUSDP MAR 12 2006
PDUSD/P HAS SEEN



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11-L-0559/OSD/56416



SECRETARY OF THE AIR FORCE
WASHINGTON

INFO MEMO

14 MAR 2006

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Hybrid Vehicles

- The AF is aggressively pursuing alternative fuel vehicles (AFV) without affecting peacetime/wartime mission requirements or capabilities
- The AF has on-going initiatives for AFV such as B20 fuel (80% fossil and 20% organic), E85 (85% ethanol and 15% fossil), Oxygenated fuel, and Compressed Natural Gas
- At this time, the only American made hybrid vehicle available to the AF through GSA is the Ford Escape
- As more AFV are made available to the public, the AF, based on mission requirements, will pursue/consider vehicle replacement through attrition.

COORDINATION: NONE

Attachments:
Background Paper

Prepared By: Candy Jones, SAF/IEL, (b)(6)

11-L-0559/OSD/56417

OSD 04166-06

BULLET BACKGROUND PAPER
ON
ALTERNATIVE FUELED VEHICLES EFFORTS AND RECOMMENDATIONS

PURPOSE

TASK: Evaluate the feasibility of alternatively fueled vehicles for DoD and describe any initiatives your Service has undertaken in this regard.

BOTTOMLINE

- Air Force is aggressively pursuing alternative fuel vehicles (AFV)
- Critical to success is additional commercial AFV infrastructure (such as storage/dispensing capabilities for E85 (85% ethanol and 15% fossil) fuel)
- Competitive prices for leasing and purchasing AFV must become more economical

DISCUSSION

Air Force on-going initiatives for AFV such as B20 fuel (80% fossil and 20% organic), E85, Oxygenated fuel, Compressed Natural Gas

- Initiative to replace general purpose (light trucks, vans and sedans) vehicle fleet with low speed vehicles (LSV) without effecting peacetime/wartime mission requirements or capabilities
 - Initiative will reduce vehicle acquisition cost, fuel expenditures, ozone depleting exhaust emissions, and free up funds that organizations can use in more critical areas
 - Metrics/goals to reduce total fossil fuel emission in AF vehicle fleet - 20% by FY06/07; 50% by FY10
 - Vehicle replacement funding programmed across FYDP includes AFV as required
- Initiative to lease or purchase hybrid fuel vehicles and AFV without affecting peacetime/wartime mission requirements or capabilities
 - Initiative will reduce vehicle reliance on fossil fuel
 - Provide demand for alternative fuels and for alternative fuel infrastructure (storage/dispensing capabilities) such as E85
 - Success very dependent on increasing alternative fuels infrastructure for E85 fuel
 - State legislation on emissions (Re: E85) hampers AFV acquisition in CA, NY, MA, ME, & VT
 - Metrics/goals to reduce total fossil fuel emission in AF vehicle fleet 20% by FY06/07; 50% by FY 10
 - Vehicle funding programmed across FYDP includes AFV as required
 - New technologies decreasing demand for Compressed Natural Gas AFV
- AF is aggressively pursuing alternative fuel vehicles, but market factors currently constrain hybrid usage
 - Currently looking at all AFV and hybrid vehicles made by Ford, GM, and Daimler Chrysler
 - Only American-made hybrid vehicle available to the AF through GSA is the Ford Escape: have leased two vehicles used by AFSPC in Colorado
 - There is currently no prohibition against buying Honda or Toyota hybrids, but limited availability and political ramifications of not buying American products are concerns
 - Significantly more expensive to purchase/lease
 - Hybrid acquisition cost is roughly double that of typical unleaded fuel sedan
 - MSRP differential between Ford Escape unleaded SUV and Ford Escape Hybrid is \$6-\$7K
 - GSA leases for hybrids would amortize acquisition cost differential to customer. Since mileage rates are currently the same within vehicle classes, unleaded or hybrid, total cost to customer increases
 - Fleet discounts to Government are not typical on hybrids since demand is currently very high in the civilian sector

- It is anticipated that future GSA costs for leasing/operating hybrid vehicles will decline as market constraints affecting availability, acquisition and operating costs become more favorable
- As more AFV are made available to the public, the AF, based on mission requirements, will pursue the vehicle replacement through attrition
- Install alternative fuel infrastructure to support increase in use of AFV
 - Measure will reduce reliance of fossil fuel
 - Defense Energy Support Center funded through Defense Working Capital Fund estimate \$30M initial requirement; funding sources required from OSD/DoD
 - E85 is estimate \$30M initial requirement
 - E85 is focus of alternative fuel and infrastructure
 - Metrics/goals to reduce total fossil fuel 20% by FY08; 30% by FY11
- Current E85 refueling capability infrastructure at **14** Air Force Bases
 - 990 vehicles use flex-fuel (either unleaded or E85) fuel
 - Potential for 2,334 additional E85 fueled vehicles
- Forty-four Air Force Bases without on-base E85 refueling capability
 - 2,034 flex-fuel (either unleaded or E85) vehicles
 - Potential for 6,392 additional E85 fueled vehicles
- The Air Force Advanced Power Technology Office is researching and assessing advanced power technologies for Support Equipment, Vehicles, BEAR base equipment and facilities
 - Hybrid/Electrical Drive Systems: Electric motors, advanced batteries, ultra-capacitors and rapid chargers for heavy trucks and passenger vehicles
 - Fuel Cells: devices that create electrical energy using hydrogen as a fuel source
 - Hybrid and Fuel Cell demonstrator vehicles are being tested at operational bases

OVERVIEW OF KEY GOVERNANCES

- DepSECDEF released a memo on 7 Sep 05 (corrected on 13 Sep 05) directing the Services to conserve fuel use
- President Bush's Memorandum for the Heads of Executive Departments and Agencies (Dated 26 Sep 05) SUBJECT Energy and Fuel Conservation by Federal Agencies

“...direct the heads of executive departments and agencies to take appropriate actions to conserve natural gas, electricity, gasoline, and diesel fuel to the maximum extent...”
- SECAF 9 Dec 05 memo appoints Dr. Sega as the AF Senior Energy Official to oversee a comprehensive AF energy approach
 - Oversight of AF energy efforts provided by Senior Energy Focus Group – Chaired by Dr. Sega
 - Senior Energy Focus Group membership from across the Air Force with SAF/IE as the Executive Secretary
 - Strategy
 - Make energy a resource consideration in all Air Force actions studies
 - Promote a culture where Airmen conserve energy
 - Provide leadership in “Alternative” fuels
 - Mitigate energy-sector Critical Infrastructure Program vulnerabilities and risks that could impact AF operations

- Energy Policy Act of 2005 – passed 8 Aug 05 (Summary of Selected Excerpts)
 - *Title VII: Vehicles and Fuels*
 - Strengthens the requirement for federal vehicle fleets to use alternate fuels in those vehicles that are capable of using such fuels
 - Requires “dual-fueled” vehicles acquired under the Energy Policy Act of 1992 (EPAct) to be operated on alternative fuels
 - *Title XV: Ethanol and Motor Fuels*
 - Requires by 2012 that at least 7.5 billion gallons per year of renewable fuel be blended into the nation’s gasoline supply
 - Allows production of renewable fuel from such traditional sources as corn and other plants, grasses, agricultural residues and waste products
 - The bill includes incentives for the production of renewable fuel from these “non-traditional” sources, allowing greater credits for ethanol derived from biomass or waste
 - Authorizes loan guarantees/grants for the construction of facilities to process and convert municipal solid waste and biomass into fuel ethanol

RECOMMENDATIONS

- Synchronize the multiple OSD energy and power initiatives across OSD
- Target the significant savings opportunities associated with the operational aspects of the Services, like what has been done within the installations sector
- Identify a modest funding source to stimulate investment in energy opportunities (Model the Energy Conservation Investment Program across the department)
- Place a few smart people in the Department of Energy to exploit their capability and programs; likewise place a few smart DOE people in the Services and OSD
- Play a “futures wargame” with energy as an element—looking at domestic service interruptions, such as what happened in California in 2002
- Task the Service Under Secretaries to make energy a program element to review on a quarterly basis, and promote cross talk between the Services energy programs
- Benchmark industry sectors for best energy conservation practices; exploit the war colleges to examine energy as an element in national security

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OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

13 February 2006, 1520

MEMORANDUM FOR SECAF, SECARMY, SECNAV

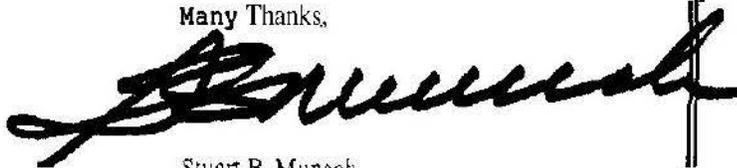
SUBJECT: Hybrid Vehicles

Sir,

Over the past few months, there have been a number of snowflakes expressing the SECDEF's interest in DoD acquiring more fuel efficient vehicles (see attached SD snowflake). Please evaluate the feasibility of alternatively fueled vehicles for DoD and describe any initiative your Service has undertaken in this regard.

Please return a copy of this taker with your reply.

Many Thanks,



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

RESPONSE: 24Feb06
ATTACHMENT: As Stated
CC: DJS

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OSD 02286-06

11-L-0559/OSD/56421

FOUO

ST-1000
LIE
NSI
January 30, 2006
2006-01-30 0:53

TO: Gordon England

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Hybrid Vehicles

I drove a hybrid car the other day and liked it. It saves gas. I wonder why the Department of Defense doesn't start buying hybrids, or ethanol-capable cars.

Please take a look into it, and tell me what you think.

Thanks.

DHR:es
013006-19

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

457

20 Jan 06

OSD 01704-06

FOUO

11-L-0559/OSD/56422

FEB 13 2006

-06/001855
ES-5223

- 56

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Strengthening the Mediterranean Dialogue

Let's find ways to strengthen the Mediterranean dialogue (MDC) in NATO. We ought to pay special attention to the seven MDC countries.

We should think about a way for Heads of State who attend the Riga Summit *can* focus on it, and maybe even find a way to include those countries at the Riga event.

At the minimum, we ought to be more attentive to our bilateral relationships with each of those seven countries.

Thanks.

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Please respond by March 7, 2006

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OSD 04187-06

11-L-0559/OSD/56423

FOUO

March 15, 2006

TO: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Attached is the article I mentioned to you this morning

692

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031506-02

15 MAR 06

OSD 04199-06

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11-L-0559/OSD/56424

US has neglected Australia and Asia: ex-deputy secretary Armitage



Fri Mar 3, 9:41 AM ET

The United States has neglected Asia and Australia since Secretary of State Condoleezza Rice took office, former deputy secretary of state Richard Armitage told an Australian newspaper.

In an interview in Washington, Armitage told The Australian newspaper that Rice had placed too much emphasis on other parts of the world and not enough on the Asia Pacific region.

In more than a year in the job, Rice has visited 59 countries but only one in Southeast Asia, Thailand, and that for less than 24 hours, the paper said.

Armitage, deputy secretary of state to Colin Powell during President George W. Bush's first term, said that Rice had also made a "gross error" by skipping the Association of South East Asian Nations forum in Malaysia in December.

Asked whether he agreed that Rice had placed too much focus on events across the Atlantic and not enough in the Pacific, Armitage said: "Yes, I would."

He criticized Rice, who is due here later this month for security talks also including Japan, for twice cancelling visits to Australia.

"Twice failing to travel to Australia after scheduling to do it - combined with the fact in Australia we don't even have an ambassador - leads me to the conclusion that we have been distracted," he said.

The post of US ambassador to Australia has been vacant for more than a year.

"I would be apoplectic if I was still in the Department of State that this had happened," Armitage, who runs his own consultancy firm, said.

"It kind of shows a more lackadaisical attitude than I think is warranted because we do have a close relationship."

Armitage said Rice needed to go to Australia "so she can hear from both Japan through Foreign Minister (Taro) Aso and from (Foreign Minister) Alexander (Downer) about just exactly what's going on and how the region is changing."

"The geo-strategic centre of the world -- whether you are talking in demographics, talking in size of military or whether talking in size of economies -- it's shifting to Asia," he said.

In January Rice cancelled a visit to Australia and Indonesia so she could monitor events in the Middle East from Washington after Israeli Prime Minister Ariel Sharon suffered a massive stroke.

"I found it nothing to stop the trip for," Armitage said.

Rice had also been due to visit the southern city of Adelaide, along with Defence Secretary Donald Rumsfeld, in

November for an international climate meeting. The meeting was later postponed until January.

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Questions or Comments

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FOUO

MAR 15 2006

TO: Gordon England
Michael Jackson

CC The Honorable Michael Chertoff
Stephen J. Hadley
Fran Townsend

FROM: Donald Rumsfeld 

SUBJECT: Possible DoD Role in a Future Catastrophic Event

26-000

You will recall that the Katrina Lessons Learned Report asked DoD and DHS to make a recommendation with respect to this issue. Attached is the letter I sent to Secretary Michael Chertoff on the subject of a possible DoD role in a catastrophic event, whether natural or man-made, and his response to me.

I have attached a memo with some additional thoughts on several key threshold issues that would need to be considered in the event of a catastrophic event.

Secretary Chertoff and I would appreciate it if the two of you would take these documents and determine, with Fran Townsends input, the format in which she would like them transmitted to her. Then please come back to Secretary Chertoff and me with a reformatted draft of what you propose that we send to Fran Townsend to respond on this issue.

Thanks -

Attach. 3/7/06 SecDef memo to M. Chertoff; 3/10/06 M. Chertoff memo to SD; 3/14/06 Threshold Issues Memo

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031306-10

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QSD 04217-06

11-L-0559/OSD/56427

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March 7, 2006

TO: Honorable Michael Chertoff

CC: Vice President Richard B. Cheney
Honorable Andrew H. Card, Jr.
Stephen J. Hadley
Fran Townsend

FROM: Donald Rumsfeld 

SUBJECT: Katrina After-action Lessons Learned Recommendation that DoD and DHS determine when the Department of Defense would be involved in a Catastrophic Event – Natural or Man Made

I **am** surprised **this** issue was tossed back to DoD and DHS. The following are my views. I would appreciate it if you would take a look **so**, if possible, we can send an agreed recommendation to the President.

- Any decision **as** to DoD's involvement in a dramatic catastrophic event, whether natural or man made, will almost certainly be a Presidential decision.
- To find a guide as to how the President might make such a decision, I **try** to put myself in his position and ask what might he like to know when faced with such a decision?
 - It seems to me he would want to know:
 - The extent to which **the** state and local first responders – the people who are first expected to deal with such a disaster – have or have not become victims themselves, and are or are not able to manage the problems they face;
 - The extent to which federal civilian responders, particularly DHS/FEMA officials and their contractors, are **or** are not able to manage the problem;
 - The nature of the then existing relationships, skills, and **trust** among the leadership of the Federal, state (or states) and local governments in the jurisdictions affected; and

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OSD 03690-06

11-L-0559/OSD/56428

- The nature of the relationships between the U.S. Military – Active, Guard, and Reserve – and the Adjutants General and the Governors of the states affected.
- To the extent that local, state, and federal civilian responders cannot handle the disaster, there is clearly no institution in our nation other than DoD capable of promptly marshalling the necessary capabilities. ~~Further~~, it would make no sense for the U.S. Government to ~~try to~~ create a stand-by capability the size of the U.S. Military to be dedicated solely to catastrophic events – man-made or natural.
- Therefore, the President will likely choose a lead federal agency based on his early judgment of the magnitude of the disaster, taking into account the following:
 - the capability and effectiveness of the initial local and state response, to include the use of state National Guard forces;
 - the capability of the available federal civilian response, particularly DHS/FEMA and other supporting agencies in the National Response Plan;
 - the flow of significant numbers of National Guard forces from affected as well as other states to the disaster area, serving under the control of the Governors and the Adjutants General in the states affected;
 - any residual need remaining that would require DoD support and/or lead in an expanded and more comprehensive federal response, depending on the seriousness and duration of a disaster.

Mike, please take a look at this. If possible, it might be best if we were to propose an agreed joint recommendation to the President, rather than to send it back again to the interagency process.

Please, let me know what you think.

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Secretary

U.S. Department of Homeland Security
Washington, DC 20528

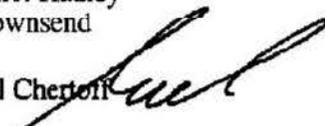


Homeland
Security

March 10, 2006

TO: Secretary Donald Rumsfeld

CC: Vice President Richard B. Cheney
Honorable Andrew H. Card, Jr.
Stephen J. Hadley
Fran Townsend

FROM: Michael Chertoff 

SUBJECT: ~~Response~~ to March 7 memo - Katrina After-action Lessons Learned
Recommendation that the DoD and DHS determine when DoD would be
involved in a Catastrophic Event - Natural or Man Made

Don, I understand your view to be that any decision as to DoD's enhanced involvement in a dramatic catastrophic event is a Presidential decision that will be driven by particular circumstances and that DoD and DHS cannot practically define a "test" ~~for when~~ DoD would take over the lead in certain activities.

I agree with you, and I agree that you have listed many of the factors which the President would weigh. There may well be others, including ~~the~~ scope and duration of any DoD "lead." If I have properly read your recommendation, I would be happy to join you.

As acknowledged in the lessons learned recommendations, we should continue joint planning with respect ~~to~~ contingencies ~~so~~ that the President has the full range of options available. Under any circumstances, we will have to be well coordinated. Your Department and mine have already made progress on this joint planning and I look forward to continuing on this path. In particular, Paul McHale and Admiral Keating have been very cooperative and proactive in working with ~~us~~ on a planning process. As you already know, ~~this~~ planning and coordination between your Department and mine is particularly urgent for the upcoming hurricane season.

If we want to embody ~~this~~ in a joint recommendation, perhaps Gordon England and Michael Jackson can put together some language.

OSD 03979-06

www.dhs.gov

11-L-0559/OSD/56430

March 14, 2006

Secretary Rumsfeld's Additional Thoughts on his
March 7, 2006 Letter to Secretary Chertoff

There are several threshold issues that would likely need to be addressed in the event of a catastrophic disaster.

Specifically:

1. First, at some point any one **or** more of the principals involved – namely the mayor(s), Adjutant(s) General, governor(s), Director of FEMA, Secretary of Homeland Security, or a senior White House official – might conclude that they wanted to recommend to their superiors and/or to the President that active duty U.S. military forces be introduced for one or more purposes.

2. Second, if the President were to agree to a proposal to introduce active duty U.S. military forces, at some point, any one or more of the same principals involved might conclude that the situation not only required the use of active duty **U.S.** military forces, but that the catastrophic magnitude of the disaster, natural **or** man-made, was such that it required the immediate commitment of all available Federal capabilities.

3. Third, if the President were to decide that the disaster required the immediate commitment of all available Federal capabilities, and he decided to assign the lead for this response to DHS or DoD, he would next have to determine whether this Federal response should begin without a prior request from the affected governor, and, if *so*, under which Federal statute or Constitutional authority the Federal response would be authorized and directed.

4. It is clear that a catastrophic event may well require the rapid deployment of a powerful Federal response – to save lives, protect property, and enforce Federal law – without the delay needed to review and approve a governor's formal request for assistance. Indeed, in a catastrophic event, the governor and his or her senior officials may be among the first casualties. Therefore, the requirement to deploy a Federal response will be obvious and inevitable, with or without a request to do *so*.

5. And, finally, in the event of a Presidential decision to respond with the full capabilities of the Federal government, the President would need to decide whether the lead agency would be DHS or DoD and precisely whether for all or which aspects of the disaster.



UNCLASSIFIED

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE

The Military Assistant

16 March 2006 - 1020 Hours

12:41

000,92

MEMORANDUM FOR: PAUL MCHALE, ASD(HD)

SUBJECT: **POSSIBLE** DOD ROLE IN FUTURE CATASTROPHIC EVENT

Sir,

DSD requests that you coordinate with DHS to create a draft memo as described by Secretary Rumsfeld for review by DSD and DepSec Jackson.

Please provide a copy of this tasker with your response.

Very respectfully,

Stuart B. Munsch
Capt, USN
Military Assistant to the
Deputy Secretary of Defense

16 Mar 06

SUSPENSE 31Mar06
ATTACHMENT: SD SF#031306-10
CC: USD(P) (AMB Edelman)

15 Mar 06

OSD 04217-06

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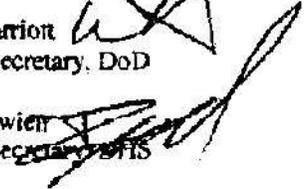


Homeland Security

April 7, 2006

MEMORANDUM FOR:

William Marrion 
Executive Secretary, DoD

Fred L. Schiwer 
Executive Secretary, DHS

SUBJECT:

Joint DHS/DoD Letter to the President

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

05486-06

www.dhs.gov

MEMORANDUM FOR THE PRESIDENT

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

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

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

Key facts and circumstances for consideration in making a decision might include:

The status of the State and local response. How effective is the initial State and local response, including the use of the affected States' National Guard? Have first responders been overwhelmed by the incident? What is the availability of National Guard assistance to the affected States?

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

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

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

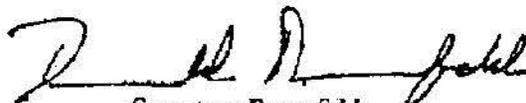
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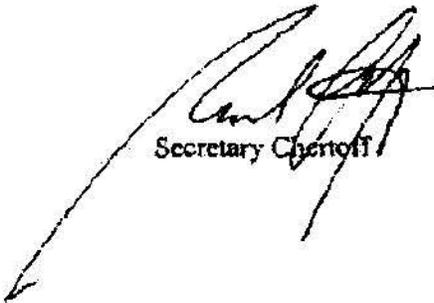
The involvement of active duty U.S. military forces. Have U.S. military forces – Active, National Guard, and Reserve – been requested by the Governor of the affected State? Is the magnitude of the incident so great that the logistical, transportation, search and rescue, communications, or CBRN (chemical,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

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

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

Respectfully,


Secretary Rumsfeld


Secretary Chenoff

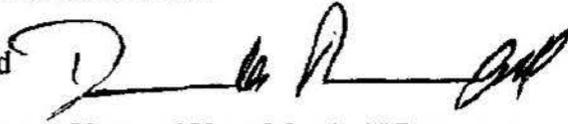
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MAR 15 2006

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TO: The Honorable Michael Chertoff

FROM: Donald Rumsfeld



SUBJECT: My March 7 Letter to You and Your March 10 Response

Given the fact we seem to be on the same wavelength, I have dictated a note to Gordon England and Michael Jackson attaching my letter to you and your response, suggesting they follow up on your recommendation that they put together some language that might be appropriate to send to the Fran Townsend.

In addition, I have attached a memo on several threshold issues that would likely need to be addressed in the event of a catastrophic disaster where first responders were overwhelmed.

Regards,

Attach: 3/14/06 Threshold Issues

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031306-09

15 MAR 06

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11-L-0559/OSD/56436

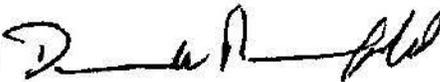
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March 14, 2006

TO: Gordon England
Michael Jackson

CC: The Honorable Michael Chertoff
Stephen J. Hadley
Fran Townsend

FROM: Donald Rumsfeld



SUBJECT Possible DoD Role in a Future Catastrophic Event

You will recall that the Katrina Lessons Learned Report asked DoD **and** DHS to make a recommendation with respect to this issue. Attached is the letter I sent to Secretary Michael Chertoff on the subject of a possible DoD role in a catastrophic event, whether natural or man-made, and his response **to** me.

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Secretary Chertoff and I would appreciate it if the two of you would take these documents and determine, with Fran Townsends input, the format in which she would like them transmitted to her. **Then** please come back **to** Secretary Chertoff and me with a reformatted draft of what you propose that we send to Fran Townsend to respond on this issue.



Attach. 3/7/06SecDef memo to M. Chertoff; 3/10/06 M. Chertoff memo to SD; 3/14/06 Threshold Issues Memo

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OFFICE OF THE
SECRETARY OF DEFENSE

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Secretary

U.S. Department of Homeland Security
Washington, DC 20528

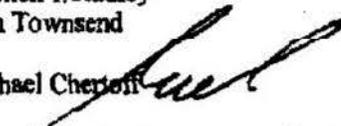


**Homeland
Security**

March 10, 2006

TO: Secretary **Donald** Rumsfeld

CC: Vice President Richard B. Cheney
Honorable Andrew H. Card, Jr.
Stephen I. Hadley
Fran Townsend

FROM: Michael Chertoff 

SUBJECT: Response to March 7 memo - Katrina After-action Lessons Learned
Recommendation **that the DoD and DHS determine when DoD would be**
involved in a Catastrophic Event - Natural or **Man Made**

Don, I understand your view to be **that** any decision as to DoD's enhanced involvement in a dramatic catastrophic event is a Presidential decision that will be driven by particular circumstances and (hat DoD and DHS cannot practically define a "test" for when DoD would take **over** the lead in certain activities.

I agree With you, and I agree **that** you have listed many of the factors which **the** President would weigh. There may well be others, including the scope and duration of any DoD "lead." If I have properly read your recommendation, I would be happy to join you.

As acknowledged in the lessons learned recommendations, **we** should continue joint planning **with respect** to contingencies so **that the President has the full range of options** available. Under any circumstances, **we** will have to be well coordinated. **Your** Department and mine have already made **progress on this** joint planning and I look forward to **continuing on this path**. In particular, Paul McHale and Admiral Keating have been very cooperative and **proactive in working** with us on a planning **process**. **As** you already know, **this planning and coordination** between your Department and mine is particularly **urgent for the upcoming** hurricane season.

If **we** want to embody **this** in a joint recommendation, perhaps Gordon England and Michael Jackson can put together some language.

www.dhs.gov

OSD 03979-06

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March 7, 2006

TO: Honorable Michael Chertoff

CC: Vice President Richard B. Cheney
Honorable Andrew H. Card, Jr.
Stephen J. Hadley
Fran Townsend

FROM: Donald Rumsfeld 

SUBJECT: Katrina After-action Lessons Learned Recommendation that DoD and DHS determine when the Department of Defense would be involved in a Catastrophic Event – Natural or Man Made

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I am surprised this issue was tossed back to DoD and DHS. The following are my views. I would appreciate it if you would take a look so, if possible, we can send an agreed recommendation to the President.

- Any decision as to DoD's involvement in a dramatic catastrophic event, whether natural or man made, will almost certainly be a Presidential decision.
- To find a guide as to how the President might make such a decision, I try to put myself in his position and ask what might he like to know when faced with such a decision?
 - It seems to me he would want to know:
 - The extent to which the state and local first responders – the people who are first expected to deal with such a disaster – have or have not become victims themselves, and are or are not able to manage the problems they face;
 - The extent to which federal civilian responders, particularly DHS/FEMA officials and their contractors, are or are not able to manage the problem;
 - The nature of the then existing relationships, skills, and trust among the leadership of the Federal, state (or states) and local governments in the jurisdictions affected; and

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- The nature of the relationships between the U.S. Military - Active, *Guard*, and Reserve - and the Adjutants General and the Governors of the states affected.
- To the extent that local, state, and federal civilian responders cannot handle the disaster, there is clearly no institution in our nation other than DoD capable of promptly marshalling the necessary capabilities. Further, it would make no sense for the U.S. Government to try to create a stand-by capability the size of the U.S. Military to be dedicated solely to catastrophic events - man-made or natural.
- Therefore, the Resident will likely choose a lead federal agency based on his early judgment of the magnitude of the disaster, taking into account the following:
 - the capability and effectiveness of the initial local and state response, to include the use of state National Guard forces;
 - the capability of the available federal civilian response, particularly DHS/FEMA and other supporting agencies in the National Response Plan;
 - the flow of significant numbers of National Guard forces from affected as well as other states to the disaster area, serving under the control of the Governors and the Adjutants General in the states affected;
 - any residual need remaining that would require DoD support and/or lead in an expanded and more comprehensive federal response, depending on the seriousness and duration of a disaster.

Mike, please take a look at this. If possible, it might be best if we were to propose an agreed joint recommendation to the President, rather than to send it back again to the interagency process.

Please, let me know what you think.

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March 14, 2006

Secretary Rumsfeld's Additional Thoughts on his
March 7, 2006 Letter to Secretary Chertoff

There are several threshold issues that would likely need to be addressed in the event of a catastrophic disaster.

Specifically:

1. First, at some point any one or more of the principals involved – namely the mayor(s), Adjutant(s) General, governor(s), Director of FEMA, Secretary of Homeland Security, or a senior White House official – might conclude that they wanted to recommend to their superiors and/or to the President that active duty U.S. military forces be introduced for one or more purposes.

2. Second, if the President were to agree to a proposal to introduce active duty U.S. military forces, at some point, any one or more of the same principals involved might conclude that the situation not **only** required the use of **active** duty U.S. military forces, but that the catastrophic magnitude of the disaster, natural or man-made, was such that it required the immediate commitment of all available Federal capabilities.

3. Third, if the President were to decide that the disaster required **the** immediate commitment of all available Federal capabilities, and he decided to assign the lead for this response to DHS or DoD, he would next have to determine whether this Federal response should begin without a prior request from the affected governor, and, if **so**, under which Federal statute or Constitutional authority the Federal response would be authorized and directed.

4. It **is** clear that a catastrophic event may well require the rapid deployment of a powerful Federal response – to save lives, protect property, and enforce Federal law – without the delay needed to review and approve a governor's formal request for assistance. Indeed, in a catastrophic event, the governor and his or her senior officials may be among the first casualties. Therefore, the requirement to deploy a Federal response will be obvious and inevitable, with or without a request to do so.

5. And, finally, in the event of a Presidential decision to respond with the full capabilities of the Federal government, the President would need to decide whether the lead agency would be DHS or DoD and precisely whether for all or which aspects of the disaster.

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11-L-0559/OSD/56441

OSD 04218-06

March 14, 2006

Secretary Rumsfeld's Additional Thoughts on his
March 7, 2006 Letter to Secretary Chertoff

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There are several threshold issues that would likely need to be addressed in the event of a catastrophic disaster.

Specifically:

1. First, at some point any one or more of the principals involved – namely the mayor(s), Adjutant(s) General, governor(s), Director of FEMA, Secretary of Homeland Security, or a senior White House official – might conclude that they wanted to recommend to their superiors and/or to the President that active duty U.S. military forces be introduced for one or more purposes.

2. Second, if the President were to agree to a proposal to introduce active duty U.S. military forces, at some point, any one or more of the same principals involved might conclude that the situation not only required the use of active duty U.S. military forces, but that the catastrophic magnitude of the disaster, natural or man-made, was such that it required the immediate commitment of all available Federal capabilities.

3. Third, if the President were to decide that the disaster required the immediate commitment of all available Federal capabilities, and he decided to assign the lead for this response to DHS or DoD, he would next have to determine whether this Federal response should begin without a prior request from the affected governor, and, if so, under which Federal statute or Constitutional authority the Federal response would be authorized and directed.

4. It is clear that a catastrophic event may well require the rapid deployment of a powerful Federal response – to save lives, protect property, and enforce Federal law – without the delay needed to review and approve a governor's formal request for assistance. Indeed, in a catastrophic event, the governor and his or her senior officials may be among the first casualties. Therefore, the requirement to deploy a Federal response will be obvious and inevitable, with or without a request to do so.

5. And, finally, in the event of a Presidential decision to respond with the full capabilities of the Federal government, the President would need to decide whether the lead agency would be DHS or DoD and precisely whether for all or which aspects of the disaster.

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FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *[Signature]* MAR 12 2006

SUBJECT Response to Newt Gingrich Strategy Paper

- This memo responds to your recent snowflake on **Newt Gingrich's** strategy paper (at Tab A), which presents a provocative approach for changing our national security mindset, strategies, and capabilities.
 - In many ways, it mirrors the post-Sputnik call-to-arms to mobilize our society to deal with a generational security challenge. Like Sputnik, it **has** vast implications beyond the scope of the Department of Defense.
- You asked how Newt Gingrich's ideas map against what we have suggested in the QDR.
 - Much of what the Gingrich paper covers **is** paralleled in the QDR report and the associated execution roadmaps. Examples include the following:
 - o National Security University (Building Partnership Capacity roadmap)
 - o Dominating the urban warfare battle space (Irregular Warfare roadmap)
 - o Breaking out from obsolete bureaucracies (Institutional Reform and Governance roadmap)
 - There are some items that Newt raised that we may have overlooked and merit consideration. We can address most **of** these through the QDR roadmap process including:
 - o Long War planning cell
 - o Strategic communications with the American people
 - o Decision making strategy
 - o Alternative acquisition process

12 Mar 06

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- We therefore have developed draft snowflakes to roadmap chairs that you might consider sending (at Tab B).
- Outside of the QDR process, we recommend exploring Newt's idea for a science strategy. We have included a draft snowflake on this issue **as** well (at Tab B).

RECOMMENDATION. Sign the ~~draft~~ snowflakes tasking assessments **on** key issues in the Gingrich paper.

COORDINATION: None

Attachments: As stated

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

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11-L-0559/OSD/56444

Policy Memo Template

March 15, 2006

TO: Skip Sharp

cc: Gordon England
Pete Pace
Ken Krieg
Eric Edelman

FROM: Donald Rumsfeld

SUBJECT: Long War Planning Cell

See below paragraph that I read in a recent strategy paper. This sounds similar to discussions we had when the CoComs were in town on the value of a GWOT cell. Please come back to me with your thoughts and whether this should be addressed in your roadmap effort.

“We need a Long War Planning Cell” which will develop:

1. A theory of who threatens **us** and what they **plan** to do;
2. An outline of a future in which that threat will have been defeated and the United States and our allies will be relatively secure from the Irreconcilables (either because they have ceased to exist or because they have been rendered impotent);
3. An outline of the strategies necessary to achieve that desired future;
4. A proposed set of structures (some existing, some to be invented) needed to implement those strategies.
5. A set of metrics for each strategy to enable senior leaders to assess progress and problems on a routine basis (weekly, monthly and quarterly).

Thanks.

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Please Respond By 05/05/06

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March 15, 2006

TO: **Larry** DiRita
CC: Gordon England
Pete Pace
FROM: Donald Rumsfeld
SUBJECT: Strategically Communicate with the American People

See below paragraph that I read in a recent strategy paper. Please come back to me with your thoughts and whether this should be addressed in your roadmap effort.

“Explain the six requirements of national and homeland security in simple clear language and in a systematic campaign of public information and education which enables the American people (including the news media and Congress) to understand what they should insist on and how to measure progress and failure. They are:

1. A values and goals defined metrics based system of leadership and management
2. A Goldwater-Nichols bill for the non-military aspects of national security.
3. Develop a theory and system for winning the “Long War” with the irreconcilable wing of Islam.
4. Establishing security against terrorists.
5. Investing in continued American leadership in science and technology as the vital precondition to American National Security requirements of the next generation.
6. Creating an entrepreneurial technology-doctrine development system to compete with the current bureaucratic planned procurement system.”

Thanks.

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Please Respond By 05/05/06

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11-L-0559/OSD/56446

March 15,2006

TO: Ken Krieg

CC: Gordon England
Skip ~~Sharp~~
Brad Berkson

FROM: Donald Rumsfeld

SUBJECT: Decision Making Strategy

I recently received a strategy paper recommending that DoD have a means to “routinely acquire a comprehensive, authoritative, and clear understanding of the decisions to be made, the metrics necessary to measure success and the problems being encountered.” Please come back to me with your thoughts and whether this should be addressed in your roadmap effort.

Thanks.

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

March 15, 2006

TO: Ken Krieg

CC: Gordon England
Gen Pete Pace
Jim Haynes

FROM: Donald Rumsfeld

SUBJECT Alternative acquisition process

See below paragraph that I read in a recent strategy paper. Please come back to me with your thoughts and whether this should be addressed in your roadmap effort.

A parallel **TEAM B** doctrine and procurement system should be established with the assignment of finding low cost innovative systems and approaches that would enable it to defeat more expensive, more slowly evolving forces. **This** TEAM B should have the ability to procure off the shelf and in a variety of ways outside current rules (this would require new legislation). The **TEAM B** advisory committee should include a number of successful entrepreneurial CEOs who have actually used the new approaches to develop success. **As** a general rule in a science and technology based entrepreneurial free market you should expect **MORE** choices of **HIGHER** quality at **LOWER** cost. Consider the evolution of televisions, the cell phone, personal computers, the cost of food, etc. In all these free market **areas** the pressure of competition, the rapid innovation by entrepreneurial startups and the rapid adoption of better solutions have consistently supplied the customer with better choices at lower cost. These systems have involved iterative experimentation with **an** acceptance of legitimate failures which lead to new knowledge and new understanding in moving toward the ultimate goals of radically more successful systems (as examples note Edison's estimated **49,000** experiments to invent the electric light and the Wright brothers' consistent acceptance of 5 or 6 crashes a day as the necessary cost of learning enough to invent the airplane). This should be the goal of the **TEAM B** operation and it should start with at least **\$5** billion a year and be challenged with fielding systems and teams that can actually defeat the regular forces and regular equipment of the current system. For major areas of development there should be force on force competitive investments.

Thanks.

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Please Respond By 05/05/06

March 15, 2006

TO: John Young
CC: Ken Krieg
Pete Pace
FROM: Donald Rumsfeld
SUBJECT: Science Strategy

See below paragraph that I read in a recent strategy paper. Please come back to me with your thoughts and whether this should be addressed in your roadmap effort.

“The DoD leadership should undertake the following program:

1. assess the rate of scientific change and the rate of Chinese and other developments in scientific knowledge and investment;
2. determine the requirements for basic research investments adequate to ensure American knowledge superiority through 2050;
3. define any special zones (quantum computing, electromagnetic pulse, etc., in which over investing should occur to trump any efforts by other countries)
4. determine the number and quality of graduates needed to sustain both the research and development and production phases of remaining the leading scientific and technological power in the world;
5. determine objective metrics which the American people, the Congress, and the Executive Branch could use to measure activities outside the United States and compare them to American activities;
6. identify clearly and vividly the level of risk that will be run if other countries become dominant in science and technology so people can understand what is at stake;
7. propose the level of scholarships, government research investments, changes in tax code, etc., that would be needed to attract the students, create the knowledge base, and develop technology through 2050.”

Thanks.

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Please Respond By 05/05/06

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January 30, 2006

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TO: Ryan Henry

cc: Gordon England
Gen Pete Pace
Eric Edelman
ADM Ed Giambastiani

FROM Donald Rumsfeld *DR*

SUBJECT ~~Newt~~ Gingrich Strategy Paper

Here is a long and thoughtful memo by Newt on the overall direction for national security. Please take a look at it, and let me know what you think about it.

- How do his ideas "map" against what we have suggested in the QDR?
- What does he propose that we have overlooked?
- Are there any adjustments to our QDR Roadmaps that could benefit from his ideas?

Thanks.

Attach. 1011105 Gingrich: "Essential Strategic Changes in National Security 2005 - 2007"

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Please Respond By 03/02/06

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ESSENTIAL STRATEGIC CHANGES IN NATIONAL SECURITY:
2005-2007

Newt Gingrich
October 1, 2005

It is imperative that our senior leadership recognize that there is an absolute requirement for senior leadership to dedicate a significant part of its time and to task a significant amount of its available leadership talent and staff toward the vital transformations which will be at the heart of our future security. This focus on strategic change has to be in addition to making the daily systemwork to meet the immediate requirements of keeping the system working.

There are seven major areas in which strategic change has to be driven by the senior leadership of the Defense Department over the next two years.

These strategic changes are over and above the daily leadership of the Department and the on going challenges of operations around the world.

These changes are the keys to preparing the department for the challenges of the next decade.

It is impossible for the 20th century industrial system we have inherited (with its 19th century civil service system) to meet the national security and homeland security challenges of the 21st century.

We are in the very earliest stages of creating a 21st century Intelligent, Effective, Limited Government which will use entrepreneurial public management and modern information systems to modernize government into a system compatible with the speed, agility, flexibility and efficiency of modern global companies.

This is a transformational change which may require a generation to complete but has to begin now for America to remain the most secure nation on the planet.

All the best efforts to make the current system work effectively will ultimately fail.

With each year the potential of the information age and the global economy continue to accelerate. The gap between this 21st century capability and the slow, cumbersome, bureaucratic systems we have inherited will simply grow wider and wider.

Our opponents can operate within a networked, interneted world that transcends national and bureaucratic boundaries. Our potential competitors of the future (notably China) can focus efforts on new models and new systems.

This paper outlines the first seven key strategic changes which begin that process of strategic transformation and which should be implemented beginning in 2006.

SEVEN STRATEGIC CHANGES

The **seven** strategic changes needed in 2006 are:

1. moving to a values and goals defined metrics based leadership model for senior leadership and therefore for the entire national security and homeland security system;
2. writing and passing a Goldwater-Nichols type reform for the non-Defense components of national security so there is a transition from an *inadequate* interagency system to an integrated system of bringing to bear all the aspects of national power to achieve national and homeland security;
3. developing an effective theory and system for winning the Long War with the Irreconcilable Wing of Islam (we are still lacking the equivalent of both Kennan's Long Telegram and Nitze's NSC-68 in the early history of defining and shaping the Cold War) while ensuring that no irresponsible dictatorship acquire weapons of mass destruction (nuclear) and weapons of mass murder (biological) which could be covertly given to our terrorist enemies;
4. developing an effective theory and system for defeating terrorists and ensuring peaceful, secure, civil society in urban areas like Baghdad, Gaza and London while recognizing that the requirements for intelligence and urban warfare/policing will be substantially more demanding than anything we have achieved so far;
5. recognizing the extraordinary long term challenge of a combination of three developments: a time of dramatically expanding scientific knowledge (for planning purposes the amount of new scientific knowledge in 2006-2031 will be 4 to 7 times the amount acquired in 1981 to 2005), the growth of Chinese and Indian capabilities (when for the first time since 1840 the United States may not be the largest economy in the world), and the continued evolution of a worldwide market in arms and capabilities which will allow new technologies and new systems to be acquired by underdeveloped countries thus increasing threats beyond those they could develop on their own. The United States must confront these three challenges by developing a national security strategic plan for both math and science learning and for basic research to enable the United States to remain the leading scientific and technological nation for the next half century ;
6. exploiting the opportunity created by massive scientific and technological change by developing a parallel entrepreneurial, low cost, high iterative replacement rate model of force structure and doctrine to compete with the current bureaucratic, slow procurement, very expensive major system model to see if the explosion in scientific knowledge and entrepreneurial talent can provide dramatically more effective defense at the same or much lower cost and supplementing that model with a system of prizes while also challenging the current system to significantly decrease its wasted time and effort in the manner used by the most modern corporations;

-
7. **explaining** these **six** requirements of national and homeland security in simple clear language and in a systematic campaign of public information and education which enables the American people (including the **news** media and **Congress**) to understand what they should insist on **and** how to measure **progress** and failure.

Consider each strategic change in more **detail**.

1. **A VALUES AND GOALS DEFINED METRICS BASED SYSTEM OF LEADERSHIP AND MANAGEMENT**

The speed and complexity of the **modern** world **and** the scale of American responsibilities **and** **interests** require a radical increase in the ability to make decisions, track the implementation and make modifications and **corrections** as implementation proves different or more difficult than expected.

This is inherently **a national** security challenge which is larger than the Defense Department but the initial **solution** will have to be developed **and** driven by the Defense Department or it simply will not occur. **No** other institution of government has the planning and implementation **tracking** capabilities of Defense.

There should be a systematic effort to combine the **Giuliani-Bratton** method of senior leadership defined values and goals driven computerized metrics (**compstat** in their police system title) with an assessment room system of presentation so senior leaders can begin to routinely acquire **a** comprehensive, authoritative, and clear understanding of the decisions to be made, the metrics necessary to measure **success** and the problems being encountered.

This is not simply **a** process of outlining key metrics **on** flat **screens** as is currently being done in the **Iraq** assessment room. Nor is it a computerization of the standard activities **metrics** **common** throughout much of the military.

The Giuliani-Bratton system requires senior leadership to **think** through the values **and** goals and the metrics of achievement which would meet those values and goals and be sure they have **set** the right metrics for **the** system.

It **requires** senior leadership to monitor the outcomes **on** a daily and weekly basis

.It requires **senior** leadership to establish a systematic review of best practices and to **shift** resources to the situations most in need of help.

It requires both local and middle management to routinely meet and compare what is working and what is not working. Combatant Commanders and Assistant Secretaries of State **are** middle management in the implementation of American policies.

The Giuliani-Bratton system **reports every** night from the local condition to the most **senior** leader. It is precisely the daily real time nature of the system which **makes** it Vivid and powerful. This is a **sharp** contrast with the cumbersome World War Two monthly **assessment** now being done in Baghdad-

This **shift** toward **real time information** simply **reflects** the emerging **nature** of sophisticated **systems**. UPS and FEDEX use **real time reporting** as does McDonald's (35,000 or so worldwide facilities) while Wal-Mart **has** **clash reporting** every morning for senior leadership from its worldwide **sales system**. Dell Computing **has** continuous **modifications** of its budget as sales and procurement **requirements** shift constantly in a **realtime** paperless pattern of **information**.

The Giuliani-Bratton system is not a "ten thousand mile **screwdriver**" in the **military** term of **derision** for oversight from beyond the immediate **theater**. The Giuliani-Bratton **system** is a complex blend of **reporting** to the center in an accurately **and** timely way about **matters defined** by the **senior** leadership as vital while allocating **increased** power of **tactical decision making** to the local commander (**this** is everyone's testimony about how it **has** worked in **policing** in **New York and Los Angeles**).

This system should become ubiquitous and within five years should be as routine as "jointness" is today.

This is **listed as** the first priority because without a dramatic increase in effectiveness and clarity of implementation **across** the **national and** homeland **security** systems it will simply be impossible for the United States **to** keep up with the **speed and** complexity of the modern world.

Establishing **this system** of senior leadership led metrics, **clarity and** responsiveness will force dramatic change in the national **and** homeland **security** systems as it becomes obvious which metrics are **not** being **met** and which systems simply **are** not working.

2. A GOLDWATER-NICHOLS BILL FOR THE NON-MILITARY ASPECTS OF NATIONAL SECURITY.

It is simply a **fact that** the current national security and homeland security systems do not operate very effectively or reliably. The speed, reliability, and **redundancy** required to **meet** national security and homeland security simply do not exist outside the Defense Department (and do not exist in some parts of DOD). None of the civilian systems have the **habits, structures, training and career tracks** needed **to** be complete participants in an effective **system** of national and homeland security.

If the values and goals defined metrics of achievement for national and homeland security were **outlined** by **the** President and ratified by the Congress it would become vividly obvious that the current systems cannot meet that challenge.

Very significant changes have to occur within the existing departments and **agencies** and between **the various** departments and agencies. The National Security apparatus in **the White House** has to develop much greater clarity about expectations, decision making and reporting. The **various** institutions will find that they have to change significant **components** of their culture, **structure** and career **track** to meet the defined values and goals.

Many of these changes will require new laws passed by Congress. A **number of** changes would require reshaping appropriations priorities.

In **order** to educate and shape the Legislative Branch's understanding of these **new requirements** the Executive Branch will have to change some of its **own behavior**.

For example, the national **security** budget should be presented to Congress by **the** Secretaries of State and Defense and the Director of National Intelligence in a single briefing for the appropriate committees in which each senior Executive Branch leader **supported** the total budget **so** the **system** could work **as** a whole. Only by presenting **the national security** system **as** a single **system** can Congress begin to **understand** that an effective **Foreign Service** may be **as** important **as** an effective training program for **the military**.

New integrated **institutions** need to be developed including **a National Security** University which would educate people from **all the national security systems** in an integrated **manner**. There should be a National Security Service Corps designation which would allow people to move **from** department to department to develop **skills and capabilities**. An integrated approach to **secure** communications and integrated **videoconferencing capability** needs to be developed **so** all the major institutions can communicate with each other.

Ultimately we want to develop a single national **security** system with components **and** a single homeland security **system** with components. Then we want to integrate the **two** capabilities to make **sure** we could meet both external and domestic challenges at the same time.

3. DEVELOPING THE THEORY AND SYSTEM FOR **WINNING** THE LONG WAR WITH THE **IRRECONCILABLE WING** OF ISLAM

We are beginning to understand we **are** involved in a Long War (possibly **50 to 70** years or **longer**) but we have not really begun to think through the implications of that Long War for **our** national security and homeland security systems.

General Abizaid's brief on the Long **War** with the Irreconcilable Wing of Islam is essentially correct. We have enemies who are **determined** to create a world incompatible (or irreconcilable) with our values. They are prepared to kill as many Americans as needed to achieve that victory. They are motivated by religious belief, prepared to die for their cause, and have a very long time horizon for their war.

The Irreconcilables are as clear as Adolph Hitler was about the seriousness of their goals and their determination to achieve them. There are websites filled with their thinking, their threats and their plans.

There is a Sunni Irreconcilable Wing characterized by Al Qaeda and associated organizations. There is a Shia Irreconcilable Wing characterized by the Iranian leader Ahmadinejad's statements about defeating the Anglo-Saxons and eliminating Israel (it is useful to remember that Iranian supported terrorists efforts had killed more Americans than any other group prior to 9/11).

The Irreconcilables prove on a regular basis that they will engage in vicious, barbaric behavior (cutting off peoples' heads on videotape, deliberately targeting civilians for bombs, etc).

Even with their clear determination and their ruthlessness they would be only a minor threat if it were not for the existence of weapons of mass destruction (nuclear) and weapons of mass murder (biological). It is the horrifying potential of these weapons to shatter our civilization that requires us to focus on the Irreconcilables and to determine how to win the Long **War**.

As badly shaken as Americans were by 9/11 with the killing of 3100 Americans it is hard to imagine how deeply shaken our freedom and our society would be by multiple nuclear events killing hundreds of thousands or an engineered biological attack which might kill millions through a lethal pandemic.

This sense of direct, immediate threat to our very freedoms and to the American people is the compelling conviction which leads to the drive, urgency, energy, and mental toughness needed to win the Long **War**.

Our understanding of just how serious this threat is and just how terrible the consequences of failure would be has to be communicated to the American people, the Congress, our allies overseas, and our own institutions of national and homeland security. When people come to understand just how much is at stake and just how intent our enemies are on destroying us it will be much easier to operate at the tempo and scale needed to win this Long War.

We have to be honest about how far we are from having an intellectual framework for victory. 22 years after the Marines were killed in Beirut by terrorists and 5 years after the 9/11 attack on the American homeland we still do not have a clear and compelling

explanation of the Long War, the theory of how to win it, and the strategies and structures which that theory of victory will require.

This failure to develop adequate plans should not depress us. War Plan Orange (the plan to defeat Japan) was developed from 1907 to 1941. Over that 34 year period it grew steadily more systematic and realistic. It was a key to the stunning Success of the Pacific Campaign. The brief 4 year (1946 to 1950) evolution of the Cold War planning and doctrine is more an aberration than a norm. It was vastly helped by both the experience of the senior leadership who had served in the First World War and led in the Second World War and by the fact that the Soviet Union represented a nation state challenge they were trained to deal with.

Winning the Long War is actually a more complicated and more difficult challenge than the Cold War. The Cold War was essentially a grand siege in which the United States and its allies could remain strategically on the defensive containing the Soviet Union in the belief that eventually the sheer productivity of the Free World would drown the totalitarian system and lead to its collapse (this is forecast both by Kennan in the 1947 Long Telegram and by Nitze in the 1950 NSC-68 strategic plan). The Cold War relied on a bureaucratic rationality in Soviet decision making which minimized the likelihood that they would try an irrational breakout using nuclear weapons. In effect deterrence relied on a secular rationality in the Kremlin. As long as the Soviets were unwilling to gamble boldly and as long as the alliance system was sustained it was likely that the greater economic and technological power of the West would eventually win.

The Long War is very different from the Cold War:

1. Our enemies are religiously inspired and believe death is a pathway to martyrdom and Heaven. Their potential for seemingly irrational (but internally quite rational) behavior is profoundly greater than the Soviets.
2. The potential for acquiring weapons of mass destruction (nuclear) and weapons of mass murder (biological) is vastly greater than it was during the Cold War and there is every reason to believe enemy states (Iran, North Korea) will provide these weapons to terrorists covertly.
3. The Irreconcilable Wing of Islam is actively seeking converts and supporters across the planet. Time is not necessarily on our side. There are thousands of mosques in which the Friday message is hostile to us and sympathetic to our enemies. There is vivid proof in the United States, Great Britain and in Europe that converts can reach across national boundaries and create networks of terror and of support for terror in a manner more reminiscent of the wars of religion in the 16th and 17th centuries rather than of the more staid and state based Cold War.
4. The fact of Irreconcilable outreach means that the United States must be strategically on offense (the exact opposite of our position in the Cold War). We have to design a strategy for so decisively changing the Muslim world that there is no support base for the Irreconcilables. No one has seriously analyzed how difficult this is going to be.

5. **Since** our enemies in the Long War **are determined** to kill **as many** Americans **as possible** and **are determined** to operate totally outside the laws governing state based warfare we have to think **through** the entire process of how law abiding civilized states deal with committed **enemies** willing to violate all **the** rules. **To** date we have only started **this** conversation **and** usually to **our** disadvantage. The very words we use hurt **our** side. For example, there **are no** "enemy combatants" opposing us in the **Long War**. **An** enemy combatant implies **an organized** orderly **activity** within the rule of law. We **are** dealing with barbarians **determined** to kill **as many** of us **as possible** and who have **no** intention of paying any attention to **the** rule of **law**. Since our very freedoms **are defined** by obedience to the Rule of Law we **must** now think **through** the **ground** rules for defeating people who **will use** our system against us. **This** will inevitably be controversial but it **is** a controversy which will educate the American people **and** ultimately lead them to conclude, **as a former Supreme Court Justice** once asserted **that** "the Constitution **is not** a suicide pact." We can **and must** *create* new systems within the rule of law to defeat the lawless.
6. **Since** our enemies operate **across** national borders and **use** the information age capabilities to build networked **and** movement style **systems** rather than government bureaucracies, we will have **to** develop **systems** that can move with the **speed** of the information age and with the same ability to **operate across** national boundaries **and** in cyberspace itself. In some **areas** **this** will **inherently** involve mixing **policing**, intelligence and **military** activities within patterns that are potentially **dangerous** to our liberties. In some ways **this** will pose a guarantee of greater surveillance of the innocent **as a necessary** condition for **finding** and stopping the **dangerous**.
7. A strategic offensive campaign over a long period involving religious **and** cultural patterns that have historically been outside the **American frame of** reference will inherently require a dramatic increase in intelligence capabilities **and** in foreign **area** specialists. It will also require a coordination of elements of national power with a sophistication and subtlety which we have achieved in the past (eg saving France **and** Italy **from Communism** in 1947-48) but which **has not been our norm**. **Simply determining** the number of **deep specialists** we will **need** over the next generation and developing the **programs** for acquiring and promoting those specialists will represent a major change in the current system.

We need a "Long War Planning Cell" which will develop:

1. A theory of who **threatens us** and what they plan to do;
2. An outline of a future in which that threat will have been defeated and the United States and our allies will be relatively **secure from the Irreconcilables** (either because they have ceased to exist **or** because they have been rendered impotent);
3. An outline of the strategies necessary to achieve that desired future;
4. A **proposed** set of **structures** (some existing, **some** to be invented) needed to implement those strategies.
5. A **set** of metrics for each strategy to enable senior leaders to **assess** progress and problems **on** a routine basis (weekly, monthly and quarterly).

This will inevitably be an iterative process and it should include the development of a wide range of advisers both within and without government. There should be a series of permanent **standing** advisory groups on the Long War and its various components.

THE POTENTIAL IMMEDIATE CRISES:
THE LONG WAR AND WEAPONS OF MASS DESTRUCTION AND MASS MURDER

There are two immediate problems which could have catastrophic consequences in the Long War. Both are so difficult that Washington tends to put them in the "too hard" category. There is a lot of talk about them but little serious strategic planning for action at the level that would be necessary.

The first challenge is the **danger** of a nation state (North Korea, Iran, a post revolutionary Pakistan) turning over nuclear weapons to a terrorist organization. While Washington talks a lot about dealing with North Korea and Iran, the scale of the challenge if diplomacy fails is something no one in Washington is currently working to prepare the country, the Congress or the National Security system for. Pakistan in some ways would be an even more difficult problem. These three cases each deserve their own planning cell with an explicit directive of designing strategies that prevent nuclear capability from reaching our enemies. Those strategies inherently have to include regime replacement as a serious option. They clearly also have to have a very robust public education and communications component.

The second challenge is the threat of a locally developed engineered biological attack. As biological capabilities become more and more widely understood it is virtually inevitable that someone (and it could be one person-a Unabiologist rather than Unabomber) will learn how to develop a home grown engineered biological weapon. This is a virtually impossible problem to defend against proactively by identifying and hunting down the threat. Unlike nuclear weapons programs there will be virtually no footprint for engineered biological development. Biological threats will have to be met with a massive national security driven investment in a 21st century virtual public health service designed to maximize the speed of response and minimize the loss of life. The Avian Flu should be used as a proxy for mobilization and the goal should be to develop within the next two years an optimal biological defense system for the United States and its allies.

4. ESTABLISHING SECURITY AGAINST TERRORISTS

The Long War planning cell is engaged at a strategic and operational level but much of the war against terrorists will be fought tactically in urban areas. It is vital that the forces of civilization learn how to create safety and security within neighborhoods so people can live in safety under the rule of law.

The lessons of **Britain** in Northern Ireland and in the IRA campaign in **Britain** itself, France in **Algeria**, the **Algerians** in their **own** civil war, the Israelis in **Gaza** and the West Bank, the Russians in **Chechnya**, the Sri Lankans with the Tamil Tigers, the Colombians in their **own** long struggle, and the Americans in Viet Nam and Iraq are all lessons of how hard it is to defeat irregular forces.

Interestingly, two of ~~the most~~ successful campaigns have been by police rather than **military** systems. The **Italian** police effort against the Mafia in Sicily ~~after~~ the killing of Judge Falcone in the mid-1990s and the FBI campaign against organized crime **in the US** are models of **using** informers, wiretaps and long intense analytical work to ~~track down~~ individuals and **disrupt systems**.

Urban warfare and policing **has** been an **underinvested** component of national **security**. It **has also** been dominated by a World ~~War~~ Two urban warfare model which is **unsustainable** in the 21st century. It is the nature of a ubiquitous **television**, cell phone, email world that military activities in populated areas will increasingly resemble police SWAT teams rather than a World ~~War~~ Two style heavy destruction **system**.

Dominating the urban battle space requires massive amounts of knowledge. This is a people intensive rather than ~~firepower~~ intensive **system**. It is also driven by doctrines that **are** very uncomfortable for much of the American **military and** virtually all of the American intelligence systems.

Dominating urban battle space takes **time**, subtlety, understanding human relations (including in some cases family ties that **go** back for generations and feuds that may go back for centuries).

Dominating the urban battle space requires language skills which the US military and US **intelligence** systems have scorned.

When fewer than 10 per cent of our **analysts** of North Korea **are** fluent in **Korean** (a country we have been studying intensively for **56 years**) there is a clear indication that something is wrong with **our** priorities in recruitment, retention, and promotion.

When Foreign Area Officers **specializing** in the Middle East **are** retiring while we are fighting two wars in their region because there **are no** spaces for promotion (and because being an FAO **has** no financial advantages comparable to being a pilot for example) it is clear something is wrong with our priorities.

We have dual failures mutually reinforcing each other. One is in the doctrine for urban policing and warfare. The **other** is in **the** doctrine for intelligence and area knowledge. These doctrinal failures then become structural failures and **resourcing failures**.

It is a *great* irony that much of the allied success in the Second World War came from breaking the Japanese and German codes yet today we have **stunningly** ineffective

standards for intelligence and for **the** application of intelligence to the urban battle space. **Remember** that the battle of Midway only **occurs** because the **US** Navy has **broken** the **Japanese** Naval code. Furthermore **analysts** were **so** knowledgeable **and so** dedicated in that period that they **could** tell the Japanese Admiral had **shifted** from **his** carrier to a light **cruiser** simply by reading **the** hand of **the** telegrapher sending messages. Imagine intelligence officers **dedicated** to **understanding** **Iran** or **Pakistan** or **North Korea** with that level of intimate, consistent, immersion in the world of their opponent. No **one** should underestimate how **big** a change in bureaucratic values, **structures**, **rewards**, **promotions** and **culture** this **will** require.

Our doctrine **talks** of intelligence preparation of **the** battlefield, agility, being **inside** the opponent's decision cycle, moving toward **network centric warfare**, etc. **Yet** in virtually every case we have **failed** to **meet** our own standards in preparing the urban battle space.

One major test of the next few years will be our ability to help **friendly** **Palestinians** defeat those **Palestinians** who are **determined** to destroy **Israel**. Today **neither** the **United States** (which has had its **Central Intelligence Agency** involved directly in advising the **Palestinians** **since the** late 1990s) nor the **Israelis** have anything like the capabilities needed to defeat **Hamas** and **Islamic Jihad**. Yet if **Hamas** and **Islamic Jihad** continue to grow as forces they **will** inevitably prevent the **Israelis** and **Palestinians** from living in peace.

Similarly, the **United States** is not today capable of defeating **Iranian** penetrations in **Iraq** or **Lebanon** even though both could grow into mortal **threats** to us.

We need to **see** dominating the urban battle space **as** comparable to dominating **the** air or dominating the sea. Consider the investment we make in acquiring massive advantages in those two **arenas**.

This challenge is not the same **as** **traditional** land **warfare**. We have **made** significant (though not massive) investments in dominating theater level **high tempo** **operational** land warfare. We have not **made** anything like **this** scale of investment in specifically dominating the **urban** battle space.

This development cannot be delegated to the branch level **at** **Fort Benning** or **Quantico**. Nor **can** this be undertaken by the **Special Forces** at **Fort Bragg**. **This** project has to be an integrated project which brings together all the aspects of intelligence, policing, and **urban military** capabilities. It should explicitly include the expertise of the **FBI** and **the** knowledge of **the** **Italian National Police**.

This should be a very **high value** project with regular reports to the **President** on its progress and its **needs**.

5. INVESTING IN CONTINUED AMERICAN LEADERSHIP IN SCIENCE AND TECHNOLOGY AS THE VITAL PRECONDITION TO AMERICAN NATIONAL SECURITY REQUIREMENTS OF THE NEXT GENERATION

The Long War is the **most** immediate **threat** to American security.

The **coming crisis** in math and science learning and in basic research is **the most** vital long term **threat** to American **security**. It **represents** such a **profound** change in American security that it needs to be directly confronted and overcome.

For all of American **history** our **national leaders** have been able to plan and strategize on a basis of either parity or superiority with any potential competitor.

From **1840 on** the United States has been the largest **economy** in the world and either the **most** advanced in science and technology or at parity with Britain and Germany.

Lincoln, Grant and Sherman could prosecute the Civil War knowing that the Union's industrial and economic strength would ultimately exhaust and overwhelm the South.

Mckinley could declare war on Spain knowing that the American system could produce superior power in a **matter** of months.

Theodore Roosevelt could send the great white fleet around the world knowing that the United States was one of the greatest naval powers in the world and that with the airplane and the automobile we were rapidly becoming the leading economic and technological power.

In the Second World War the United States was the arsenal of democracy. We **drowned** the Axis dictatorships in production and science.

In the Cold War the United States could rely on superior science and technology to retain a consistent edge over the Soviet Union even when the Soviets had quantitative superiority.

Now for the first time in our country's history we may be on the edge of losing both the economic and the scientific advantages.

It is very likely that the American economy will be rivaled by China and India by the middle of the century.

It is almost certain that we will see other countries developing scientific capabilities better than ours in specific areas within a decade.

Since we are entering a quarter century in which there will be 4 to 7 times as much scientific knowledge discovered as in the last quarter century, we could find ourselves in a position of rapid obsolescence and in some areas literally unable to analyze what our competitors are capable of.

This notion of **4 to 7 times** as much scientific change is based **on the** objective fact that there are more scientists alive today **than in all of previous human history combined**, **they have better instrumentation** than ever before in history (**including massive improvements** in computational capability), they **are** connected by email and cell phone, then they **are** connected to the **market** by licensing, **royalties** and venture capital **and finally they are** connected to China and India **as reserve centers of production**.

If the rate of **new knowledge** is **4 times as fast** then planning for **2031** is **the equivalent** of being in **1890 trying** to plan for 2006. If the rate of **new knowledge** is **7 times as fast** then planning in 2006 for 2031 is like a team in **1670** trying to plan for **2031**.

This new reality of scientific acceleration means that we need entirely **new** models of **thinking and planning** because it is **impossible** to plan coherently for **this much** change but it is possible to develop change exploring and change developing systems **and principles**.

This is inherently a **national security** problem and the **senior national security leadership has** to raise it **as a national** security problem.

Retaining our advantage in scientific knowledge and technological capability is **the** most important single strategic requirement for long term American **security** over the next quarter century. It is **surpassed** in immediate importance only by the threat of biological and nuclear weapons.

Taken literally **this means that** after investing in winning the **Long War with the Irreconcilable Wing of Islam the second** most important investment of Defense Department **senior leadership time** and energy and budgeted **resources** should be in the field of **math and science learning and basic research**. This was recommended by **the Hart-Rudman Commission** when it reported in **March, 2001** that the **second** greatest threat to the United States was the failure of **math and science learning**. The Commission went **on to warn** "**this is a greater threat than any conceivable conventional war in the next 25 years.**"

The DOD leadership should undertake the following program:

1. **assess** the **rate** of scientific change **and the rate** of Chinese and **other** developments in scientific knowledge and investment;
2. determine the requirements for basic research investments adequate to ensure American knowledge superiority **through 2050**;
3. define any special **zones** (quantum computing, electromagnetic pulse, etc. in which over investing should occur to trump any efforts by other countries)
4. determine the number and **quality of graduates needed** to **sustain** both the **research and development and production** phases of **remaining** the leading scientific and technological power in the world;

5. determine objective metrics which the American people, the Congress, and the Executive Branch could use to measure activities outside the United States and compare them to American activities;
6. identify clearly and vividly the level of risk that will be run if other countries become dominant in science and technology so people can understand what is at stake;
7. propose the level of scholarships, government research investments, changes in tax code, etc that would be needed to attract the students, create the knowledge base, and develop technology through 2050.

There are many other agencies which have an interest in the topic of scientific and technological leadership but none of those agencies have to bear the national security burden of trying to protect America if we lose our scientific and technological advantages

The Defense Department should cooperate with and consult with every interested department and agency but the primary assessment process should be driven by those who understand the national security imperatives and implications.

In particular: the Industrial College of the Armed Forces, the Navy Postgraduate School, DARPA, DIA, and the scientific institutions of the services should be tasked with reviewing this area and proposing strategies for maintaining American leadership.

A section of the Joint Staff should be tasked with coordinating this effort on behalf of the Secretary of Defense and the Chairman of the Joint Chiefs.

The Defense Science Board should be asked to advise on this topic but in addition other private sector institutions and individuals should be called on to offer analyses and propose strategies.

As the Defense Department effort is developed, the President should ask other Executive Branch agencies and departments to cooperate and the Congress should be encouraged to hold hearings on this challenge and how to respond to it.

This is literally the second greatest challenge facing America after the Long War with the Irreconcilable Wing of Islam and it should receive the attention and intensity of effort that position implies.

6. CREATING AN ENTREPRENEURIAL TECHNOLOGY-DOCTRINE DEVELOPMENT SYSTEM TO COMPETE WITH THE CURRENT BUREAUCRATIC PLANNED PROCUREMENT SYSTEM

We are entering a new world of much more agile, focused, and innovative leadership. It is a world incompatible with the cumbersome, lengthy, bureaucratic planning and

acquisition processes that dominate the culture of the Defense Department. This new world exists all around us.

The Oakland Athletics use metrics to determine **undervalued** players and in effect to arbitrage value in building a team. They win games for one-third the **amount spent** by the **New York Yankees**.

Dell Computing developed a **new** model of online **marketing** and ordering which **enabled** them to become the lowest cost producer of computers in the world.

Wal-mart became the largest retailer in the world by **emphasizing** that "lowest every day price is a function of lowest every day cost" and then training and **empowering** their leadership to **focus** on taking cost out of the system.

Edwards Deming trained the leaders of 70% of Japan's industrial capital in 1951. The **highest** quality company in Japan is given the Deming Prize. The **modern** Toyota Production System with its **emphasis** on taking out 'muda' or waste is an evolutionary development of Deming's **explanation** of the Western Electric **emphasis** on quality and metrics (developed **originally** in the 1920s).

Clayton Christensen's The Innovator's Dilemma **explains** the challenge of **true** breakouts for very successful **companies** whose customers and internal culture **both** reject the new **models** and **new opportunities**.

DOD leadership should undertake three initiatives to **break out from** the obsolete **bureaucracies** which **still** use up **our resources**, delay **new** developments and inhibit creative effort:

1. A parallel TEAM B doctrine and **procurement** system should be established with the assignment of finding low **cost** innovative systems and approaches that would enable it to defeat more expensive, **more** slowly evolving forces. **This TEAM B** should have the ability to **procure** off the shelf and in a variety of ways outside current rules (**this** would require **new** legislation). The **TEAM B advisory committee** should include a number of successful entrepreneurial CEOs who have actually used the new approaches to develop success. **As** a general rule in a science and technology based entrepreneurial free market you should expect **MORE** choices of **HIGHER** quality at **LOWER** cost. Consider the evolution of televisions, the cell phone, personal computers, the *cost* of food, *etc.* In all these **free market areas** the pressure of competition, the rapid innovation by entrepreneurial startups and the rapid adoption of better solutions have consistently supplied the customer with better choices at lower cost. **These** systems have involved iterative experimentation with an acceptance of legitimate failures which lead to **new** knowledge and new understanding in moving toward the ultimate goals of radically **more** successful **systems** (as examples note Edison's estimated 49,000 **experiments** to invent the electric light and the Wright brothers' consistent acceptance of 5 or 6 crashes a day as the **necessary** cost of

learning enough to invent the airplane). **This** should be **the** goal of the **TEAM B** operation and it should start with **at least \$5 billion** a year and be **challenged with** fielding **systems and teams that can** actually defeat the regular forces and **regular equipment** of the current system. For major areas of development there should be **force on force** competitive investments.

For example, the **TEAM B** system **should** be resourced to develop an unmanned aviation unit designed to compete head to head with the **traditional** manned **systems** to **see** if it is possible to actually defeat the current force with a **totally** new and different design. **Simply** a next generation unmanned submersible **fleet** may be able to do an **amazing** range of things we currently **require** from manned submarines. An unmanned logistics **aircraft** for bringing munitions, food, etc to the forward battle space with no **risk** to a pilot may have a big **force multiplier** effect. It is **very** very hard for **existing systems** with their practical and cultural biases to invest in **the** kind of capabilities which will literally lead to their block obsolescence. **There** was a **practical** reason the Congress **required** by **law** that pilots had to captain aircraft carriers (**the** Royal Navy did not follow this procedure **and** made it much **harder** for pilots to impact the system). **There** was a practical reason **General** Marshall **retired** the Commandant of Cavalry **and** abolished **his** post in 1942 when it was clear the horse cavalry leadership **could** not let **go** of their horses despite **two years** of watching armored warfare in Poland, France and Russia. Truly revolutionary breakthroughs have to grow outside of the **systems** and cultures they challenge or they are smothered by their more powerful established elders.

2. **Prizes** should be **offered** for real break outs with the **terms** of the prizes **defined** carefully but with **wide** open opportunities for people with no credentials to show up and **prove** their creativity. Prizes were remarkably **useful** from the breakthroughs in navigation of the 17th century up through the 1930s. It was **only** with the bureaucratization of science that prizes were replaced by peer **reviewed** grants that take a long time and a lot of paper work and inherently **limit** the competition to the guild already **defined** as legitimate. There should be a **robust** prize office that takes **every** significant **breakthrough** needed and develops prize opportunities in direct competition with the existing bureaucratic models of development. DARPA does a little of **this** but it could be expanded very dramatically **and** a lot **more** breakthroughs would occur a lot more rapidly with a **much** wider range of creative contributors if there was a robust culture of prize competitions. This system could probably be run for a small amount (\$1 billion a year) with really big breakthroughs (e.g., reducing the **cost** of getting into orbit by **a factor** of 10 or 100) having amounts set aside (**this** may require a special scoring by OMB and CBO or by legislation).

3. The core **process** of planning and **procuring** should be challenged to apply the Toyota Production System model of taking out "muda" or waste. **There** is no **reason** we take a generation to field a **new** weapons **system**. The goal should be to

spend more on immediate prototyping and early production with iterative improvements and less on bureaucracy and long, complex contracts.

7. EDUCATING **THE AMERICAN PEOPLE, THE CONGRESS, THE EXECUTIVE BRANCH AND OUR ALLIES** ABOUT THE REQUIREMENTS OF NATIONAL AND **HOMELAND SECURITY** IN **THE 21ST CENTURY**

'Never underestimate the intelligence of the American people nor overestimate how much information they have'
Joseph Napolitan, democratic campaign consultant

"First you win the argument, then you win the vote"
Prime Minister Margaret Thatcher

The American people will support whatever efforts are needed to preserve their safety and to continue in a position of strength in the world.

From the shock of Pearl Harbor to the present there has been a consistent and large majority favoring national security. This majority transcended the debilitating effect of the Viet Nam War. With the leadership of President Ford and Secretary Rumsfeld the massive Democratic majority of the post Watergate Congress increased defense appropriations once it had been informed of Soviet activities. After two years of anti-defense actions, the defense budget began moving up again under President Carter, before the election of President Reagan.

Whenever the American people have been told the facts about national security challenges they have been supportive of the efforts required.

The problem today is that we are entering a new world facing new challenges.

Once the American people understand these challenges they will support the resources necessary and endure the problems which may be unavoidable (as they did for three years of Civil War defeats, during the difficulties of North Africa and Guadalcanal in 1942-43, the November-December 1950 defeats in Korea and on other occasions).

Because it is impossible to sustain any large or long term effort without the support of the American people, it is vital that a communications and education program be developed capable of informing and arousing that support.

In a very real sense the understanding and support of the American people (and as a secondary goal the people of allied nations) is THE center of gravity for national security.

As the center of gravity for long term national and homeland security informing and educating the American people and their elected representatives becomes THE most important single job of senior leadership.

There are seven major facts which have to be driven home about the new realities of 21st century national security:

1. Our enemies in the Irreconcilable Wing of Islam are determined to defeat us and eager to use nuclear and biological weapons to kill as many Americans as possible;

2. The dangers to America are substantially increased by dictatorships (notably Iran and North Korea) acquiring nuclear weapons and we must be prepared to stop that from happening;
3. The growing threat of biological weapons makes it imperative to develop vastly improved capabilities in defense against pandemics and other biological events;
4. The scale of scientific change will be the major long term challenge of the next quarter century and our ability to continue to be the leading power will be dependent on our responding to this reality;
5. The development of new models of production and management create the potential for new breakthroughs in national security and homeland security management which could produce much better results with much faster turnaround times but the implementation of this new 21st Century Intelligent, Effective, Limited Government with its system of Entrepreneurial Public management will require dramatic changes from the current obsolete system of bureaucratic public administration;
6. Meeting the new challenges requires a new model of integrated national and homeland security in which the non-Defense capabilities are as effective and as responsive as the Defense Department and this can only occur with substantial legislation like the Goldwater-Nichols bill;
7. The world is moving more rapidly and in more complex patterns and only the development of a values and goals defined metrics system of real time leadership and management will enable American leaders to keep up with 21st century realities. Under our Constitution the Legislative Branch will have to undergo an evolution in capabilities similar to the Executive Branch for America to remain effective in the world.

These seven facts can each be laid out as a coherent statement of reality in its own right. They can also be linked together into a profound statement of complex change.

American leaders have communicated statements of reality in prior eras. The entire process of the Declaration of Independence was an argument among the American people. The evolution of the Federalists and the development of the Constitution was a similar process. The arguments over slavery from 1857 to 1861 and the subsequent evolution of the costs of Union (which began with a hope that 75,000 volunteers for 90 days would suffice and ended up mobilizing the nation) was such a process. President Franklin Delano Roosevelt rallied private citizens to educate the country from 1939 to 1941 and was systematically preparing America for war long before Pearl Harbor. President Truman took a series of bold decisions beginning with his Point Four speech in 1947 and continuing through the decision to intervene in Korea in 1950. In that process the American people overwhelmingly concluded that the Soviet Union had to be contained and American strength had to be projected across the globe (both politically unthinkable ten years earlier). Finally, President Ronald Reagan spent from October, 1964 through 1988 winning an argument with virtually the entire American foreign policy establishment over whether détente or victory was the more appropriate goal in dealing with the Soviet Union. The overwhelming consensus for détente in the 1970s was replaced with an extremely controversial

(among the elites) but very popular with the public (Reagan carried 49 states in 1984) ~~decision~~ to become much bolder in opposing the Soviet Union.

We are now entering a period in which we once again have to have a national dialogue about our very survival. These seven large facts form the heart of that new dialogue. If we have the courage to articulate them methodically and consistently the American people will give us the authority and the resources to do whatever it takes to keep America safe and to ensure our children and grandchildren live in the leading country in the world. The question is not the courage of the American people, it is the courage, consistency and persistence of their leaders.

~~FOUO~~

February 23, 2006

TO: Jim Haynes

FROM: Donald Rumsfeld

D.R.

SUBJECT Reorganization and the Uniform Code of Military Justice

Are the reorganizations in the military that are taking place going to have any implications for the Uniform Code of Military Justice?

I can't personally think of how or why, but I have been asked the question, and I don't know the answer.

Thanks.

DHR:ss
022306-27

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Please Respond By 03/16/06

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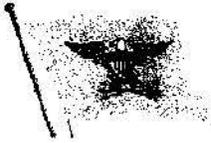
23 Feb 06

15 Mar 06

~~FOUO~~

OSD 04258-06

11-L-0559/OSD/56470



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 20 2006

250.4

The Honorable Brian Duff
U.S. District Court
Northern District of Illinois
Chicago, IL 60604

Dear Brian,

Enclosed is a note on the subject you asked me
about. It looks like no changes are required.

Regards,

Enclosure

20Mar06

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GENERAL COUNSEL

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

OFFICE OF THE
SECRETARY OF DEFENSE
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INFO MEMO

MAR 15 2006

Robert Ranger
FOR:

SECRETARY OF DEFENSE

FROM: William J. Haynes II, General Counsel

RR
3/17

SUBJECT Reorganization and the Uniform Code of Military Justice (UCMJ)

- You asked whether the reorganizations in the military that *are* taking place have any implications for the UCMJ (Tab A). I have **discussed your** question with the senior lawyers of **the** Department. None of us **sees** any significant effect on the UCMJ or the essentials of the military justice system.
- One of the **great** strengths of military justice is its flexibility. Military justice is designed to work the same at home **as** abroad; in garrison **as** in the field; and in peacetime **as** in wartime. Military justice is **also** designed to adapt easily to changes in command structure and command relationships. Reorganizing the force has required no changes to the UCMJ thus far; we do not **see** current reorganization **plans** as requiring changes to the UCMJ in the immediate future.
- The key individual in military justice is the commander. **No matter** what reorganization is undertaken, a commander's fundamental authority and responsibility under the UCMJ will remain unchanged.
- DoD conducts **annual** reviews of the UCMJ and the President's implementing **Manual** for Courts-Martial. Should DoD **reorganization** ever require changes to either document, we could effect them relatively quickly.
- The Deputy **Secretary has** asked **me** to review the organizational, staffing and coordination requirements for providing legal advice to the field. My staff will conduct the review in consultation with the Military Departments, the Joint **Staff** and the Combatant Commands. I will inform you of the results.

MA SD	3/17	SMA DSD	
SA SD	3/17	SA DSD	
EXEC SEC	11316	OB35	3/17
ESR MA	1135	STF DIR	



11-L-0559/OSD/56472

OSD 04258-06



GENERAL COUNSEL

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

OFFICE OF THE
SECRETARY OF DEFENSE

2006 MAR 15 PM 5:50

INFO MEMO

MAR 15 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Reorganization and the Uniform Code of Military Justice (UCMJ)

• You asked whether the reorganizations in the military that are taking place have any implications for the UCMJ (Tab A). I have discussed your question with the senior lawyers of the Department. None of us sees any significant effect on the UCMJ or the essentials of the military justice system.

• One of the great strengths of military justice is its flexibility. Military justice is designed to work the same at home as abroad; in garrison as in the field; and in peacetime as in wartime. Military justice is also designed to adapt easily to changes in command structure and command relationships. Reorganizing the force has required no changes to the UCMJ thus far; we do not see current reorganization plans as requiring changes to the UCMJ in the immediate future.

• The key individual in military justice is the commander. No matter what reorganization is undertaken, a commander's fundamental authority and responsibility under the UCMJ will remain unchanged.

• DoD conducts annual reviews of the UCMJ and the President's implementing Manual for Courts-Martial. Should DoD reorganization ever require changes to either document, we could effect them relatively quickly.

• The Deputy Secretary has asked me to review the organizational, staffing and coordination requirements for providing legal advice to the field. My staff will conduct the review in consultation with the Military Departments, the Joint Staff and the Combatant Commands. I will inform you of the results.

250.4

15 Mar 06



OSD 04258-06

11-L-0559/OSD/56473

~~FOUO~~

March 10, 2006

11:57

TO: Robert Wilkie
FROM: Donald Rumsfeld 
SUBJECT: McCain Visit to GTMO

If McCain has not called me about the possibility of him visiting GTMO, see me soon.

Thanks

DHR:sk
031001-31

.....
Please Respond By March 13, 2006

~~FOUO~~

11-L-0559/OSD/56474

OSD 04265-06



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

INFO MEMO

7:59

March 14, 2006, 5:00 P.M.

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response—McCain Visit to GTMO, #031006-02

- You requested that if Sen. John McCain (R-AZ) did not call you about the possibility of visiting GTMO you wanted me to see you.
- My staff contacted Sen. McCain's office on 13 March 06 and invited the Senator to visit GTMO to tour the medical facilities including the area where the involuntary feedings occur, receive briefings from the appropriate personnel performing the feedings and visit the new detention facilities built since he last visited in December of 2003.
- We are waiting for word from Sen. McCain's office on whether he will accept the invite.

Attachments:

Snowflake #031006-02

Prepared by: Christian P. Marrone, Special Assistant, OASD (LA) (b)(6)

11-L-0559/OSD/56475

OSD 04265-06

FOUO

March 10.2006

03:59

TO: Robert Wilkie
FROM: Donald Rumsfeld 
SUBJECT: McCain Visit to GTMO

If McCain has not called me about the possibility of him visiting GTMO, see me soon.

Thanks.

DHR:sj
03/09/06

Please Respond By March 17 2006

FOUO

11-L-0559/OSD/56476

OSD 04265-06

~~FOUO~~

February 06, 2006

TO: Mike Donley 9:50

CC: Gordon England
Steve Cambone

FROM: Donald Rumsfeld *D.R.*

SUBJECT: DoD Archives

We need to have a well-thought through concept for accessible, well-organized archives that will enable future historians to fully assess our work here after we are gone.

Steve Cambone has some good ideas about what this would mean -- please discuss this with him. You should also touch base with Newt Gingrich, who is an historian and a writer -- he will have some good ideas.

Please get back to me with your plan within two weeks.

Thanks.

DHR, dh
020606-22

.....
Please Respond By 02/23/06

~~FOUO~~

OSD 04273-06

11-L-0559/OSD/56477

AM - 07084-06



ADMINISTRATION AND
MANAGEMENT

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

INFO MEMO

19:50

16 MAR 2006

FOR SECRETARY OF DEFENSE

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

SUBJECT: DoD Archives – Interim Response

- In the attached snowflake, you asked me for a concept for “accessible, well-organized archives that will enable future historians to fully assess our work here after we are gone.” As instructed, I met with Steve Cambone and Newt Gingrich.
- I agree with Steve Cambone’s notions that we are essentially compliant with records keeping requirements, but are capturing individual documents in multiple repositories as opposed to comprehensive and accessible data archives in categories of likely interest to historians.
- Newt Gingrich suggested we meet with leading-edge thinkers and organizations experienced with new technologies for efficient operational use of existing data repositories now, not just for historical use later. We are arranging follow up meetings with Dr. Billington at the Library of Congress, Google, and the National Library of Medicine.
- There is both a near-term need to make interim adjustments to records management processes with some technology upgrades, and a need to think through how we build 21st century archives up front as a component of an OSD management information system.
- I will provide you a more substantive strategy in 90 days.

COORDINATION: None

Attachment:

As stated

cc:

USD(I)

Prepared by: Mr. John Krysa, WHS/ESD, (b)(6)

11-L-0550/OSD/56478

OSD 04273-06

~~FOUO~~

February 06, 2006

TO: Mike Donley

11:50

CC: Gordon England
Steve Cambone

FROM: Donald Rumsfeld *D.R.*

SUBJECT: DoD Archives

We need to have a well-thought through concept for accessible, well-organized archives that will enable future historians to fully assess our work here after we are gone.

Steve Cambone has some good ideas about what this would mean -- please discuss this with him. You should also touch base with Newt Gingrich, who is an historian and a writer -- he will have some good ideas.

Please get back to me with your plan within two weeks.

Thanks.

DHR dh
020606-22

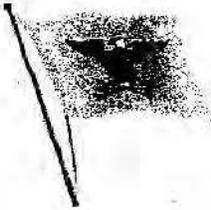
.....
Please Respond By 02/23/06

~~FOUO~~

OSD 04273-06

AM - 07084-06

11-L-0559/OSD/56479



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 16 2006

General Lance W. Lord, USAF (Ret.)

(b)(6)

Dear Lance,

Now that the flurry of activity from your retirement has passed, I wanted to write and say how much we all appreciate the extraordinary breadth and depth of your career.

As one who has worked with you for some time, I can attest to the **high** caliber of your contributions to this Department's activities in space over the past decade and more. Having been involved in that subject a bit myself over many years, I know how challenging that "high **terrain**" can be - well done!

Please stay in touch. You have my warm congratulations on a remarkable career in the United States Air Force.

Regards,

OSD 04275-06

11-L-0559/OSD/56480

310AFC344

16Mar06

WAF Protocol

(b)(6)

Ready to go final, SDM 2 SEND

NOT SURE IF THIS IS ACCURATE YET

General Lance W. Lord, USAF (Ret)

[

Dear Lance,

Now that the ~~flurry~~ of activity from your retirement is past, I wanted to write and ~~simply~~ say how much we all appreciate the extraordinary breadth and depth of your career.

As one who has ~~known~~ ^{worked with} you for some time, I can attest to the high caliber of your contributions to this Department's activities in space over the past decade and more. Having been involved in that subject a bit myself over many years, I know ~~just~~ how challenging that "high terrain" can be - well done!

Please stay in touch. d, You have my warm congratulations on a remarkable career in the U.S. Air Force.

Regards,



I verified the home address w/ his office.

The CSU 01/15

ol

CSC

M

Jens Court
CO
80132

~~FOUO~~

March 08, 2006
Attached letter
% of
2/24
→

TO: (b)(6)

FROM: Donald Rumsfeld

SUBJECT: Retirement Note to General Lord

(b)(6)

Please let me know if I wrote General Lance Lord a retirement note. If I have not, I want to. Please get one drafted.

Thanks.

DHR:ss
030806-08

.....
Please Respond By March 10, 2006

210AF(344)

8mar06

ugh!

Did I
sign
this?

I need to
see some
thm

No - it was SOM'D

(b)(6)

8mar06

OSD 04275-06

~~FOUO~~

11-L-0559/OSD/56482



THE SECRETARY OF DEFENSE
WASHINGTON, THE DISTRICT OF COLUMBIA

FEB 24 2006

General Lance W. Lord, USAF
Commander
Air Force Space Command
150 Vandenberg Street, Suite 1105
Peterson AFB, CO 80914-4020

~~Dear~~ General Lord

Congratulations on your retirement from the United States Air Force and my thanks for more than 37 years of dedicated service to our nation.

As you reflect on your long and exemplary career, consider the remarkable period during which you served. Our nation prevailed over a determined Soviet adversary through the Cold War, successfully embarked on a global war against terrorism and Al Qaeda, and led a coalition to liberate the people of Afghanistan and Iraq from years of tyranny while removing dangerous threats to U.S. national security.

The price of freedom is high, and you have willingly borne it with great skill. Throughout, you have set a high standard for professionalism and service, and served America with honor.

I extend the Department's appreciation, and I wish you and your family all the best for the future.

Sincerely,

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



Casey, Carrie, CTR, OSD

From: Schwab, Gregory E, Lt Col, OSD
Sent: Wednesday, March 15, 2006 9:17 AM
To: Casey, Carrie, CTR, OSD
Subject: GEN LANCEW (LANCE) LORD

General Lance W. Lord
Commander, Air Force Space Command
AFSPC/CC
150 VANDENBERG ST STE 1105
Bldg 1, Rm 3426
PETERSON AFB CO 80914-4020

*Retirement is effective
1 April.*

GREGORY E. SCHWAB, Lt Col, USAF
Military Assistant to the Executive Secretary
Office of the Secretary of Defense
Room 3D720
Pentagon, Washington DC 20301-1000

(b)(6)

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General Lord retires from Air Force Space Command helm

by Capt. Karim Ratey
Air Force Space Command Public Affairs

3/3/2006 - **PETERSON AIR FORCE BASE, Colo. (AFP)** -- After a 37-year career, Gen. Lance W. Lord, commander of Air Force Space Command, retired in a ceremony here today.

Air Force Chief of Staff Gen. T. Michael Moseley presided over the event. There were more than 700 current and former defense leaders, active and retired military members and civic leaders at the ceremony.

Vice commander Lt. Gen. Frank G. Klotz will temporarily assume command until Congress names General Lord's successor.

General Lord has led the space command -- and its nearly 40,000 space and missile professionals around the globe -- since April 19, 2002.

During the ceremony, General Moseley presented General Lord with the Distinguished Service Medal, first oak leaf cluster, for his service.

General Lord -- fond of saying, "If you're not in space, you're not in the race" -- spoke about two highlights he was most proud of during his last command. First, he thanked the Air Force enlisted professionals who bestowed him with their highest honor, The Order of the Sword.

Second, he described the High Frontier Adventures program, which involves school children.

"Most recently, I had a chance to teach a math and science class with 27 young sixth-graders at the Discovery Canyon Campus north of here in Colorado Springs," General Lord said. "Our whole idea was to get the word out from us to participate with young people to help drive their interest in science and mathematics."

Colorado Governor Bill Owens declared March 3, 2006, Gen. Lance Lord Day in the state.

During his tenure the general had a long list of accomplishments. Among them: enabling the command to provide combat forces and capabilities to North American Aerospace Defense Command and U.S. Strategic Command; supporting combat operations around the world to include Operations Enduring Freedom and Iraqi Freedom; establishment of the National Security Space Institute; the last Titan IV launch; and the Peacekeeper intercontinental ballistic missile weapon system deactivation.

General Moseley expanded on General Lord's leadership.

"Lance, this current generation of space leaders and leaders across our entire Air Force looked to General Bennie [Bernard] Schriever as the pioneer and father of space and missiles," General Moseley said. "However, I think there's another leader among us that future leaders will look up to.



Air Force Chief of Staff Gen. T. Michael Moseley, left, prepares to hand the Air Force Space Command four-star flag of command to Gen. Lance W. Lord, right, during his retirement ceremony at Peterson Air Force Base, Colo., Friday, March 3, 2006. General Lord retired after a 37-year Air Force career. (U.S. Air Force photo)

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Related Fact Sheets

- Air Force **Space Command**

Related Biographies

- **LIEUTENANT GENERAL FRANK G. KLOTZ**
- **GENERAL LANCE W. LORD**
- **GENERAL T. MICHAEL MOSELEY**

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- *Combat cargo capability
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- NASCAR files
- CENTAF releases combined airpower summary report
- Pegasus launch delayed
- Air Force captures f Nunn-Penry awards

Comments

Respect, the tie that binds the NCO corps

Podcasts and RSS

Around the AF Podca

RSS

AF News via RSS

"The lieutenants and captains today, and the Airmen and cadets of today will grow up looking at you," he said. "I'll look at Lance Lord as that next generation of space leader because of what you've done."

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[Security and Privacy](#)

~~FOUO~~

February 28, 2006

TO: Fran Harvey
Michael Wynne

CC: Gordon England
Gen Pete Pace

FROM: Donald Rumsfeld *DR*

SUBJECT: Connecting General Blum with Army and Air Force

We have **been** working to get General Blum connected with the Joint **Staff**. I think we have **gotten** that accomplished.

I **am** not satisfied that we have Blum sufficiently connected to the **Army** and the Air Force. I think the fact that he wasn't connected **during** the **QDR** is a **problem**. **We** have to figure out a way to **fix** it.

Please **work** together and get **back** to **me** with a proposal **as** to how you intend to **fix** it.

Thanks.

DHR:dh
022804-33

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

~~FOUO~~

OSD 04290-06

11-L-0559/OSD/56487



SECRETARY OF THE AIR FORCE
WASHINGTON
INFO MEMO

15 MAR 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Response to "Connecting General Blum with Army and Air Force"

- In response to your concern I have reemphasized to my Air Force Leadership the importance to connect with LTG Blum in all possible circumstances.
- We are sufficiently connected to Gen Blum and actively engaged. Along with Gen Moseley, we have unequivocal and limitless access to Gen Blum. In reviewing our process to involve CNGB in all of our activities, I am confident we are making progress, but we will reinforce our connection with LTG Blum to ensure your intent.
- We have been in constant contact on all Post-BRAC deliberations for new missions and their appropriate Total Force Integration laydown. We provide invaluable advice to each other and we look forward to continued work with one another during this process. Collectively, we are committed to discuss additional ways to further expand our growing interactions and deliberations.

COORDINATION: NGB/CZ

Prepared by: GARY DICKINSON, Lt Col, AF/A8F, DSN (b)(6)

11-L-0559/OSD/56488

OSD 04290-06

Prepared by: **GARY DICKINSON**, Lt Col, AF/A8F, DSN (b)(6)

11-L-0559/OSD/56489

~~FOUO~~

February 26, 2006

TO: Fran Harvey
Michael Wynne

CC: Gordon England
Gen Pete Pace

FROM: Donald Rumsfeld

DR.

SUBJECT: Connecting **General Blum** with Army and Air Force

We have been working to get General Blum connected with the Joint Staff. I think **we have** gotten that accomplished.

I am **not satisfied** that **we have** Blum sufficiently connected to the Army and the Air Force. I think the **fact** that he **wasn't** connected during the QDR **is a problem**. We have to **figure out** a way to fix it.

Please **work** together and get back to me with a **proposal** as to how you intend to fix it.

Thanks

DHR:dh
022806-23

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

~~FOUO~~

11-L-0559/OSD/56490



SECRETARY OF THE ARMY
WASHINGTON

OFFICE OF THE
SECRETARY OF DEFENSE

2006 MAR 20 11:10:54

2006-03-20 A06:43

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Response to "Connecting General Blum with the Army and Air Force"

- This responds to the Secretary of Defense's Snowflake dated February 28, 2006, subject as above (Tab A).
- LTG Blum and The National Guard Bureau actively participated in the QDR process.
 - LTG Blum attended four of the initial QDR focus area meetings and four follow-up sessions in March/April 2005.
 - He actively participated in a large number of IPT Leads and Group of 12 meetings throughout 2005.
 - The participation of LTG Blum and LTG Vaughn (Director of the Army National Guard) diminished in September 2005 because of their critical role in support of Hurricanes Katrina and Rita.
 - LTG Blum, LTG Vaughn and their staffs also participated in other QDR Forums including the Army QDR Working Group and the NGB QDR Working Group.
 - Beginning in early November and continuing into December, General Cody informed both LTGs Blum and Vaughn about several courses of action under consideration in response to PDM III that had been issued by the USD (Comptroller) to adjust the proposed FY07 Budget.
 - I personally met with LTG Blum in early January to discuss the proposed adjustments to the Army budget to meet PDM III directives and its impact on both the Active Army and the National Guard force structure (growing the number of BCTs from 15 to 28 versus 34). We also jointly decided that the number of Multi-Functional and Functional Support Brigades be increased from 72 to 78. LTG Blum was satisfied with these changes and stated that this combination would better meet the dual mission of the Guard.

325

20 Mar 06

28 Feb 06

- o It is also important to note that both the proposed Active Army and Guard structure is consistent with the QDR force planning construct and associated Operational Assessment.
- National Guard leaders also participated in many other Army forums where QDR and National Guard issues were discussed, including the Army Review Council, the Army Executive Council, the Army Reserve Forces Policy Council and our HQDA Executive Forum (EOH).
- I am satisfied that LTG Blum has a good working relationship with the Army. We will reinforce our relationship with him to ensure that it continues to be effective.
- I have directed that the National Guard develop the base plan for the implementation of the QDR directed National Guard structure including the locations of the 28 Brigade Combat Teams and the 78 Functional and Multi-Functional Support Brigades and their associated subordinate units.

COORDINATION: NONE

Prepared by: LTC John Kem (b)(6)

~~FOUO~~

FEB 27 12:11:19

February 27, 2006

022706-06

ES-5265

092

TO: Peter Rodman

CC: Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: My Participation in Meetings with Service Chiefs' Counterparts

I think my office ought to be notified of the meetings with the Service Chiefs' counterparts, and it may be that if they are in Washington, I should stop in and visit with some of them.

Thanks.

Attach: 1/12/06 SecDef memo to USD (P); 2/22/06 ASD (ISA) & ASD (ISP) memo to SecDef

TDR.es
022706-06

.....

27 Feb 06

~~FOUO~~

11-L-0559/OSD/56493

OSD 04371-06

~~FOUO~~

*Mr
2/27*

11 5:40

January 12, 2006

I-06/000573

ES-3079

TO: Eric Edelman

FROM: Donald Rumsfeld

DR

SUBJECT: Service Chiefs' Counterparts

You will recall in the COCOM meeting someone said that each of the Service Chiefs has 60, 70, or 80 counterparts around the world. You ought to think through how we can use those relationships, and come back to me with a proposal.

Thanks.

DFR.ca
011206-27

.....
Please Respond By 02/15/06

2/1/06

*Sin,
Response attached.
v/r,
col. Grimsley*

~~FOUO~~

11-L-0559/OSD/56494

OSD 02797-06

2/23
09/15
2/23
1700

2006

~~FOR OFFICIAL USE ONLY~~
INFO MEMO

DSD
USDP ~~54~~ FEB 22 2006
I-06/000573 ES-5079

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *PR*
Peter Flory, Assistant Secretary of Defense (ISP) *Flory*
FEB 21 2006

AL →
2/24

SUBJECT: Service Chiefs' Counterparts (U)

- (U) You asked us to look at the Service Chiefs' relationships with their counterparts and think through how best to enhance those relationships (next under).
- ~~(FOUO)~~ Service Chiefs are in a good position to advance your global priorities across Geographic Combatant Command boundaries.
 - They regularly host groups of counterparts here. For instance, last year the CNO hosted 49 counterparts at his International Seapower Symposium in Newport.
 - They also attend many forums in other regions. For instance, last year the Army COS attended the Fourth Pacific Armies Chiefs Conference in Thailand.
- ~~(FOUO)~~ We will work with the Services to ensure these interactions advance your security cooperation objectives and US Government strategic communication themes.
 - We will make sure the Services Chiefs have your key messages to pass to their counterparts.
- ~~(FOUO)~~ In addition, you recently approved our proposal to work with ASD(PA) on a formal tracking mechanism for all senior-level interactions with foreign counterparts and domestic audiences. (Tab A)
- ~~(FOUO)~~ Together with the Security Cooperation Implementation Strategies, this mechanism will improve our ability to understand and track ongoing Service Chief interactions and identify areas for improvement.

Attachments: As stated

Prepared by: Michael Niles, ISA/Coalition Affairs (b)(6)

~~Classified by Mary Beth Long PD-1570/ISA
Classified for reasons: (a), (d)
Declassify on Jan 25, 2015~~

~~FOR OFFICIAL USE ONLY~~

SP37

MA SD		SMA DSD	
TSA SD	<i>22-2/23</i>	SA DSD	<i>Dr. Ben</i>
EXEC SEC	<i>11/2/02</i>	<i>09/30/02</i>	<i>2/6/06</i>
ESR MA	<i>2/23/06</i>		

OSD 02797-06

11-L-0559/OSD/56495

~~FOUO~~

November 28, 2005

T-11-05-669
S

TO: Eric Edelman
FROM: Donald Rumsfeld: *DR*
SUBJECT: Template on World-Wide Planning

You may want to take a look at this memo I dictated in October. There are some thoughts there you might want to begin thinking about fashioning a template on.

Please think about it, and talk to me.

Thanks.

Attach: 10/4/05 SecDef MFR on World-Wide Planning

DRR:es
11/28/05

Please Respond By 12/16/05

~~FOUO~~

11-L-0559/OSD/56496

05-11-05 14:33 18

19.50 24232-0

~~FOUO~~

October 04, 2005

SUBJECT: World-wide Planning

I have to think through who is doing what world-wide:

- Who is planning exercises with India, the countries we want to cultivate and the likes.
- Get a laydown of who is going where when.
- Coordinate trips so we get the right emphasis, the right rhythm, the right messages, and the right people in the right countries.
- We have to link public affairs with senior military and civilian people (people who are 4-stars and above), see that they are moving around the USA and that we know where they are going.
- We ought to look at what the market is, how we're impacting it, what is right and what is wrong and fix it with a new set of arrangements.

DATE: 10/04/05

~~FOUO~~
11-L-0559/USD/56497

INTEL MEMO

A/DSD _____
I-05/015669-ES
ES-4765

FOR SECRETARY OF DEFENSE

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

zzz DEC 21 2005

SUBJECT: Your "Template on World-Wide Planning" Memo

- In response to your memo (next under) we are taking steps to better coordinate the travel of, and messages delivered by, the Department's senior military and civilian officials.
 - We are creating a database in which all senior officials' planned travel will be input and updated monthly or as required.
 - o These travel plans should be driven by your *Security Cooperation Guidance*.
 - We will work with Public Affairs to mine this database to ensure the right countries are getting the right attention from the right people.
 - o Where needed, we will suggest changes to get it right.
 - I will recommend to Larry DiRita that PA establish a similar database for domestic travel, and reception of foreign senior-level persons.
- The mechanism we develop will ask DoD Components to:
 - Consult the SCG to prioritize their travel.
 - Develop strategic communication annexes to their country/regional plans; and
 - Consult with Peter Rodman or Peter Flory and ASD(PA) prior to travel to assure continuity of message.

COORDINATION:

ASD(PA) Copy provided

Attachment: As stated

Prepared by: CDR Chip Deenan, OSD(P)-STRAT, (b)(6)

11-L-0559/OSD/56498

OSD 24232-05

MAR 14 2006

INFO MEMO

11:19

DSD
USDP *WA* MAR 14 2006
06/002495 ES-5265

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *WR* MAR 14 2006

SUBJECT: Your Participation in Meetings with Service Chiefs' Counterparts

- You asked to be notified of meetings with the Service Chiefs' counterparts, so that you could stop in and visit with some of them when they in Washington.
- We have informed the Services of your request. We now have their counterpart schedules for the rest of the year and will coordinate with your office to arrange visits.
- Peter Flory and I will ensure our regional desk officers follow through with the Services.

Attachment: Service Chiefs' Counterparts Response (Tab A)

CFR

14 Mar-06

27 Feb 06

~~Classified from Multiple Sources
Reasons: 1.4(b), (c)
Declassify on: 6 March 2016~~

~~FOUO~~

COORDINATION

USDP

cc:
CJCS/VCJS/DJS/J5
CMC
CNO
CSA
CSAF
ASD/ISP

~~FOUO~~

11-L-0559/OSD/56500

~~FOUO~~

10-1-06 11:53

January 23, 2006

06/000906
ES-5135

334

TO: Eric Edelman

FROM Donald Rumsfeld *D.R.*
SUBJECT: Inter-American Defense Board

I have to **figure** out the Inter-American Defense Board: What they do and who assigns the person. Is it something OSD should handle? Of late, Pete Pace **says** he appoints the person. I **am** a bit concerned about what the **board** is doing **and** not doing.

Please get me some information on it.

Thanks.

DHR:as
012306-03

.....
Please Respond By 02/10/06

23 Jan 06

~~FOUO~~

OSD 04376-06

24-01-06 09:57 IN

11-L-0559/OSD/56501

MAR 16 2006

DEFENSE
OFFICE
MAR 11: 43

ACTION MEMO

DSD
USDP *W* MAR 16 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *PR* MAR 16 2006

W34

SUBJECT: Inter-American Defense Board (IADB)

- You asked additional questions about what the IADB does and who appoints the Chairman of this Organization of American States (OAS) body. The Chairman is currently and has traditionally been a U.S. Army two-star General Officer (past 13 years) and is also dual-hatted as the Director of the Inter-American Defense College (IADC).
- My November 2005 memorandum, including CJCS's comments (Tab A), addresses what the Board does: little right now, but with enormous potential—if political obstacles inherent within the inter-American system can be overcome.
- The IADB Chairman has traditionally been appointed by the CJCS based on Military Department nominations.
 - Including the position in the "slate process" would provide more options and allow Policy input to the selection process. General Pace and Admiral Holcomb agree.

16 MAR 06

RECOMMENDATION: That you approve adding the IADB/IADC two-star billet to the "slate process."

COORDINATION: CJCS, DoD GC, VADM Holcomb (Tab B)

Attachments: as stated

SECDEF Decision:

Concur: _____ Nonconcur: _____ Other: _____

15 MAR 06

Prepared by: M. M. MacMurray, ISA/WHA, (b)(6)

OSD 04377-06



11-L-0559/OSD/56502

UNCLASSIFIED

TAB C

COORDINATION

IADB	MG Huber	1 November 2005
USSOUTHCOM	Copy Provided	7 November 2005
DASD/WHA	Copy Provided	8 November 2005

Tab C

UNCLASSIFIED

11-L-0559/OSD/56503

~~FOUO~~

MAR 17 11:53

MAR 15 2006

W34

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Inter-American Defense Board

031406-12

I don't remember getting an answer from you about the US military representative that the Department sends to the Inter-American Defense Board.

I need to know what they are doing of value, who it is and what we want to accomplish. It needs to get tied into what we are doing.

Thanks.

Attach. SF #012306-03 dtd 1/23/06; SF #101405-05 dtd 10/14/05; CJCS memo to SD dtd 12/6/05 (OSD 23922-05); ASD(ISA) memo to SD dtd 11/28/05 (OSD 23305-05)

DHR:ab
031106-12

.....
Please Respond By 03/23/06

~~FOUO~~

OSD 04377-06

15 Mar 06

~~FOUO~~

11:53 January 23, 2006

06/000906
ES-5135

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*
SUBJECT: Inter-American Defense Board

I have to figure out the Inter-American Defense **Board**. What they do and **who** assigns the person. Is it something OSD should handle? Of late, Pete Pace says he appoints the person. I ~~am~~ a bit concerned about what the board is doing and not doing.

Please get me some information on it.

Thanks.

DHR:ms
012306-03

.....
Please Respond By 02/10/06

~~FOUO~~

OSD 04376-06

24-01-06 09:57 AM

11-L-0559/OSD/56505

205/013781
ES4440

FOUO

October 14, 2005

TO Eric Edelman
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: *Inter-American Defense Board*

Please take a look at the *Inter-American Defense Board* - who we *appoint* there, what it *does* and whether or not we *want* to *continue* doing it.

Thanks.

DFR,ab
101405-05

.....
Please Respond By 11/10/05

14-10-05 15:06 IN

FOUO

OSD 23305-05

11-L-0559/OSD/56506



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D C. 20316-9999

INFO MEMO

CH-0080-05

6 December 2005

FOR SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *RP*

SUBJECT Inter-American Defense Board (IADB) (SF 101405-05)

- Answer. In response to **your** issue (TAB A), I appoint the **Chairman** of the IADB in my role as Chairman. **The** board is the military advisory body to the Organization of American States. It is in the **US military's** interest to continue to support this board.
- **Analysis**
 - The IADB is a multinational organization chaired by a **US two-star** (currently Major General Keith Huber) who serves **as an** "international" officer. He is dual-hatted **as** Director, Inter-American Defense College (IADC), a DOD-recognized senior Service college. The Joint **Staff/J-5** Vice Director is the **US** delegate to **the** board.
 - The IADB offers the Department of Defense a unique and valuable **mechanism** to constructively influence **the** region on security issues. Although the board **has** a limited mandate, it **has** been a useful tool in US efforts to encourage regional confidence **and** security **building** measures **such as** de-mining, peacekeeping operations, **and** disaster response. **The** Joint **Staff** works closely with your **staff** to help the **IADB** further US initiatives.
 - Information paper (TAB B) provides **further** information.

COORDINATION: TAB C

Attachments:

As stated

Prepared By: Lieutenant General Victor Renuart, USAF; Director, J-5; (b)(6)

FOR OFFICIAL USE ONLY

11-L-0559/OSD/56507

OSD 23 922-05

TAB A

~~FOUO~~

CJS

October 14, 2005

TO: Eric Edelman
CC: Gen Pete Pace
FROM: Donald Rumsfeld
SUBJECT: Inter-American Defense Board

Please take a look at the Inter-American Defense board -- who we appoint there, what it does and whether or not we want to continue doing it.

Thanks.

DPR:ab
101405-05

* *

.....
Please Respond By November 10, 2005

~~FOUO~~

Tab A

FOR OFFICIAL USE ONLY

11-L-0559/OSD/56508

OSD 233 05-05

TAB B

16 November 2005

INFORMATION PAPER

Subject: Inter-American Defense Board (IADB)

1. **Purpose.** To describe the IADB.

2. **Key Points**

- Established in **1942**, the **IADB** later became the **military** advisory body to and is funded by the Organization of American States (OAS). Its **mission** is to provide technical advice and educational expertise on defense and security issues. Although **slow** to adapt to the post Cold-War environment, the **IADB is increasingly** relevant in terms of providing a **security** structure to counter **transnational threats**. It is the only entity that supports the OAS in these **matters**.
- Consistent with US national military strategy. **US** participation in the **IADB** and **Inter-American Defense College** demonstrates a commitment to the region and enhances **military-to-military** contacts with member **nations**. The board is comprised of **25** delegations from the **34** OAS member **states**: the college has graduated **2, 128** officials, including **2** presidents, **30** ministers, and **497** general/flag officers.
- The **IADB** provides a venue to positively influence the region's **military leaders** via: promotion of **common** interests like counterterrorism, humanitarian relief, demining, counternarcotics, interoperability, and peacekeeping; a forum to advance **US** interests by providing direct access to people of influence; and maintenance of a democratic hemisphere that promotes civilian oversight of the **military** and respect for democratic principles.
- The **IADB** offers the Department of Defense a unique and valuable mechanism for interaction with the **OAS** on hemispheric security issues. The **board's** limitations lie in the political landscape of the region, not in its role. Were the United States to withdraw support, **others** would seek to replace it **with** a **less friendly** framework. Therefore, the US delegation is advancing **an** agenda to revitalize the **board** by **seeking** a juridical **link** to the OAS along with **other** measures to involve it with DOD initiatives in the region.

Tab B

FOR OFFICIAL USE ONLY

11-L-0559/OSD/56509

INFO MEMO

A/DSD NOV 30 2005
USDP *[Signature]*
I-05/013781
ES-4440 NOV 29 2005
POUSOP *[Signature]*

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *[Signature]* 28 NOV 2005

SUBJECT Inter-American Defense Board (IADB)

- You asked about what we might do with the IADB.
- We agree with the Joint Staff that the IADB has enormous potential (Tab A). But the political obstacles in the way of achieving that potential are also enormous.
 - The IADB is a body of the OAS. Since the OAS works by consensus, any one country can block efforts to change its (very limited) mandate.
 - Mexico and Brazil oppose efforts to expand the mandate of the IADB, out of fear it would somehow end up as a tool of the United States.
- ISA-WHA's vision of the IADB is to empower it as an OAS body that can pool Inter-American military experts and resources to help out the smaller, poorer countries — especially in Central America and the Caribbean.
 - These countries share our view and would like to see a broader IADB mandate.
 - For example, the IADB is revered in Nicaragua for its excellent work on demining — one of the few tasks it is authorized to conduct.
- At your conference with the Central Americans (and Mexico) in Key Biscayne, we realized we might be able to persuade Mexico to agree that the IADB should provide technical assistance to the Central Americans as they host the 2006 Defense Ministerial of the Americas.
 - This might break the logjam and build some momentum for reform of the IADB.

COORDINATION Joint Staff/J-5

Prepared by: DASD R Pardo-Maurer, ISA/WHA (b)(6)

23-11-05 12:33 IN

11-L-0559/OSD/56510

OSD 23305-05

**MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR
POLICY**

Subject: Inter-American Defense Board (IADB)

1. In response to your request (enclosure) regarding the SecDef's question, I appoint the Chairman, IADB, in my role **as** Chairman of the Joint Chiefs of Staff. Major General Huber is currently serving as Chairman, IADB; he is "dual-hatted" as the Director, Inter-American Defense College (IADC). Although this is the current practice, the time may be right for change.
2. The IADB is formalizing its link to the Organization of American States. Pending implementation of the new statutes, **all** senior positions **will** be elected, to include the Chairman of the Board -- a position that the United States intends to relinquish. The position of Director, IADC, is also elected; however, by agreement of the Board, the United States **will** retain this position as the host nation. The remaining US representation on the board and the means to exert influence in **this** international forum will be through the Chief, US Delegation. Accordingly, the US Delegation is reviewing the option to dual-hat the **two** positions of Chief, US Delegation, and Director, IADC.
3. In light of the evolving Western Hemisphere security environment, I therefore recommend that the Secretary of Defense consider adding **this** international/joint billet to the "slate process." This move will enhance US prestige and stature within the IADC and the IADB as well as advance US hemispheric policy.

PETER PACE
General, United States Marine Corps
Chairman
of the Joint Chiefs of Staff

Enclosure

11-L-0559/OSD/56511

MacMurray, Michael, CIV, OSD-POLICY

From: Hebert, Lernes , Col, OSD-P&R
Sent: Thursday, February 16, 2006 6:20 PM
To: MacMurray, Michael, CIV, OSD-POLICY
Cc: Smoot, Tom, Col, JCS ODJS
Subject: FW: Inter-American Defense Board/Inter-American Defense College



IADB Snowflake Reply to IADB
060123.tif (16 ... Snowflake 060123,..

Contingent upon CJCS concurrence, VAADM Holcomb, Special Asst to SecDef, concurs with the proposed reply as written.

Tom: As a procedural matter we will add it to the Key 2-star part of the agenda and notify him of the CJCS nominee; not the usual multi-candidate slate process unless the CJCS chooses to do so.

Col Lernes ☐Bear☐ Hebert
Dep Dir, General, Flag, & Officer Mgmt

From: MacMurray, Michael, CIV, OSD-POLICY
Sent: Thursday, February 16, 2006 10:23 AM
To: Hebert, Lernes , Col, OSD-P&R
Subject: RE: IAEIB

Bear -- I've moved this to the unclas side. The attachment is my reply to the snowflake as cleared by the General Counsel. The Joint Staff chop is working, but I need you (rather, a senior political level) too, as amended by Haynes . thanks, Mike

- ___ Original Message
From: Hebert, Lernes , Col, OSD-P&R
Sent: Thursday, February 16, 2006 9:35 AM
TO: Beaver, Diane, Ms. EcD OGC; MacMurray, Michael, CIV, OSD POLICY
Cc: Smoot, Tom, Col, JCS ODJS; Smyser, James, Mr, DoD OGC
Subject: IADB

I was just made aware of the string of emails sent on the SIPNET with regard to the IADB. Since I do not have an account there was a delay in delivery of these emails. If there is **any** confusion that remains on this subject please give me a call.

To my knowledge there was no contradictory information provided, it was simply a misunderstanding by the parties involved of the existing programs and processes with regard to joint officer management. I will be glad to discuss at your convenience.

V/R

POLICY COORDINATION SHEET

Subject: Inter-American Defense Board (IADB)
I-Number: 06/000906-ES, **EF- Number:** ES-5135

Title/Organization	Name	Date
Chairman, JCS	Peter Pace	3/15/06 (memo)
USDP	_____	_____
DoD General Counsel	W. J. Haynes	2/12/06, w/edits
Spec. Assistant to SecDef	VADM S. Holbom	2/16/06 (per USDP&R e-mail)

FOUO

2006 FEB 17 PM 2:52
February 06, 2006

OXO USP

TO: Eric Edelman
CC: Jim O'Beirne
FROM: Donald Rumsfeld
SUBJECT: Marshall Billingslea

We may want to bring Marshall Billingslea back in a key post. He is an able fellow.

Thanks.

DHR:bp
020406-08

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

6 Feb 06

FOUO

RECEIVED
FEB 17 11 2: 52
February 06, 2006

020 USP

TO: Eric Edelman
CC: Jim O'Beirne
FROM: Donald Rumsfeld
SUBJECT: ~~Marshall~~ Billingslea

We may want to bring Marshall Billingslea back in a key post. He is an able fellow.

Thanks.

DHR:bp
020406-08

OSD 04389-06

Please Respond By March 02, 2006

MAR 13 2006

Mr. Secretary,

I agree - Marshall is extremely able. Once we know where we are headed on Policy reorganization we will have a better idea of where he would make the greatest contribution.

13 Mar 06

6 Feb 06

FOUO

Eric

11-L-0559/OSD/56515

OSD 04389-06

~~FOUO~~

March 17, 2006

TO: Stephen J. Hadley
CC: The Honorable Andrew H. Card Jr.
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Possibility of POTUS Meeting with Percy Barnevik

AFghan, STAN

You may recall when we were meeting with the President this week I mentioned Percy Barnevik, and the work he has done in India with micro enterprise for women, and that we are trying to get him steered toward Afghanistan. You also may recall I sent you a proposal he put together following his recent trip to Afghanistan.

The President said he would like to meet Barnevik sometime. Barnevik will be traveling to the U.S. for a board meeting and is available on March 27. I will be out of town on the 27th until approximately 2:00 pm. Needless to say, I would like to be there if the President meets with him, so if it could be scheduled after 2:00 pm I would appreciate it.

Barnevik gets back to the U.S. on business from time to time, so if the President chooses not to meet with him on March 27, or prefers to drop it, let me know.

DHR:ss
031706-05

OSD 04422-06

17 MAR 2006

~~FOUO~~

11-L-0559/OSD/56516

FOUO

March 08, 2006

030806-22

TO: Eric Edelman
CC: Gordon England
Peter Flory
Robert Rangel
VADM Jim Stavridis

FROM: Donald Rumsfeld *D.R.*

SUBJECT: CFIUS System

I **was** told today **by** the White House that there **are** three CFIUS issues being prepared **for** the President.

If something of that nature is going to go to the President, **someone** in the Department should brief me. I need to have some sense of what is going into the President **on** issues like **these**, particularly after what we have just gone through.

Please get back to me:

1. On the three CFIUS **issues going** to the President.
2. With a reworking of how the CFIUS process works and when I will be **informed**.

Thanks.

DHR dh
030806-22

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

FOUO

OSD 04440-06

11-L-0559/OSD/56517

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

274410 01 01 0:30
DSD

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy  MAR 16 2006

SUBJECT: Response to your question on "CFIUS System"

- You asked us to get back to you about CFIUS cases going to the President. You also asked about rewiring the DoD CFIUS process and how you will be kept informed.
- Recently three CFIUS cases have entered the formal 45-day investigation period.
 - If cases are not withdrawn or resolved by mitigation measures during the 45-day investigation period, a report and recommendation go to the President, who has 15 days to make a decision.
 - o Since 1988, only 12 cases have been forwarded to the President, of which 9 were withdrawn prior to Presidential decision, 2 were approved, and 1 was denied.
- The most visible of the current cases is Dubai Ports World (DPW).
 - On March 15, DPW and P&O announced that P&O Ports North America will be sold to an unrelated US buyer. (The 45 day investigation period requested by DPW on March 3 was, in fact, never formally begun.)
 - Treasury will monitor DPW's negotiations as it seeks a buyer. Once the sale is complete, the CFIUS role will end.
- The second case is Checkpoint's (Israel) acquisition of Sourcefire, a maker of computer network security software. Day 45 of the investigation is on March 23. There are very serious concerns over the Israeli company's past activities and failure to comply with a previous security agreement.
 - The Israelis have said they will not withdraw, so this case will likely be forwarded to the President for decision.
 - o OSD/NII and NSA are working on possible risk mitigation measures, and believe CFIUS should continue to negotiate with the company on its offer of a mitigation

Prepared by: Beth McCormick, Director, DTSA, (b)(6)

OSD 04440-06

~~FOR OFFICIAL USE ONLY~~
11-L-0559/OSD/56518



~~FOR OFFICIAL USE ONLY~~

plan. DSD England has overseen DoD's role in this case. We will bring you the results of the discussions with Checkpoint before a DoD position is forwarded to CFIUS.

- Based on the current schedule, the President will have until April 7 to make his decision on the Checkpoint transaction.
- The third case is Dubai Holdings (UAE) acquisition of Ross Catherall.
 - Several Ross Catherall subsidiaries provide parts for military aircraft and tank engines; one is a sole supplier of parts for the M1A2 tank.
 - Treasury initiated a formal investigation after DHS raised concerns over the impact on defense production.
 - The company met with senior representatives from DTSA, Army, and Army Material Command on March 14.
 - The company has addressed the main DoD concerns. We expect to recommend approval of the transaction.
- You should also be aware of another case that is likely heading to investigation at the end of *this week* (decision required by Friday March 17) – GKN's (UK) acquisition of Sierracin.
 - The issue is industrial base:
 - These companies are DoD's only two suppliers of large, advanced, laminated cockpit glass for high-speed, tactical combat military aircraft. The transaction would leave one supplier in this critical niche sector.
- Finally, as to rewiring the system with an emphasis on greater transparency:
 - ASD/ISP and I are receiving weekly status updates on all CFIUS cases.
 - Any cases where DoD has significant equities or concerns are being raised to me for decision. DSD also is playing an active role, e.g. on Checkpoint case.
- In addition, ASD/ISP, DSD and I are actively participating in Deputy-level meetings on high interest CFIUS cases, such as Checkpoint, and interagency CFIUS reform efforts.
- In addition to updating you on controversial or sensitive cases, we will send to you periodically a matrix of all active CFIUS cases. We are adapting the matrix that Treasury is maintaining (as CFIUS lead) to make it more useful for you.

~~FOR OFFICIAL USE ONLY~~

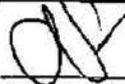
11-L-0559/OSD/56519

COORDINATION: None

~~FOR OFFICIAL USE ONLY~~

POLICY COORDINATION SHEET

Subject: Response to "CFIUS System"
I-Number: 030806-22

<u>Title/Organization</u>	<u>Name</u>	<u>Date,</u>
ASD/ISP	Peter Flory	 MAR 16 2006

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56521

~~FOUO~~

March 08, 2006

030806-22

TO: Eric Edelman
CC: Gordon England
Peter Flory
Robert Rangel
VADM Jim Stavridis

FROM: Donald Rumsfeld

D.R.

SUBJECT: CFIUS System

I was told today by the White House that there are three CFIUS issues being prepared for the President.

If something of that nature is going to go to the President, someone in the Department should brief me. I need to have some sense of what is going into the President on issues like these, particularly after what we have just gone through.

Please get back to me:

1. On the three CFIUS issues going to the President.
2. With a rewiring of how the CFIUS process works and when I will be informed.

Thanks

DFIR dh
030806-22

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

~~FOUO~~

11-L-0559/OSD/56522

3/20 v
1230.

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE
SECRETARY OF DEFENSE

ACTION MEMO

2006 MAR 20 AM 8:45 DSD _____

088
3/21

FOR SECRETARY OF DEFENSE

MAR 17 2006

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

SUBJECT: The Term "Psychological Operations"

RR
3/21

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

091,412

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

Approve DA Disapprove _____ Other _____
MAR 21 2006

COORDINATION: Tab 1

Attachment:
As stated

17 Mar 06

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

OSD 04442-06

2 Feb 06

MA SD		SMA DSD	
TSA SD	ML	SA DSD	
EXEC SEC	M3/20	KLIS	3/21
ESR MA	ML	STF DIR	



11-L-0559/OSD/56523

POLICY COORDINATION SHEET

Subject of Memo: SecDef Snowflake: The term Psychological Operations

I-Number: 06/001415-ES

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
USD(I)	Response pending	
CJCS	Response pending	
OASD(PA)	Response pending	
DoD, GC	Mr. Dell'Órto	27 Feb 06 (Concur with edits)
Special Assistant to the SecDef,	Mr. DiRita	Response pending 6 MAR 06
USD(P)	AMB Edelman	17 MAR 06

FOUO

February 02, 2006

TO: Eric Edelman
CC: Gen ~~Pete~~ Pace
Steve Cambone
Larry Di Rita

06/001415
ES-5170

FROM: Donald Rumsfeld *D.R.*

SUBJECT: The term "Psychological Operations"

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

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

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

Thanks.

DHR ss
020206-03

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

FOUO

OSD 04442-06

11-L-0559/OSD/56525

FOUO

FEB 22 2006

06/002217
ES-5250

TO: Peter Rodman
CC Eric Edelman
FROM Donald Rumsfeld *DR*
SUBJECT: Afghan-U.S. Strategic Partnership

Your memo on the Afghan Strategic Partnership is good. Some thoughts:

1. If the Peace Corps goes in they should use mature volunteers, not the 21 year olds.
2. A possible foundation to sponsor the Afghan-U.S. Defense Science Board proposal might be Smith-Richardson.
3. On the Warsaw Initiative Fund idea – why don't we get legislation drafted?

Let's keep pushing this.

Thanks.

Attach: 2/6/06 SecDef memo to USD (P), 2/7/06 ASD ISA memo to SecDef

DHR:as
021306-23 (TS).doc

.....
Please respond by **March 16, 2006**

FOUO

OSD 04444-06

11-L-0559/OSD/56526

~~FOR OFFICIAL USE ONLY~~

1652 F 2006

OFFICE OF THE
SECRETARY OF DEFENSE

DSD
USD(P) *44*

I-06/002217 ES-5250

INFO MEMO

MAR 17 2006

FOR: THE SECRETARY OF DEFENSE

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

MAR 17 2006

SUBJECT: U.S.-Afghan Strategic Partnership

- This update responds to your thoughts on our U.S.-Afghan Strategic Partnership memo.

Peace Corps

- We have asked State to help us work with the Peace Corps to devise an approach, for presentation to the GOA, that addresses the security concerns that led the agency to deny Ambassador Neumann's recent request for volunteers.

Afghan-U.S. Defense Science Board

- Smith-Richardson's Marin Strcnecki expressed preliminary interest in the concept.
- Although CFC-A, Embassy Kabul, and State think it's too much too soon, we intend to explore GOA interest in it during the Strategic Partnership meetings March 20-21.

Warsaw Initiative Fund

- We are working with State to try to get Afghanistan a robust, strategic-partnership program with NATO.
- Partnership for Peace (PfP), which would give Afghanistan access to U.S. and Allied resources (including Warsaw Initiative Funds), is one option, but the Afghans are concerned about being lumped in with former Soviet states.
- Allied consensus may be difficult; we have vetted this with the French and know any robust program for Afghanistan will be an uphill slog.
- We will work with State to table this at the NATO foreign ministers meeting in April and to conclude it at the June meeting of NATO defense ministers.
- We will discuss NATO programs during the U.S.-Afghan Strategic Partnership meetings.

COORDINATION: TAB A

Prepared by: Frank Light, ISA/NESA (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56527

OSD 04444-06

FOUO

FEB 22 2006

06/002217
ES-5250

TO Peter Rodman
CC: Eric Edelman
FROM Donald Rumsfeld *DR*
SUBJECT Afghan-U.S. Strategic Partnership

Your memo on the *Afghan Strategic Partnership* is good. Some thoughts:

1. If the Peace Corps goes in they should use mature volunteers, not the 21 year olds.
2. A possible foundation to sponsor the Afghan-U.S. Defense Science Board proposal might be Smith-Richardson.
3. On the ~~Warsaw~~ Initiative Fund idea – why don't we get legislation drafted?

Let's keep pushing this.

Thanks.

Attach: 2/6/06 SecDef memo to USD (P), 2/7/06 ASD ISA memo to SecDef

DHR:sa
021306-23 (TS).doc

.....
Please respond by March 16, 2006

FOUO

11-L-0559/OSD/56528

~~FOR OFFICIAL USE ONLY~~

POLICY COORDINATION SHEET

Subject: Afghan-U.S. Strategic Partnership

Control Number: I-06/002217, ES-5250

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
PDASD ISA	Ms. Mary Beth Long	<u>M. Long 3/14</u>
Principal Director, NESA	Brig Gen Paula Thornhill	<u>P. Thornhill 3/14</u>
Deputy Director, South Asia	Ms. Laura Cooper	<u>Laura Cooper 3/16/06</u>
ASD/ISP (NATO Policy)	Mr. Tony Aldwell	Mar 15, 2006
	ASD pending	
Sr. Advisor/Coalition Affairs	Ms. Debra Cagan	Mar 15, 2006

Prepared by: Frank Light, ISA/NESA (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56529

FOUO

Iran

March 17, 2006

TO: Eric Edelman

031706-10

FROM: Donald Rumsfeld *DR.*

SUBJECT: Abizaid Suggestion

Abizaid suggested someone see ~~Ken~~ Pollock. Do you agree with that?

Thanks.

DHR:as
031706-10

Please Respond By 03/23/06

17 Mar 06

OSD 04458-06

11-L-0559/OSD/56530

FOUO

Mr. Secretary,

I know Ken Pollack reasonably well. He is a former CIA analyst who served on the Clinton NSC and briefly stayed on in the Bush Administration. He has written a book on U.S. - Iranian relations proposing a "grand bargain" with Iran to get them to forgo nuclear weapons. He has also been extremely critical of the Administration on Iraq. I would be happy to talk with Ken and then offer a recommendation on whether it **is** worth your time.

Eric

Iran

20 Mar 06

17 Mar 06

FOUO

11-L-0559/OSD/56531

04458-06

3/20 ✓
16 00

FOUO

March 17, 2006

TO: Eric Edelman
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Abizaid Suggestion

031706-10

Abizaid suggested someone see Ken Pollock. Do you agree with that?

FOUO

Mr. Secretary,

*0317
3/21*

I know Ken Pollack reasonably well. He is a former **CIA** analyst who served on the Clinton NSC and briefly stayed on in the Bush Administration. **He** has written a book on U.S. - Iranian relations proposing a "grand bargain" with Iran to get them to forgo nuclear weapons. He has also been extremely critical of the Administration on Iraq. I would be happy to talk with Ken and then offer a recommendation on whether it is worth your time.

Eric

MAR 22 2006

Discuss

11-L-0559/OSD/56532

11-L-0559
3-23 2:27 PM
OSD 04458-06

3/20 ✓
1600

FOUO

March 17, 2006

TO: Eric Edelman

03/17/06-10

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Abizaid Suggestion

Abizaid suggested someone see Ken Pollock. Do you agree with that?

Thanks.

DHR:as
03/17/06-10

.....
Please Respond By 03/23/06

MAR 20 2006

RA → *Mr. Secretary,*
3/21

I know Ken Pollock reasonably well. He is a former CIA analyst who served on the Clinton NSC and briefly stayed on in the Bush Administration. He has written a book on U.S.-Iranian relations proposing a "grand bargain" with Iran to get them to forego nuclear weapons. He has also been extremely critical of the Administration in Iraq. I would be happy to talk with Ken and Iran after a recommendation on whether it is worth your time.

FOUO

20-23-06 01:23:11

11-L-0559/OSD/56533
Eric C

OSD 04458-06

MA SD	3/21	SMA DSD
ISA	<i>ab</i>	SA DSD
EXEC SEC	<i>MS</i>	<i>3/21</i>
FSR MA	<i>MB</i>	STF DIR

Afghanistan

March 17, 2006

ADVANCE COPY

TO: Mary Claire Murphy
FROM: Donald Rumsfeld *DR*
SUBJECT: Thank You Note for Book Received

This gentleman, Fazel Fazel, tells me he sent me a book titled *Shadow Over Afghanistan*, and that he never received a thank you.

Please look into it, and find out why he did not receive a thank you note, and then draft a thank you note for him.

Thanks.

Attach: Business Card of Fazel R. Fazel

DHR:ss
031706-01

.....

Please Respond By March 23, 2006



The Embassy of Afghanistan
WASHINGTON, DC

f

Fazel R. Fazel
Political Counselor

2341 Wyoming Ave, NW
Washington, DC 20008
www.EmbassyofAfghanistan.org

Tel: (b)(6)
Fax: (b)(6)
fszel@embassyofafghanistan.org

17 March

OSD 04460-06

January 18, 2002

COPY OF
STL 50 74 7 1 3

10 FEB 25 PM 2:16

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

~~Dear~~ Secretary of defense.

I send you a copy of my book to **show** my appreciation as an Afghan
American.

Taliban are Pashtun, you can not bring peace in **Afghanistan** as long as they
have their arms. They are **waiting** for **the United States** to leave **Afghanistan**.
With the help of international terrorist they **will** come back.

The bases of al-Quid is The Taliban, and the bases of The Taliban is
Pashtun, who are **living** in the south. We **can** not vanished and **destroy** al -
Quida, **until** we bring the **Taliban** and **pashtun** tribes **on** their Knees.

Your name will shine in the history of Afghanistan for ever.
You are a Great **man**. I wish you the best.

Sincerely **Yours**.

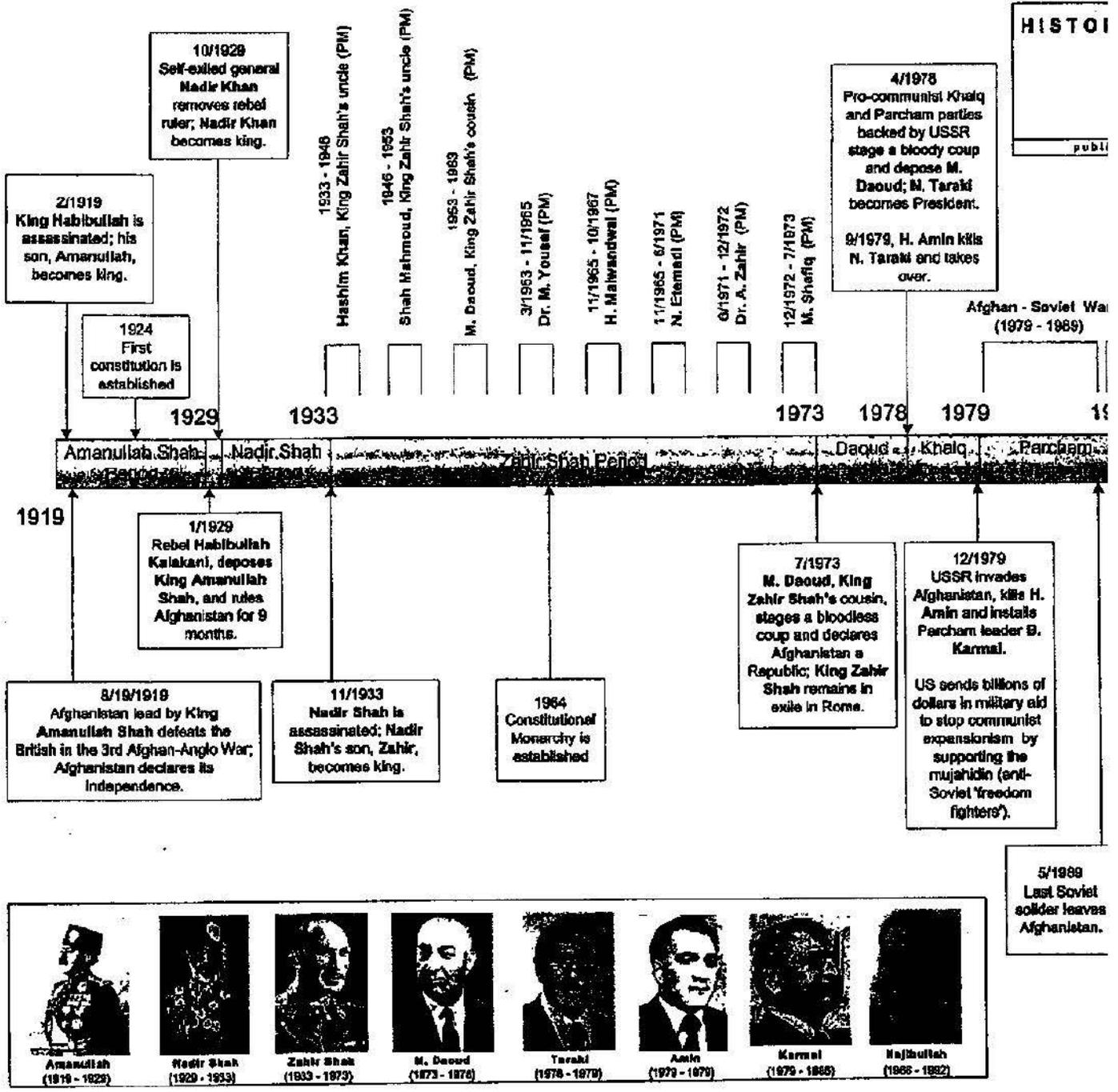
Fazel R. Fazel

Fazel R. Fazel

(b)(6)

U03363 /02

11-L-0559/OSD/56535



11-L-0559/OSD/56536

SHADOW OVER AFGHANISTAN



BY FAZEL RAHMAN FAZEL

***An Autobiography of an Afghan Family
During the Years of Soviet Political
Subversive Activity which Led to the
Occupation of Afghanistan.***

U03363 /02

ABOUT THE AUTHOR. . .



FAZEL RAHMAN FAZEL

Mr. Fazel, a lawyer by profession, was born in Kabul, Afghanistan. He is married and has three children. Since his escape from Afghanistan and his arrival in the United States, Mr. Fazel has been engaged in research, writing, working in the Law School at Southern Methodist University, Dallas, Texas, and presently is an interpreter for the United States Federal, State, and County courts.

Prior to the Soviet invasion of his country in December of 1979, Mr. Fazel served in many official capacities within the Justice Department of the Afghanistan government. Mr. Fazel was one of 48 presidential-appointed legislators assigned to write laws dictated by President Daoud. At different periods during his legal career, Mr. Fazel served as Public Prosecutor of Paghman County, Advisor to the Attorney General of Afghanistan and was the General Director of the Foreign Relations Division, Department of Justice, Afghanistan. He also served as the General Director of the Employment Office for the Justice Department.

Mr. Fazel holds a Law Degree, University of Kabul, Afghanistan and a Master's Degree in Comparative Law, George Washington University, Washington, D.C. His graduate studies include the following Certificates of Completion: Institute for International and Foreign Trade Law and U.S. Civilization, Georgetown University, Washington, D.C.; Executive Prosecutor Course, University of Houston; and legal Training Studies, University of South Wales, Sydney, Australia.

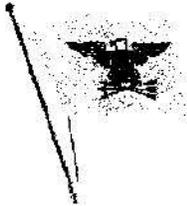
Mr. Fazel has traveled extensively during his professional and business career to Germany, Australia, Canada, Egypt, England, France, Italy, Soviet Union, Thailand, Poland, Switzerland, Sweden, Bulgaria, and the United States. Mr. Fazel speaks English, German, and Afghan (Dari and Pashto).

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11-L-0559/OSD/56538



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 20 2006

Afghanistan

Mr. Fazel R. Fazel
Political Counselor
Embassy of Afghanistan
2341 Wyoming Avenue, NW
Washington, DC 20008

Dear Mr. Fazel,

It was a pleasure seeing you at the Embassy event, and I was sorry to learn that you had not received acknowledgement of the gift you sent me in 2002.

I want to thank you for forwarding me the copy of your book, Shadow Over Afghanistan. It was kind of you to think of me. I look forward to continuing to work closely with Afghanistan in our partnership in the war on terror.

With my best wishes,

Sincerely,

20Mar06

OSD 04460-06

17Mar06

11-L-0559/OSD/56539

March 17, 2006

*add
3/20*

Shadow of Afghanistan

Memorandum To: Secretary Rumsfeld
From: Mary Claire Murphy *Mary Claire*
Re: Shadow of Afghanistan Book

Sir.

I went back and checked our records, as well as your correspondence archives, and you did in fact receive a letter & the book Shadow of Afghanistan from Mr. Fazel in February of 2002. (He was a private citizen then in (b)(6)

(b)(6)

My guess is that because this package was received within a few months after September 11th, and our current gift tracking system was not as fine tuned and streamlined at that point --- That a proper thank you note from you was not sent, and it simply fell through the cracks.

Please know that we have a VERY detailed thank you/gift acknowledgement system in place now --- and I do my best to personally go through EVERY Gift that comes in the door, and make sure that they are acknowledged in a timely and appropriate fashion.

Please see Attached DRAFT Thank you note to Mr. Fazel ---for your approval.

cc: Robert Rangel
Steve Bucci

OSD 04460-06

11-L-0559/OSD/56540

1 DMARD

17ma-06

~~FOUO~~

B

March 10, 2006

TO: Robert Wilkie

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Response to the Congressman who Believes I made Remark about Nuclear Plant

The **Congressman** who **said** there was a photograph of a nuclear plant and that that was a **smoking gun** is flat **wrong**. It never happened. Please find out when he had breakfast with me, who else was there, and let's **go back at him hard** in a letter. It is **harmful** that he thinks I ever said **anything** like that - I never **did**.

This **is** important. Please get back to me **within** two weeks.

Thanks.

DHR:ss
031006-22

.....
Please Respond By 03/24/06

A-471.61

10 Mar 06

~~FOUO~~

~~FOUO~~

March 09, 2006

032

TO: Robert Wilkie
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Congressman Chocola

I want to get to know Congressman Chris Chocola, a Republican from Indiana. I would like to see his background sheet.

Thanks

DHR:dh
030906-02

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

9 Mar 06

~~FOUO~~

OSD 04481-06

11-L-0559/OSD/56542



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

OFFICE OF THE
SECRETARY OF DEFENSE

2006 MAR 20 PM 3:25

INFO MEMO

Mar 17, 2006 5:00 PM

032

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response - Congressman Chocola

You requested a background sheet on Congressman Chris Chocola (R-IN).

- o Biography of Congressman Chocola is attached at TAB A.

Attachments:

- Congressman Chocola's Bio (TAB A)
- Snowflake #030906-02 (TAB B)

17 Mar 06

9 Mar 06

Prepared by: MGySgt Sue Ann Hines-Laboy, OSD/LA (b)(6)

OSD 04481-06

11-L-0559/OSD/56543

Chris Chocola
R-INDIANA (2nd)



Hometown: Bristol
 Born: February 24, 1962;
 Jackson, Mich.
 Religion: Presbyterian
 Family: Wife, Sarah Chocola;
 two children
 Education: Hillsdale College,
 B.A. 1984 (business
 administration & political
 economy); Thomas M. Cooley
 Law School. J.D. 1988
 Military Service: None
 Career: Agricultural
 manufacturing company
 executive; lawyer; cleaning
 materials company credit
 manager; foreign exchange
 trader
 Elected: 2002 (2nd term)

GWOT Travel	Trips	Date
Iraq	2	8/03; 1/06
Afghanistan	1	12/04
GTMO	1	7/05

BRAC/ Bases / Major Defense Industry

*Bases: Grissom ARB near district (2005
 BRAC: close Navy Marine Corps Reserve
 Center, Grissom ARB, total direct loss 7)

*Defense Industries: AM General
 (manufactures the Humvee).

•Secured in the FY06 Defense Authorization
 \$1.3 million for the Univ. of Notre Dame for
 advanced research in orthopedic implants for
 traumatic injuries.

Notes

-Committees: Budget; Ways & Means (Select
 Revenue Measures).

•Caucus and Special Organizations:
 Republican Study Committee.

•Detainees: Voted for motion to instruct
 House conferees to include in DoD FY06
 Authorization language to make the U.S.
 Army Field Manual on Intelligence
 Interrogation the uniform standard for
 interrogating detainees, and to prohibit cruel,
 inhumane or degrading treatment of detainees.

•Body armor: Is pleased with continued
 improvements in body armor, but believes
 more adjustments need to be made in
 balancing the protection provided by body
 armor with mobility. (1/18/06)

•Iraq: Recently said that 2006 is "a critical
 year" in Iraq as the US military gradually
 takes a reduced role and the Iraqi army and
 police grow in strength. Said that that "great
 strides" are being made in transitioning Iraq
 from military coalition control to police
 control, but that it is too early to predict when
 this transition will be completed. (1/17-18/06)

•Afghanistan: Member of the first
 Congressional delegation to meet with
 President Karzai after his inauguration in
 December 2004. Said that long-term U.S.
 involvement is crucial if Afghanistan is to
 build the democratic, educational and
 economic institutions that characterize secure
 and prosperous nations. (12/15/04)

•War on Terror: Regards Afghanistan and
 Iraq as parts of the war on terror that "will
 continue after we come home... "If we came
 home today it would be very naive to think
 these guys are going to leave us alone," he
 continued. "... They care about the headline. ...
 They think they can break our will." Said that
 the US will not win "with guns and bullets"
 alone. "It takes jobs and education so that they
 don't embrace life as a terrorist. ... It's going to
 take a generation to do that." (8/12/05)

~~FOUO~~

March 20, 2006

350.001

TO: The Honorable Karen Hughes

FROM: Donald Rumsfeld *[Signature]*

SUBJECT: Newt Minow Speech

Attached is an interesting speech by my friend Newt Minow that you might appreciate.

Attach. 3/19/02 Morris I. Leibman Lecture: "The Whisper of America" by Newton N. Minow

DHR:dh
032006-18

.....

OSD 04503-06

ROMANC

~~FOUO~~

11-L-0559/OSD/56545



LOYOLA
UNIVERSITY
CHICAGO



LOYOLA
UNIVERSITY
CHICAGO



◆
**Morris I. Leibman
Lecture**

**“The Whisper
of America”**

by

Newton N. Minow

**Loyola University
Chicago**

March 19, 2002



For more information, contact:

John Allen Williams, Ph.D.
Department of Political Science
Loyola University Chicago
6325 N. Sheridan Rd.
Chicago, IL 60626
773-508-3047



Newton N. Minow

Newton N. Minow is Counsel to the law firm of Sidley, Austin, Brown & Wood. He was a partner with Sidley & Austin from 1965-1991.

Mr. Minow served as a U.S. Army Sergeant in the China-Burma India Theater in World War II. He is a graduate of Northwestern University, and has been awarded 12 honorary degrees, including degrees from Brandeis University, the University of Wisconsin, Northwestern University and the University of Notre Dame.

His career includes service as Law Clerk to Chief Justice Fred M. Vinson of the U.S. Supreme Court and as Assistant Counsel to Governor Adlai E. Stevenson. In 1961, President John F. Kennedy appointed him Chairman of the Federal Communications Commission. In 1965, he joined the law firm of Leibman, Williams, Bennett, Baird & Minow which merged with Sidley & Austin in 1972. Sidley & Austin merged with Brown & Wood in May, 2001.

Mr. Minow has been a director of many companies, and has written four books and numerous magazine articles.

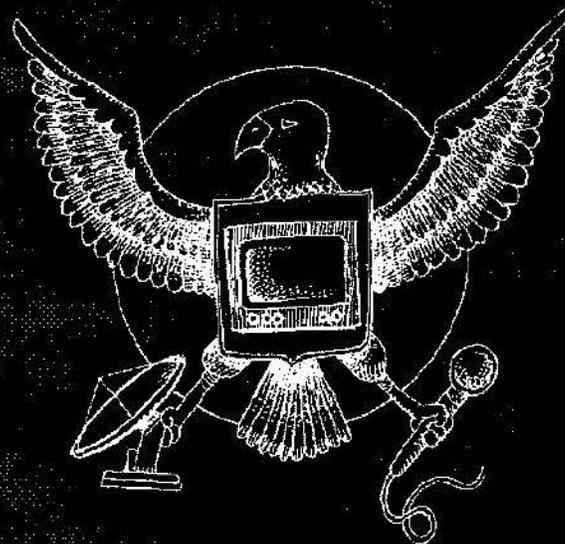
Mr. Minow and his wife, Josephine (Jo), live in Chicago. They have three daughters, Nell, Martha and Mary.



Morris I. Leibman

Morris I. Leibman was one of the first lay members of Loyola University Chicago: board of trustees. A senior partner at Sidley & Austin, he was a founder of the Center for Strategic and International Studies, the American Bar Association's Standing Committee on Law and National Security and the National Strategy Forum in Chicago. Mr. Leibman helped create the United States Institute of Peace, the first government-funded organization to promote a true and lasting undemanding of peace. He served five United States presidents as policy advisor and received the Presidential Medal of Freedom in 1981.

The Morris I. Leibman Distinguished Lecture Series was generously established by members of the Scholl Family and the Dr. Scholl Foundation to commemorate and celebrate Mr. Leibman's friendship, and to perpetuate his deep commitment to social and political integrity. The series is presented annually to friends of the university, students and faculty.



Morris I. Leibman Lecture

I dreamed that Morrie came back to our office yesterday. As we did so often, we shared a pastrami sandwich for lunch at his desk. Morrie's first question was, "Who is the President of the United States?" I said, "George Bush." Startled, Morrie asked, "What happened to the 22nd Amendment? You know a President can't serve more than two terms." I said, "Morrie, when you left us to become an angel in heaven ten years ago, George Herbert Walker Bush was President. Now his son, George W. Bush, is President."

Morrie then asked, "Who is the Secretary of Defense?" I said, "Don Rumsfeld." Morrie said, "You're putting me on! He can't still have the same job. Tell me what's going on?" I then described to Morrie what had happened September 11 and that Don Rumsfeld was doing a splendid job leading the war against terrorism.

With that, Morrie was out the door, on his way to the White House and the Pentagon with a creative strategy for our country to win that war. For above all, Morrie was a patriot whose love affair with the United States of America was central to his life. That is why President Reagan gave Morrie the Presidential Medal of Freedom in 1981, to recognize his imperishable record of service to the law, to America's values, to the Constitution and to all who love freedom.

Morrie had three favorite words: strategy, communication and national security. Whatever the problem or question, Morrie believed that the best answer would be found if you first developed a thoughtful strategy. He believed that the best way to execute that strategy was through clear, open and transparent communication. And he believed that maintaining our national security was the first priority of government if we are to live in a free and open society.

With these three favorite words and concepts—strategy, communication and national security in mind, what would Morrie advise us to do today? Tonight, I want to discuss a strategy to improve our communications to enhance our national security.

In World War II, when the survival of freedom was still far from certain, the United States created a new international radio service, the Voice of America. On February 24, 1942, William Harlan Hale opened the German-language program with these words: "Here speaks a voice from America. Every day at this

time we will bring you the news of the war. The news may be good. The news may be bad. We will tell you the truth."

My old boss, William Benton, came up with the idea of the Voice of America. He was then Assistant Secretary of State and would later become Senator from Connecticut. He was immensely proud of the Voice of America. One day he described the new VOA to RCA Chairman David Sarnoff, the tough-minded and passionate pioneer of American broadcasting. Sarnoff noticed how little electronic power and transmitter scope the VOA had via short-wave radio, then said, "Benton, all you've got here is the whisper of America."

Although the Voice of America, and later other international radio services, have made valuable contributions, our international broadcasting services suffer from miserly funding. In many areas of the world, they have seldom been more than a whisper. Today, when we most need to communicate our story, especially in the Middle East, our broadcasts are not even a whisper. People in every country know our music, our movies, our clothes and our sports. But they do not know our freedom or our values or our democracy.

I want to talk with you about how and why this happened, and what we must do about it.



First, some history:

At first, the Voice of America was part of the Office of War Information. When the war ended, the VOA was transferred to the Department of State. With the beginning of the Cold War, officials within the government began to debate the core mission of the VOA: was it to be a professional, impartial news service serving as an example of press freedom to the world? Or was it an instrument of U.S. foreign policy, a strategic weapon to be employed against those we fight? What is the line between news and propaganda? Should our broadcasts advocate America's values—or should they provide neutral, objective journalism?

That debate has never been resolved, only recast for each succeeding generation. In August 1953, for example, our government concluded that whatever the VOA was or would be, it should not be part of the State Department. So we established the United States Information Agency, and the VOA became its single largest operation.

A few years ago, Congress decided that all our international broadcasts were to be governed by a bi-partisan board appointed by the President, with the Secretary of State as an ex-officio member.

This includes other U.S. international broadcast services which were born in the Cold War, the so-called "Freedom Radios." The first was Radio Free Europe, established in 1949 as a non-profit, non-governmental private corporation to broadcast news and information to East Europeans behind the Iron Curtain. The second was Radio Liberty, created in 1951 to broadcast similar programming to the citizens of Russia and the Soviet republics. Both Radio Free Europe and Radio Liberty were secretly funded by the Central Intelligence Agency, a fact not known to the American public until 1967, when *The New York Times* first reported the connection. The immediate result of the story was

a huge controversy, because the radios had for years solicited donations from the public through an advertising campaign known as the Crusade for Freedom. Such secrecy, critics argued, undermined the very message of democratic openness the stations were intended to convey in their broadcasts to the closed, totalitarian regimes of the East.

In 1971, Congress terminated CIA funding for the stations and provided for their continued existence by open appropriations. The stations survived and contributed to American strategy in the Cold War. That strategy was simple: to persuade and convince the leaders and people of the communist bloc that freedom was better than dictatorship, that free enterprise was better than central planning and that no country could survive if it did not respect human rights and the rule of law. Broadcasting into regimes where travel was severely restricted, where all incoming mail was censored, and all internal media were tools of state propaganda, Radio Free Europe and Radio Liberty communicated two messages that conventional weapons never could—doubt about the present and hope for the future.

They did so against repeated efforts by Soviet and East European secret police to sabotage their broadcast facilities, to create friction between the stations and their host governments, and even to murder the stations' personnel. In 1962, I personally witnessed an effort by Soviet delegates to an international communications conference in Geneva to eliminate our broadcasts to Eastern Europe. Because I was then Chairman of the Federal Communications Commission, the Soviets assumed I was in charge of these broadcasts. I explained that although this was not my department, I thought we should double the broadcasts.

Listening to the radios' evening broadcasts became a standard ritual throughout Russia and Eastern Europe. Moscow, no matter how hard it tried, could not successfully jam the transmissions.

As a result, communism had to face a public that every year **knew** more about its lies. Aleksander Solzhenitsyn said of Radio Liberty, "If we learn anything about events in our own country, it's from there." When the Berlin Wall **fell**, and soon after the Soviet Union crumbled, Lech Walesa was asked about the significance of **Radio Free Europe** to the Polish democracy movement. He replied, "Where would the **Earth** be without the **sun**?"

Radio Free Europe and Radio Liberty continue to broadcast, from headquarters in downtown Prague, at the invitation of Vaclav Havel. The **studios** are now *guarded* by tanks in the street to protect against terrorists.

With **very** little money, Congress authorized several new services: Radio Free Asia, Radio Free Iraq, **Radio Free Iran**, Radio and TV Marti, Radio Democracy Africa and Worldnet, a television service that broadcasts a daily block of American news. After 9/11, Congress approved funding for a new Radio Free **Afghanistan**. What most people don't know is that this service is not new—Congress authorized funds for **Radio Free Afghanistan** first in **1985**, when the country was under Soviet domination. Even then the service was minimal—one half-hour a day of news in the Dari and Pashto languages. When the Soviets withdrew, we mistakenly thought the service was no longer needed. We dismantled it as the country plunged into chaos. We **are** finally beginning to correct our mistakes with a smart new service in the Middle East called "The New Station for the New **Generation**."

Indeed, as the Cold War wound down, we forgot its most potent lesson: that totalitarianism was defeated not with **missiles**, **tanks** and carriers, but with **ideas**—and that words **can** be weapons. Even though the Voice of America had earned the trust and respect of listeners for its accuracy and fairness, our government starved our international broadcasts. **Many** of the resources that **had** once been

given to public diplomacy—to **explaining** ourselves and our **deeds** to the world—were eliminated. In **the** Middle East, particularly, American broadcasting is not even a **whisper**. An Arab-language **radio** service is operated by Voice of America, but its budget is tiny and its audience **tinier**—only about 1 to 2 percent of Arabs ever listen to it. Among those under the age of 30—60 percent of the population in the region—virtually no one listens.

As we fell mute in the Cold War's aftermath, other voices grew in influence.

Al Jazeera

In the past **few** months, Westerners began to **learn** about **Al Jazeera** as a source of anti-American tirades by Muslim **extremists** and as the favored **news** outlet of both Osama bin Laden and the Taliban. The service had its **beginnings** in 1995, when the BBC withdrew from a joint venture with Saudi-owned Orbit Communications that had provided news on a Middle East channel. The BBC and the **Saudi** government clashed over editorial judgments, and the business relationship fell apart. Into the breach stepped a **big fan** of CNN, Qatar's Emir, Sheikh Hamed bin Khalifa **Al Thani**. He **admired** CNN's satellite technology and in 1996 decided to bankroll a Middle East satellite network with a **small** budget. He **hired** most of the BBC's anchors, editors and technicians, and **Al Jazeera** was born.

Al Jazeera means "the peninsula" in Arabic, and the name is fitting. Just as Qatar is a peninsula, the station's programming protrudes conspicuously into the world of state-controlled broadcasting in the Middle East. Several commentators, including many Arabs, have sharply criticized the service for being unprofessional and **biased**. CNN and **Al Jazeera** had a dispute this year and terminated their cooperative relationship.

Well before September 11, Al Jazeera had managed to anger most of the governments in its own region. Libya withdrew its ambassador from Qatar when Al Jazeera broadcast an interview with a critic of the Libyan government. Tunisia's ambassador complained to the Qatari foreign ministry about a program accusing Tunisia of violating human rights. Kuwait complained after a program criticized Kuwait's relations with Iraq. In Saudi Arabia, officials called for a "political farwa" prohibiting Saudis from appearing on any Al Jazeera programming. In March 2001, Yasser Arafat closed Al Jazeera's West Bank news bureau, complaining of an offensive depiction of Arafat in a documentary. Algeria shut off electricity to prevent its citizens from watching Al Jazeera's programs. Other countries deny Al Jazeera's reporters entry visas.

And of course, our own country has plenty to complain about Al Jazeera.

Al Jazeera came to our notice first because a 1998 interview with Osama bin Laden called upon Muslims to "target all Americans." Al Jazeera broadcast the tape many times. As the only network with an office in Afghanistan, Al Jazeera was the only one the Taliban allowed to broadcast from the country. On October 7, 2001, the network's Kabul office received a videotape message from Osama bin Laden, which it transmitted around the world. Hiding in caves, Osama could still speak to the world in a voice louder than ours because we allowed our story to be told by our enemies.

Forty years ago, I accompanied President Kennedy on a tour of our space program facilities. He asked me why it was so important to launch a communications satellite. I said, "Mr. President, unlike other rocket launches, this one will not send a man into space, but it will send ideas. And ideas last longer than people do." I never dreamed that the ideas millions of people receive every day would come from Al Jazeera.

The Global Media Marketplace

Whatever one thinks of Al Jazeera, it teaches an important lesson; the global marketplace of news and information is no longer dominated by the United States. Our own government, but it has no outlet of its own in the area, is looking into buying commercial time on Al Jazeera to get America's anti-terrorism message out. And because of privatization and deregulation in the international satellite business, a huge number of Americans now have direct access to Al Jazeera through the EchoStar satellite service.

The point is simply this; whether the message is one of hate or peace, in the globalized communications environment it is impossible either to silence those who send the message, or stop those who want to receive it. Satellites have no respect for national borders. Satellites surmount walls. Like Joshua's Trumpet, satellites blow walls down.

That was the last lesson of the Cold War. In Beijing, the Chinese government would not begin its brutal sweep through Tianamen Square until it thought the world's video cameras were out of range. In Manila, Warsaw and Bucharest, dissenters first captured the television station—the electronic Bastille of modern revolutions. In Prague, a classic urban rebellion became a revolution through television. The Romanian revolution was not won until television showed pictures of the Ceaucescus' corpses and scenes of rebels controlling the square in Bucharest. In the final days of the Soviet Union, the August 1991 coup against President Mikhail Gorbachev failed when video of the supposedly ill president was broadcast by satellite around the world. Those satellites, Gorbachev later said, prevented the triumph of dictatorship." Now, we have the newer technologies of the internet and e-mail—technologies the Voice of America and the Freedom Radios use with enthusiasm without adequate support.

What we have failed to realize is that the last lesson of the Cold War is **also** the first: lesson of the **new global** information age. We live now in a world where we are the lone superpower, and the **target** of envy and resentment not just in the Middle East but elsewhere. Terror is now the weapon of choice.

But if you believe we are only in a **war** against terrorism, you **are** only half-right. Nation-states **can** sponsor terrorism and provide cover to terrorists, but the war against terrorism is asymmetric. **This** is my friend Don Rumsfeld's favorite word—**asym-**metric. **This** means that **war** is not waged by a state against another state **per se**, but against an ideology. Think of the campaign of the past few months. The enemy has been a band of religious zealots and the Al Qaeda terrorists **they** harbor, not the people **of** Afghanistan. President **Bush** has been emphatic and effective on **this** point, **as** have Prime Minister Tony Blair and other world leaders.

Asymmetry **also** refers to the strategies and tactics used by those who cannot compete in a conventional war. In an asymmetric war, it is not enough to have Air Forces **to** command the skies, Navies **to** roam the seas, or Armies **to** control mountain passes. Although the Cold War led to staggering advances in military technology to win the battles, there is not a corresponding change in our government's use of communications technology to win the peace.

Asymmetry, in other words, is not limited to what happens on the battlefield. While U.S. Special Operations **forces** in Afghanistan use laptops and satellites and sophisticated wireless telecommunications to guide pilots flying bombing missions **from** aircraft carriers in the Arabian Sea, we still use obsolete, clumsy and primitive methods, **such** as short-wave radio, to communicate to the people.

Here is another incongruity: American marketing talent is successfully selling Madonnas music, Pepsi Cola and Coca Cola, Michael Jordan's shoes and

McDonald's hamburgers around the world. Our film, television and computer software industries dominate their markets worldwide. Yet, the United States government has tried to get its message of freedom and democracy out to the 1 billion Muslims in the world **and** can't seem to do it. **How** is it that America, a nation founded on ideas—not religion or race or ethnicity or clan—cannot explain itself to the world?

In the months since September 11, Americans have been surprised to learn of the **deep** and bitter resentment that **much** of the Muslim world feels toward us. Our situation is not **just** a public relations problem. Anyone who has traveled the world knows that much anti-American sentiment springs from **disagreements** with some of our economic and foreign policies. Our support of authoritarian regimes in the Muslim world has not endeared us to the people who live there. And there is no more poisonous imagery than that of Palestinians and Israelis locked in mortal and what seems to be never-ending combat.

Still, the United States has an important story to tell, the story of human striving for freedom, democracy and opportunity. Since the end of the Cold War, we have failed to tell that story to a world waiting to **hear** it on the radio and **see** it on television. We have failed to use the power of **ideas**.

Within days of the Taliban's flight from Kabul, television **was** back on the air in the country. The Taliban had not only banned television broadcasts but confiscated and destroyed thousands of TV sets. **They** hung the smashed husks of TV sets on light poles, **along** with videocassettes and musical instruments, **as** a warning to anyone who might try **to** break the regime's reign of ignorance. And yet no sooner **were** the Taliban driven from the city than hundreds of TV sets appeared from nowhere. Even in the midst of a totalitarian, theocratic regime, there had been a thriving underground market for news and information.

Television antennas were quickly hung outside of windows and on rooftops. The antennas are like periscopes, enabling those inside to see what is happening outside.

Where were we when those people needed us? Where were we when Al Jazeera went on the air? It was as if we put on our own self-created burka and disappeared from sight. The voices of America, the voices of freedom, were not even a whisper.

The New Challenge

I believe the United States must re-commit itself to public diplomacy—to explaining and advocating our values to the world. As Tom Friedman put it in his *New York Times* column not long ago: “It is no easy trick to lose a PR war to two mass murderers—(Osama bin Laden and Saddam Hussein) but we’ve been doing just that lately. It is not enough for the White House to label them ‘evildoers.’ We have to take the PR war right to them, just like the real one.”

There are two leaders of both parties who need out support in this fight for aggressive, vigorous public diplomacy. Illinois Republican Congressman Henry Hyde, chairman of the House International Relations Committee, wants to strengthen the Voice of America and the many Freedom Radio services that broadcast from Cuba to Afghanistan. Democratic Senator Joseph Biden, Chairman of the Senate Foreign Relations Committee, is on the same page. He has developed legislation known as “Initiative 911” to give special emphasis to more programming for the entire Muslim world, from Nigeria to Indonesia.

In November, Congress finally set aside \$30 million to launch a new Middle East radio network. The AM and FM broadcasts (not short wave) will offer pop music—American and Arabic—along with a mix of current events and talk shows. The proposal to fund Radio Free

Afghanistan is for \$27.5 million this year and next, and will allow about 12 hours a day of broadcasting into the country. The goal is to make our ideas clear not just to leaders in the Muslim world, but to those in the street, and particularly the young, many of whom are uneducated and desperately poor, and among whom hostility toward the United States is very high.

These efforts are late and, in my view, too timid. They are tactical, not strategic. They are smart, not visionary. The cost of putting Radio Free Afghanistan on the air and underwriting its annual budget, for example, is less than when one Comanche helicopter. We have many hundreds of helicopters which we need to destroy tyranny, but they are insufficient to secure freedom. In an asymmetric war, we must also fight on the idea front.

Bob Shieffer put the issue well not long ago on CBS’ “Face the Nation:”

“The real enemy is not Osama, it is the ignorance that breeds the hatred that fuels his cause. This is what we have to change. I realized what an enormous job that was going to be the other day when I heard a young Pakistani student tell an interviewer that everyone in his school knew that Israel was behind the attacks on the Twin Towers and everyone in his school knew all the Jews who worked there had stayed home that day.

What we have all come to realize now is that a large part of the world not only misunderstands us but is teaching its children to hate us.”

Steve Forbes, who once headed the Broadcasting Board of Governors, put the issue even more bluntly: “Washington should cease its petty, penny-minded approach to our international radios and give them the resources and capable personnel to do the job that so badly needs to be done right. . . What are we waiting for?”

The Proposal

What are we waiting for? I suggest three simple proposals. First, define a clear strategic mission and vision for U.S. international broadcasting. Second, provide the financial **resources** to get the job done. Third, **use** the unique talent that the United States has—**4** of it—to communicate that vision to the world.

First, and above all, U.S. international broadcasting should be unapologetically proud to advocate freedom and democracy in the world. There is no inconsistency in reporting the news accurately **while also** advocating America's values. The **real** issue is whether we will *carry* the debate on the meaning of freedom to places on the globe where open debate is unknown and freedom has no seed. **Does** anyone seriously believe that the twin goals of providing solid journalism and undermining tyranny **are** incompatible? As a people, Americans have always been committed to the proposition that these goals go hand in hand. As the leader of the free world, it is time for us to do what's right—to speak of idealism, sacrifice and the nurturing of values essential to human freedom—and to speak in a bold, clear voice.

Second, if we are to do that, we will need to put our money where our mouths **are** not. We now spend more than a billion dollars each day for the Department of Defense. Results in the war on terrorism demonstrate that **this** is money well invested in our national security. Whatever Don Rumsfeld says he needs should be provided by the Congress with pride in the extraordinary service his imaginative leadership is giving our country. As President Bush has proposed, we will need to increase the defense budget. When we do, **let's** compare what we **need** to spend on the Voice of America and the Freedom Radio services with **what** we need to spend **on** defense. Our international broadcasting efforts amount to less than two-tenths of one percent of Defense expenditures. *Al Jazeera*

was started with an initial budget of less than \$30 million a year. *Now Al Jazeera reaches some 40 million men, women and children every day, at a cost of pennies per viewer every month.*

Congress should hold hearings now to decide what we should spend to *get* our **message** of freedom, democracy and peace **into** the non-democratic and authoritarian **regions** of the world. One suggestion is to **consider** a relationship **between** what we spend on defense with what we spend **on** communication. For example, **should** we spend **10** percent of what we spend on **defense** for communication? That would be \$33 billion a year. Too much. **Should** we spend **1** percent? That would be \$3.3 billion, and **that** seems about **right to me**—one dollar to launch ideas for **every \$100** we invest to launch bombs. This would be **about six** times more than we invest **now** in international communications. We must establish a **ratio** sufficient to our **need** to inform and **persuade** others of the **values** of freedom and **democracy**. More importantly, we should **seek** a ratio **sufficient** to lessen **our** need for bombs.

Throwing money alone at the problem will not do the job. We **need** to use all of the communications talent we have **at** our **disposal**. **This** job is not only for **journalists**. As important as balanced news and public affairs programming are to our public diplomacy mission, the **fact** is **that** we are now in a global information marketplace. **An** American news **source**, even a highly professional one like the VOA, is not necessarily persuasive in a market of shouting, **often** deceitful and **hateful** voices. Telling the **truth** in a **persuasive**, convincing **way** is not propaganda. Churchill's and **Roosevelt's** words—"Never was so much **owed** by so many to so few"—"The **only** thing we have to fear is fear itself"—were as powerful as a thousand guns.

When Colin Powell chose advertising executive Charlotte **Beers** as Under **secretary** of State for public diplomacy and public affairs, some

journalists sneered. You cannot peddle freedom as you would cars and shampoo, went the refrain. That is undoubtedly so, and Beers has several times said as much herself. But you can't peddle freedom if no one is listening, and Charlotte Beers is a master at getting people to listen—and to communicate in terms people understand.

So was another visionary in this business, Bill Benton. Before he served as Assistant Secretary of State, Benton had been a founding partner in one of the country's largest and most successful advertising firms, Benton and Bowles. To win the information war, we will need the Bentons and Beers of this world every bit as much as we will need the journalists. We have the smartest, most talented and most creative people in the world in our communications industries—in radio, television, film, newspapers, magazines, advertising, publishing, public relations, marketing. These men and women want to help their country, and will volunteer eagerly to help get our message across. One of the first people we should enlist is a West Point graduate named Bill Roedy, who is President of MTV Networks International. His enterprise reaches one billion people in 18 languages in 164 countries. Eight out of ten MTV viewers live outside the United States. He can teach us a lot about how to tell our story.

Conclusion

In 1945, a few years after the VOA first went on the air, the newly founded United Nations had 51 members. Today it has 189. In the last decade alone, more than 20 countries have been added to the globe, many of them former Soviet republics, but not all. Some of these new countries, as with the Balkan example, have been cut bloodily from the fabric of ethnic and religious hatred. Some of these countries are nominally democratic, but many—especially in Central Asia—are authoritarian regimes. Some are also deeply unstable, and

thus pose a threat not only to their neighbors, but to the free world. Afghanistan, we discovered too late, is a concern not only to its region, but to all of us.

In virtually every case, those whose rule is based on an ideology of hate have understood better than we have the power of ideas and the power of communicating ideas. The bloodshed in the Balkans began with hate radio blaring from Zagreb and Belgrade, and hate radio is still common in the region today. The murder of 2 million Hutus and Tursis in central Africa could not have happened but for the urging of madmen with broadcast towers at their disposal. The same has been true of ethnic violence in India and Pakistan.

I saw this first hand in the Cuban Missile Crisis of 1962. President Kennedy asked me to organize eight American commercial radio stations to carry the Voice of America to Cuba because the VOA was shut out by Soviet jamming. We succeeded, and President Kennedy's speeches were heard in Spanish in Cuba at the height of the crisis. As we kept the destroyers and missiles out of Cuba, we got the Voice of America in because we had enough power to surmount the jamming. On that occasion, our American broadcasts were more than a whisper.

Last spring—well before the events of September 11—Illinois Congressman Henry Hyde (a Loyola graduate) put the need eloquently. I quote him:

"During the last several years it has been argued that our broadcasting services have done their job so well that they are no longer needed. This argument assumes that the great battle of the 20th century, the long struggle for the soul of the world, is over: that the forces of freedom and democracy have won. But the argument is terribly shortsighted. It ignores the people of China and Cuba, of Vietnam and Burma, of Iraq and Iran and Sudan and North Korea and now Russia. It ignores the fragility of freedom

*and the difficulty of building and keeping
democracy. And it ignores the resilience & evil."*

Fifty-eight years ago, Albert Einstein returned from a day of sailing to find a group of reporters waiting for him at the shore. The reporters told him that the United States had dropped an atomic bomb on Hiroshima, wiping out the city. Einstein **shook his head** and said, "Everything in the world has changed except the way we **think**."

On September 11 everything changed except the way we think. It is hard to change the way we think. But we **know that** ideas last longer than people do, and that **two** important ideas of the 20th century are now in **direct** competition: the ideas of mass communication and mass destruction. The **great** question of our time is whether we will be wise enough to use one to avoid the other.



Mr. Minow is pleased to acknowledge and **thank** his colleague, Craig L. **LaMay** (Associate Dean at **Northwestern University's Medill School of Journalism**) for his valuable help in preparing this lecture. **The eagle illustration** used throughout this brochure was drawn by Mr. **Minow's** son-in-law, **David Aparoff**.

TAB A

~~FOUO~~

FEB 23 2006

TO: ADM Ed Giambastiani
CC David Chu
FROM: Donald Rumsfeld 
SUBJECT Integrating the QDR

I noticed in *the* attached e-mail that it suggests we find out how *the* various long and short courses *at* command and staff, Capstone etc. are integrating the QDR and the way ahead into their activities as of NOW.

Please take a look at this suggestion and tell me what you think.

Thanks.

Attach. 2/7/06 Gingrich e-mail to SD

DHR.dh
022106-39

.....
Please Respond By 03/09/06

Tab A

~~FOUO~~

OSD 04504-06

11-L-0559/OSD/56558



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20316-9999

INFO MEMO

CM-0233-06
20 March 2006

FOR: SECRETARY OF DEFENSE

FROM: Admiral E.P. Giambastiani, VCJCS

E. P. Giambastiani 3/16/06

SUBJECT Integrating the Quadrennial Defense Review (QDR) (SF 022106-39)

In response to your question (TAD A) regarding integrating the QDR into various long and short courses, the following is provided.

- Joint Professional Military Education (JPME) institutions **are** actively integrating the QDR into all of the Command and Staff and War Colleges as well as into general/flag officer education.
 - The QDR is a primary topic of discussion in all the **JPME** schools.
 - Knowledgeable faculty members lead QDR discussions. Guest lecturers include the Vice Chairman of the Joint Chiefs of Staff at NDU; Director, J-5, at the Army War College; and the Assistant Secretary of the Navy (Financial Management and Comptroller) at the Naval War College.
- JPME institutions have programs consistent with QDR recommendations.
 - Programs include irregular warfare, stabilization operations, combating weapons of **mass** destruction, information operations, cultural awareness, interagency operations, and exploiting virtual and constructive technologies.
 - Institutions are reviewing levels of interagency and multinational participation.
- NDU is considering two additional initiatives addressed in the QDR report.
 - The National Security Education Program is expanding to produce more civilian foreign language professionals by establishing collaborative programs with the Reserve Officer Training *Corps* at universities and the military academies.
 - The Joint Staff, NDU, and OSD(HD) are exploring options for transforming NDU into a national security university. NDU will complete this proposal in the late spring.

COORDINATION: TAB B

Attachments:

As stated

Prepared By: Rear Admiral R. J. Mauldin, USN; Director, J-7; (b)(6)

OSD 04504-06

~~FOR OFFICIAL USE ONLY~~

TABA

~~FOUO~~

FEB 23 2006

TO: ADM Ed Giambastiani
CC: David Chu
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SUBJECT: Integrating the QDR

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Please take a look at this suggestion and tell me what you think.

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Attach. 2/7/06 Gingrich e-mail to SD

DHR:dh
022106-39

.....
Please Respond By 03/09/06

Tab A

~~FOUO~~

OSD 04504-06

11-L-0559/OSD/56560

TAB B

COORDINATION

USA	COL Strong	7 March 2006
USN	CAPT Simon	7 March 2006
USAF	Col Grabowski	7 March 2006
USMC	Col Venable	7 March 2006
NDU	Mr Schorsch	7 March 2006

FOUO

A

10:05

February 28, 2006

TO: Robert Wilkie
CC: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: Follow-up with Governor Napolitano

I saw Governor Napolitano yesterday. I asked her if she had received the letter from Pete Verga, and she said she **had**, but that it was inaccurate. I asked **her** to give me a piece of paper showing precisely where it is inaccurate, because we certainly don't want **to** send **out** anything that is inaccurate. She promised to do so.

In addition, she said she has a letter from the Department of Homeland Security saying that it is the Department of Defense's responsibility **to** guard **the** border. I told **her** I couldn't believe it. They **know** that is not the case -- that **it is** their responsibility, **and** we can **only** do so in **support** of them. She said she would **send** us the DHS letter. I want to see it when it comes in.

We need to **get** this straightened out.

Thanks.

Attach. Verga letter, **USBP** UDA Apprehensions, Title 32: Statutory Options
(State of Arizona Request)

DHR:dh
022806-06

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

FOUO

OSD 04506-06



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE
2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

JAN 25 2006

The Honorable Janet Napolitano
Governor of Arizona
1700 West Washington Street
Phoenix, Arizona 85007-2812

Dear Governor Napolitano:

Thank you for your December 30, 2005, letter to the Secretary of Defense regarding federal funding for Arizona National Guard activities along the Arizona-Mexico border. The Secretary of Defense has authorized me to respond on his behalf.

The Department acknowledges the difficulties associated with the influx of narcotics, illegal immigrants, and other law enforcement matters along the Arizona - Mexico border. As you note in your letter, Chapter 9 of Title 32 of the U. S. Code permits the Secretary of Defense to authorize use of the National Guard of a State in Title 32 status for "homeland defense activities." It further defines a "homeland defense activity" as "an activity undertaken for the military protection of the territory or domestic population of the United States, or of infrastructure or other assets of the United States as determined by the Secretary of Defense as being critical to national security, from a threat or aggression against the United States." Current policy precludes the use of military forces for border security, unless in support of a Lead Federal Agency or directed by the President in response to a national security threat. } ←

The Department recognizes the importance of the missions you propose for the National Guard. However, these missions are not "homeland defense activities." Instead, these missions constitute "border security." Land border security is a civilian law enforcement responsibility. The Department of Defense supports the Department of Homeland Security in its role as the Lead Federal Agency for border security operations.

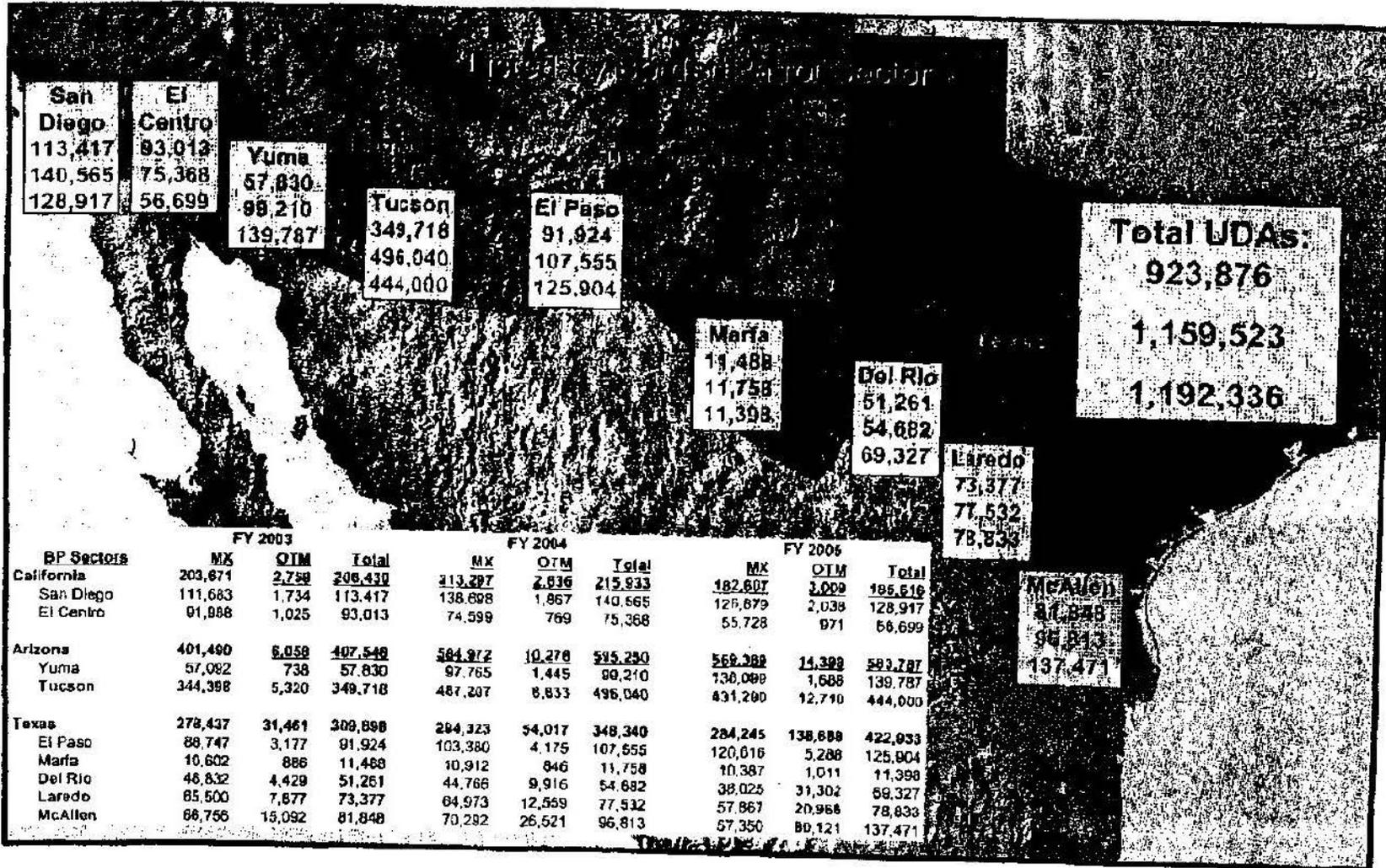
Therefore, DoD cannot approve the use of Title 32 funds for National Guard land border security missions, conducted independently of military support to civilian law enforcement. ←

Sincerely,

Peter F. Verga
Principal Deputy



USBP UDA APPREHENSIONS: FY 03 / 04 / 05



TITLE 32: Statutory Options

State of Arizona Request

Get Co. into it
Get Dept. into it
Get DHS into it

The State of Arizona has requested federal funding for Arizona National Guard activities performing homeland security functions along the border pursuant to Title 32, which authorizes the Secretary of Defense to provide funds so that a "Governor can employ the National Guard units or members to conduct homeland defense activities that the Secretary determines to be necessary and appropriate." 32 U.S.C. sec. 901 et seq. Federal Funding is appropriate Arizona's request pursuant to three separate provisions of Title 32

1. *"Homeland Defense Activities" Include Border Security Measures under Section 905.*

Arizona specifically requested Federal funding assistance pursuant to Chapter 9 of Title 32, which gives the Secretary Defense the discretion to provide Federal funds to a governor to employ National Guard assets to conduct "homeland defense activities." The statute defines those activities as those that are "undertaken for the military protection" of a "domestic population" of the United States that is "critical to national security." 32 U.S.C. sec. 901.

Arizona's proposal to have the Arizona National Guard perform various activities related to border security certainly fits within the statutory definition. A recent House of Representatives report specifically addresses the need for both the Department of Defense and the Department of Homeland Security to coordinate their efforts with regard to "such important activities as border defense, use of actionable intelligence, plans for use of the National Guard as a first responder, and development of vaccines and various other countermeasures." H.R. Rep. 108-106(2003), 354-355. Further, the porous nature of our Arizona-Mexico border constitutes a "threat or aggression" against the United States pursuant to the Department of Defense's ongoing commitment to the implementation of anti-terrorism tactics.

Defending our border fits squarely into the statutory definition of a "homeland defense activity." Now, it is up to the Secretary of Defense to exercise his discretion to provide Federal funds for these critical border defense activities.

2. *Border Defense Efforts Constitute "other dut[ies]" Section 502.*

Section 502 permits a member of the National Guard to perform "training or other dut[ies]" in addition to those that they are already prescribed to perform. 32 U.S.C. sec. 502(f). Significantly, there is no limiting language requiring any specific emergency declarations or mission obligations. This section was used in the Katrina Disaster Relief Effort to provide Federal payments for National Guard forces performing "other duties," which consisted of providing various hurricane disaster relief while remaining under the authority of a state governor. Therefore, this provision can be implemented

independently to permit Federal payment for the use of Arizona National Guard forces performing "other duties" to bolster border security efforts along the Arizona-Mexico border.

3. *The Department Already Provides Federal Funding Related to Border Defense Efforts Pertaining to Drug Interdiction and Counter-Drug Activities through Section 112.*

Section 112 provides that the Secretary of Defense may grant funding to the governor of a state pursuant to the submission of a "drug interdiction and counter-drug activities plan" that satisfies certain statutory requirements. **32 U. S. Sec. 112(d)**. The Secretary is charged **with** examining the sufficiency of the drug interdiction plan and determining whether the distribution of funds would be proper in accordance with this section.

The Secretary has already determined the sufficiency of Arizona's plan and is providing Federal funding to the Arizona National Guard for the implementation of a drug interdiction plan per this section. Arizona's plan addresses its threats and vulnerabilities and specifically delineates operational guidelines to counter these exposed areas. In addition to the specific drug intervention tactics, the plan also focuses heavily on human **smuggling** and terrain vulnerabilities with respect to the illegal entry of aliens into the United States.

Therefore, the Secretary of Defense has already authorized the use of National Guard forces, within this drug-interdiction program, to include increased support for border security measures. This recognition and aid to border security measures exists as proof that the Department already considers border security as part of its responsibility and mission, and that rationale should be applied to support a request under Section 901. In the alternative, the Department could assist the Arizona National Guard efforts along the border by increasing the **funding** levels to the drug-interdiction program for the purposes of augmenting resources in the border **security** arena.



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

INFO MEMO

005

March 20, 2006 2:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response – Follow-up with Governor Napolitano

- During the NGA Winter meeting on 27 Feb 06, you asked Governor Napolitano to send a paper on the inaccuracies she claimed were in the PDASD Verga letter of January 25. You also asked to see a copy of the letter DHS sent to her. (Tab A)
- We received a letter from Governor Napolitano addressed to you and Secretary Chertoff (Tab B). The letter addresses a variety of issues: including the following:
 - In an apparent reference to the PDASD Verga letter (Tab C), she states it is “utterly incomprehensible to assert that border defense does not fit squarely into the statutory language defining a ‘homeland defense activity.’”
 - The letter also notes that operational control of the southwest border is a fundamental Homeland Security issue. It requests DHS to advise DoD of the need for National Guard (NG) to assist the Federal Government to secure the Arizona border and that Arizona be reimbursed for these NG activities.
- Attached is a copy of the DHS letter to Governor Napolitano from Mr. Chet Lunner, Office of the Under Secretary for Preparedness, DHS (Tab D).
 - It offers a synopsis of the programs DHS is undertaking to secure the borders.
 - It also states that “the use of Article 32 authority is a clearly delineated Department of Defense (DOD) issue that should be addressed by DOD.”
 - Contrary to Governor Napolitano’s statement to you, the letter does not say it is DoD’s responsibility to guard the border.
- My office will work with ASD McHale and DHS to ensure Governor Napolitano receives a response to her concerns.

Attachment: A- Secretary of Defense Snowflake#022806-06
B- Governor Napolitano letter to Sec. Rumsfeld and Sec. Chertoff
C- Verga letter to Governor Napolitano
D- DHS letter to Governor Napolitano

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

11-L-0559/OSD/56567

OSD 04506-06

~~FOUO~~

A

10:05

February 28, 2006

TO: Robert Wilkie
CC: Robert Rangel
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(State of Arizona Request)

DHR.dh
022806-06

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Please Respond By 03/16/06

~~FOUO~~

OSD 04506-06

11-L-0559/OSD/56568



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE
2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

JAN 25 2006

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Governor of Arizona
1700 West Washington Street
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The Department recognizes the importance of the missions you propose for the National Guard. However, those missions are not "homeland defense activities." Instead, those missions constitute "border security." Land border security is a civilian law enforcement responsibility. The Department of Defense supports the Department of Homeland Security in its role as the Lead Federal Agency for border security operations.

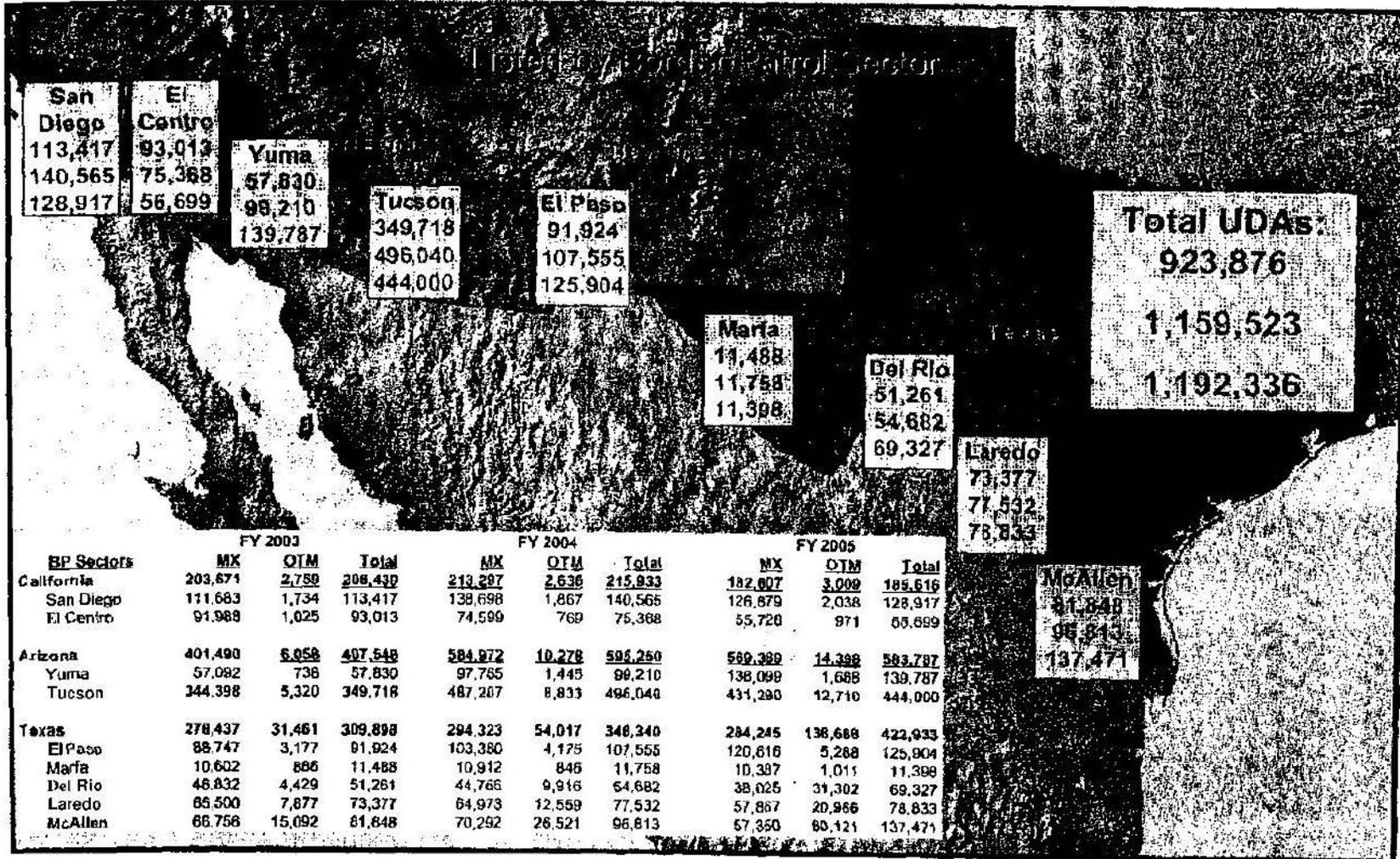
Therefore, DoD cannot approve the use of Title 32 funds for National Guard land border security missions, conducted independently of military support to civilian law enforcement. ←←

Sincerely,

Peter F. Verga
Principal Deputy



USBP UDA APPREHENSIONS: FY 03 / 04 / 05



TITLE 32: Statutory Options

State of Arizona Request

Get Critical
Determine
Get DHS letter

The State of Arizona has requested federal funding for Arizona National Guard activities performing homeland security functions along the border pursuant to Title 32, which authorizes the Secretary of Defense to provide funds so that a "Governor can employ the National Guard units or members to conduct homeland defense activities that the Secretary determines to be necessary and appropriate." 32 U.S.C. sec. 901 ~~et seq.~~ Federal Funding is appropriate Arizona's request pursuant to three separate provisions of Title 32

1. ***"Homeland Defense Activities" Include Border Security Measures under Section 905.***

Arizona specifically requested Federal funding assistance pursuant to Chapter 9 of Title 32, which gives the Secretary Defense the discretion to provide Federal funds to a governor to employ National Guard assets to conduct "homeland defense activities." The statute defines those activities as those that are "undertaken for the military protection" of a "domestic population" of the United States that is "critical to national security." 32 U.S.C. sec. 901

Arizona's proposal to have the Arizona National Guard perform various activities related to border security certainly fits within the statutory definition. A recent House of Representatives report specifically addresses the need for both the Department of Defense and the Department of Homeland Security to coordinate their efforts with regard to "such important activities as border defense, use of actionable intelligence, plans for use of the National Guard as a first responder, and development of vaccines and various other countermeasures." H.R. Rep, 108-106(2003), 354-355. Further, the porous nature of our Arizona-Mexico border constitutes a "threat or aggression" against the United States pursuant to the Department of Defense's ongoing commitment to the implementation of anti-terrorism tactics.

Defending our border fits squarely into the statutory definition of a "homeland defense activity." Now, it is up to the Secretary of Defense to exercise his discretion to provide Federal funds for these critical border defense activities.

2. ***Border Defense Efforts Constitute "other dut[ies] of Section 502.***

Section 502 permits a member of the National Guard to perform "training or other dut[ies]" in addition to those that they are already prescribed to perform. 32 U.S.C. sec. 502(f). Significantly, there is no limiting language requiring any specific emergency declarations or mission obligations. This section was used in the Katrina Disaster Relief Effort to provide Federal payments for National Guard forces performing "other duties," which consisted of providing various humane disaster relief while remaining under the authority of a state governor. Therefore, this provision can be implemented

independently to permit Federal payment for the use of Arizona National Guard forces performing "other duties" to bolster border security efforts along the Arizona-Mexico border.

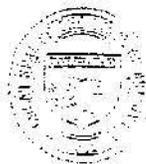
3. *The Department Already Provides Federal Funding Related to Border Defense Efforts Pertaining to Drug Interdiction and Counter-Drug Activities through Section 112.*

Section 112 provides that the Secretary of Defense may grant funding to the governor of a state pursuant to the submission of a "drug interdiction and counter-drug activities plan" that satisfies certain statutory requirements. 32 U.S.C. sec. 112 (d). The Secretary is charged with examining the sufficiency of the drug interdiction plan and determining whether the distribution of funds would be proper in accordance with this section.

The Secretary has already determined the sufficiency of Arizona's plan and is providing Federal funding to the Arizona National Guard for the implementation of a drug interdiction plan per this section. Arizona's plan addresses its threats and vulnerabilities and specifically delineates operational guidelines to counter these exposed areas. In addition to the specific drug intervention tactics, the plan also focuses heavily on human smuggling and terrain vulnerabilities with respect to the illegal entry of aliens into the United States.

Therefore, the Secretary of Defense has already authorized the use of National Guard forces, within this drug-interdiction program, to include increased support for border security measures. This recognition and aid to border security measures exists as proof that the Department already considers border security as part of its responsibility and mission, and that rationale should be applied to support a request under Section 901. In the alternative, the Department could assist the Arizona National Guard efforts along the border by increasing the funding levels to the drug-interdiction program for the purposes of augmenting resources in the border security arena.

B



STATE OF ARIZONA

OFFICE OF THE GOVERNOR

1700 WEST WASHINGTON STREET, PHOENIX, AZ 85007

JANET NAPOLITANO
GOVERNOR

MAIN PHONE: 602-542-4331
FACSIMILE: 602-542-7601

March 7, 2006

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

The Honorable Michael Chertoff
Secretary of Homeland Security
Office of the Secretary
U.S. Department of Homeland Security
Washington, DC 20528

Dear Secretaries Rumsfeld and Chertoff:

I write to you jointly regarding the operational control of the Arizona-Mexico Border, and the Homeland Security implications resulting from its current condition. Specifically, this letter is a request for additional Federal attention at the border through the formal approval of funding for the use of the Arizona National Guard in a supportive role to secure our border.

I have met, corresponded, and exchanged memos with each of you personally, or with your respective Departments, on this issue. There is no problem more compelling affecting the State of Arizona today than illegal immigration. As a State, we are dependent upon the Federal government, and particularly upon your Departments, to provide the strategy, resources, and dedication to secure our border.

The United States can regain operational control of this border through a common understanding of the issues at hand, a renewed commitment to the Federal responsibilities of this mission, and the immediate allocation by your Departments of resources necessary to fulfill these commitments.

Current Federal border control policy in the Southwest has funneled illegal immigrant traffic into Arizona, and has left the Border Patrol's Tucson Sector as the primary gateway for illegal crossings along the entire United States-Mexico border. As a result of this paralyzed policy, there are more undocumented immigrants entering the

11-L-0559/OSD/56573

DSA 03700-06

Secretaries Rumsfeld and Chertoff
March 7, 2006
Page 2

country through Arizona than through any other state in the nation. Yet, while over 50% of all illegal crossings from the United States-Mexico Border are through my State, only 27% of the Border Patrol officers, nationwide, are stationed in Arizona sectors.

Despite the increase in Department of Homeland Security resources to this area, Congress has still failed to appropriate even the minimum levels of funding for border security that were recommended by the 9/11 Commission and authorized by Congress in the Intelligence Reform and Terrorism Prevention Act of 2004.

I have recently been made aware that the Department of Defense intends to decrease National Guard presence by further cutting critical Guard resources at the border currently acting pursuant to the Arizona National Guard Counter-drug Support Plan, authorized by Section 112 of Title 32. Remarkably, while Arizona suffers a decrease in funding, the United States Army has placed two Stryker Units in New Mexico, with another on the way, to assist in border-related matters. In addition, the Arizona Department of Public Safety continues to receive sporadic cooperation, at best, from Immigration and Customs Enforcement ("ICE") in responding to investigations involving unauthorized migrants.

Arizona is doing its part. Last year, I declared a state of emergency for all of the Arizona border counties, thereby releasing over \$1.5 million in State funds to help combat the effects of illegal immigration in border communities. Furthermore, this January, I sent a \$100 million border security package to our State legislature to strengthen local jurisdictions along the border, increase the region's law enforcement personnel, allocate funds for the purchase of border security equipment and technology, and combat the immigration-related crimes Arizona faces on a continual basis.

Although the State of Arizona should not be a financial or operational substitute for the Federal Government's responsibility to secure our borders, we are nonetheless willing to further assist you in this important Federal commitment. We can provide operational support through the expertise and particularized mission capabilities of the National Guard forces. Specifically, in my December 30, 2005 letter to Secretary Rumsfeld, I delineated a series of activities that the Arizona National Guard could perform within a supportive capacity in order to assist the Federal Government in securing our border. These National Guard functions would be subject to the Department of Homeland Security's Southwest border strategy, and would further take direction from that agency. Moreover, there are numerous sources of statutory authority by which to effectuate such border security activities by the National Guard, as is evidenced by the following:

- Augmentation of current Title 32 Section 112 activity in Arizona through the Drug Interdiction strategy (a strategy that notes that the "proven ease of illegal entry into the United States via the Arizona/Mexico international border may actually be the most dangerous threat included in this state plan");

11-L-0559/OSD/56574

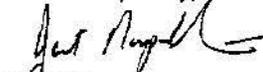
- Title 32, Section 502(f) that allows a member of the National Guard to perform "training or other duties" in addition to their regularly prescribed functions. Historically, this Section has been liberally applied, and was implemented in the Gulf Region in response to Hurricane Katrina;
- The execution of a Memorandum of Agreement ("MOA") between the Department of Homeland Security and the Department of Defense analogous to the 2002 MOA that was executed between the Immigration and Naturalization Service and the Department of Defense regarding the protection of the Canadian and Mexican Borders;
- Chapter 9 of Title 32 gives the Secretary of Defense the discretion to provide Federal funds to a governor to employ National Guard assets to conduct "homeland defense activities." The statute defines those activities as those that are "undertaken for the military protection" of a "domestic population" of the United States that is "critical to national security." 32 U.S.C. sec. 901.

For further reference, I have attached a memorandum addressing the legal avenues outlined above. (see attached) Clearly, there exists ample legal authority by which to effectuate this request, and there can be no question that, operationally, the Guard can be of invaluable assistance. As stated in a recent letter to my office from the Department of Homeland Security: "the use of the National Guard troops allows ICE and CBP to place more personnel in critical front-line law enforcement roles and we encourage this cooperation."

Returning operational control to our Southwest border is a fundamental Homeland Security mission. Therefore, I respectfully request the Department of Homeland Security to advise formally the Department of Defense as to the necessity of implementing the Arizona National Guard to assist the Federal Government in its mission in Arizona to secure our border, and further that the State of Arizona be reimbursed for these National Guard activities.

Thank you for your cooperation in working to secure the Arizona-Mexico Border. I respectfully request your immediate attention to this matter.

Yours very truly,



Janet Napolitano
Governor

JN:DKB

B

MEMORANDUM

TO: File

FROM: Legal Department

DATE: March 6, 2006

RE: *Title 32: Statutory Funding Options*

1. Augment Funding for the Current Drug-Interdiction Program Implemented Under Section 112

Federal funding is currently provided to the Arizona National Guard for the implementation of a drug interdiction program in accordance with the provisions of Title 32, Section 112. This section provides that the Secretary of Defense may grant funding to the Governor of a State pursuant to the submission of a "drug interdiction and counter-drug activities plan" that satisfies certain statutory requirements. *Id.* The Secretary of Defense is charged with examining the sufficiency of the drug interdiction plan, and determining whether the distribution of funds would be proper. 32 U.S.C.A. §112(d).

Arizona's current drug-interdiction plan addresses Arizona's threats and vulnerabilities, and specifically delineates operational guidelines to counter these exposed areas. In addition to the specific drug intervention tactics, the plan also recognizes related border issues created by human smuggling and terrain vulnerabilities with respect to the illegal entry of aliens into the United States. Having authorized Arizona's Drug-Interdiction Plan, the Secretary of Defense enabled the Arizona National Guard to engage in border security functions. As such, these border security measures can be further strengthened by simply increasing the funding levels to the "drug-interdiction" program for the purposes of augmenting resources in the border security arena.

2. Independent Implementation of Section 502(f)

Historically, Title 32, Section 502(f), has been used to expand the operational scope of the National Guard beyond their "general duties." Specifically, it allows a member of the National Guard to perform "training or other dut[ies]" in addition to those they are already prescribed to perform. 32 U.S.C.A. §502(f). Where Section 502(f) "is devoid of limiting language requiring any specific emergency declarations or mission obligations, the statute can be implemented independently, and interpreted to apply to any "other duty," including use of National Guard forces to bolster border security efforts in the State of Arizona. Such an expansive use was exemplified during the Katrina Disaster Relief Effort. There, National Guard forces provided additional "duties" under this

section, and received federal funding and benefits, while remaining under the authority of the respective Governors. *Hurricane Katrina: DOD Disaster Response*, CRS Report for Congress (0911912005).

3. Border Security Funding Established through a Memorandum of Agreement (“MOA”) between the Department of Homeland Security and the Department of Defense

In February of 2002, Immigration and Naturalization Services signed a Memorandum of Agreement (“MOA”) with the Department of Defense for limited Border Patrol support. This agreement resulted in the Department of Defense financially and logistically supporting National Guard forces on both the Canadian and Mexican borders.

To fund security on the Arizona-Mexico Border, an analogous funding MOA could be established. The Department of Homeland Security (“DHS”) would transfer funds to the Department of Defense (“DoD”), who would then provide National-Guard assistance to the State of Arizona for security purposes on the Arizona-Mexico Border.

4. Implementation of Chapter 9

Title 32, Chapter 9 of the United States Code authorizes the Secretary of Defense to provide federal funding to a State, under the authority of the Governor of that State, for the use of their National Guard forces if there is a “necessary and appropriate” “homeland defense activity.” 32 U.S.C.A. §905. A “homeland defense activity” is statutorily defined as:

“an activity undertaken for the military protection of the territory or domestic population of the United States, or of infrastructure or other assets of the United States determined by the Secretary of Defense as being critical to national security, from a threat or aggression against the United States.” 32 U.S.C.A. §901.

The Code vests discretion in the Secretary of Defense to determine what constitutes a “homeland defense activity,” and further, whether federal funding should be provided to that State pursuant to 32 U.S.C.A. §905. This discretion, Awarded to the Secretary of Defense in observance of compliance with Section 903, requires that he promulgate regulations giving State Governors direction and instruction for the implementation of this Chapter. Sec 32 U.S.C. §903 (“[T]he Secretary of Defense shall prescribe regulations to implement this chapter.”). In the absence of Federal direction and regulatory guidance, State Governors seeking Federal relief are forced to speculate as to the scope and reach of this statute. Under such circumstances, the Secretary of Defense must apply the scope of this Chapter liberally.

Furthermore, it is significant that the porous nature of the Arizona-Mexico Border plainly constitutes a “threat or aggression” against the United States pursuant to the Department of Defense’s ongoing commitment to the implementation of anti-terrorism tactics. A

2003 House of Representatives Report specifically addresses the need for both the Department of Homeland Security and the Department of Defense to coordinate efforts with regards to:

“such important activities **as** border defense, use of actionable intelligence, plans for use of the national **guard as** a first responder, and development of vaccines and various other countermeasures that have been suggested to the committee.” H.R. Rep. 108-106(2003), 354-355 (emphasis added).

Such an interpretation is supported by the legislative history behind this statute as well as national security rhetoric which collectively emphasize the importance of border defense as a priority for the successful protection of our nation. It is **thus** utterly incomprehensible to **assert** that border defense does not fit squarely into the statutory language defining a “homeland defense activity.”



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

C
JAN 25 2006

The Honorable Janet Napolitano
Governor of Arizona
1700 West Washington Street
Phoenix, Arizona 85007-2812

Dear Governor Napolitano:

Thank you for your December 30, 2005, letter to the Secretary of Defense regarding federal funding for Arizona National Guard activities along the Arizona-Mexico border. The Secretary of Defense **has** authorized me to respond **on** his behalf.

The Department **acknowledges** the difficulties associated with the influx of narcotics, illegal immigrants, and other law enforcement matters along the Arizona - Mexico border. **As** you note in your letter, Chapter 9 of Title 32 of the U. S. Code permits the Secretary of Defense to authorize use of the National Guard of a State in Title 32 status for "homeland defense activities." It further defines a "homeland defense activity" as "an activity undertaken for the military protection of the territory or domestic **population of the United States**, or of **infrastructure** or other **assets of the United States as determined by the Secretary of Defense as being critical to national security**, from a **threat** or aggression against the United States." Current policy **precludes** the use of military forces for **border security**, unless in support of a Lead Federal Agency or directed by the President in response to a national security **threat**.

The **Department** recognizes the importance of the missions you propose for the National Guard. However, those missions **are not** "homeland defense activities." Instead, those missions constitute "border security." Land border security is a civilian law enforcement responsibility. The Department of Defense **supports the** Department of Homeland Security in its role **as** the Lead Federal Agency for border security operations.

Therefore, DoD cannot approve **the** use of Title 32 funds for National **Guard** land border security missions, conducted independently of military support to civilian law enforcement.

Sincerely,

Peter F. Verga
Principal **Deputy**

11-L-0559/OSD/56579



Homeland Security

February 23, 2006

Frank P. Navarrete
Director, Homeland Security
Office of Governor Janet Napolitano
1700 West Washington Avenue
Phoenix, Arizona 85007

Dear Frank:

Secretary Chertoff asked me to reply to Governor Napolitano's January 13, 2006 letter regarding current Department of Homeland Security (DHS) border security and immigration enforcement activities in Arizona.

The Governor's letter mentions concerns with Immigration and Customs Enforcement (ICE) staffing in Arizona. The assignment of personnel is a critical tool in addressing border security, and one we adjust constantly to use highly trained personnel - our most valuable and limited resource - most effectively. The 50 ICE agents referenced in the January 13 letter were detailed for a short period to assist a particular operation, but were never permanently assigned to Arizona. When their details ended, these agents returned to their home offices. However, in recognition of our enforcement priorities in Arizona, we have added a total of 50 new Special Agent positions and 8 support positions in Arizona in FY 05 and 06. ICE also added 40 Detention and Removal officers in Arizona and 2,000 detention beds nationwide.

U.S. Customs and Border Protection (CBP) has also bolstered its presence in Arizona. By the end of FY 06, CBP projects to have added 376 Border Patrol agents in Tucson and Yuma Border Patrol Sectors over those present at the end of FY 04. This will bring to 3,314 the total number of Border Patrol agents in the Arizona Sectors, representing 27 percent of the nationwide total of Border Patrol agents.

DHS is committed to deploying the right number and mixture of personnel in Arizona to best achieve control of the border. However, personnel are only one of a blend of resources, from infrastructure, technology and intelligence, necessary to enhance Border Security (for example, DHS also plans to increase border infrastructure barriers and vehicle barriers by almost 50 percent by the end of this fiscal year). Our Secure Border Initiative is intended to identify a comprehensive approach to securing the border, and the President's FY 07 budget request includes a number of proposed enhancements towards this end - to wit:

www.dhs.gov

11-L-0559/OSD/56580

- A request for \$458.9 million providing an increase of 1,500 new Border Patrol agents, bringing the total number of agents added to 3,000 since 2005. This represents a 42 percent increase in the Border Patrol agent workforce since 9/11.
- A request for \$100 million for border technology that will enhance electronic surveillance and operational response capability. This funding will provide significant procurement investments needed to begin an aggressive deployment plan that began in the previous fiscal year.
- A request for \$410.2 million for an additional 6,700 detention bed spaces. New bed space will also be used to return criminal aliens upon release from state and local prisons, and to target the population of alien absconders defying orders of removal. This bed space request will support the detention and removal of an additional 100,000 apprehended aliens each year.

The Governor's letter also requested a series of data. We think access to this kind of data is probably best handled through participation in existing or about-to-be-established joint task forces and related initiatives. We already work together in several Federal-State task forces. Moreover, while C3P and ICE have invited the Arizona Department of Public Safety to assign liaison officers to our Arizona offices and participate in human smuggling task forces, we have not received a commitment from DPS to do so in all cases. Many of the statistics requested in the January 13 letter would be available through participation in these task forces.

In the very near future, ICE and CBP will be working together to deploy a Border Enforcement Security Task Force (BEST) to Arizona. The Arizona BEST will involve a commitment to both the Phoenix and Tucson areas. The BEST task force is a nationally-integrated team with Federal, State, and local representation which is focused on sharing information, developing priority targets, and carrying out coordinated law enforcement operations that will enhance border security. The deployment of the BEST concept to Arizona follows a very successful pilot effort in Laredo, Texas, where CBP and ICE have worked in partnership with other Federal, State, and local partners to combat border violence. Full-time participation from DPS and other Arizona law enforcement agencies will be a key ingredient to the success of the BEST in Arizona.

As mentioned in the January 13, 2006 letter, the deployment of National Guard assets to the border is a Governor's decision to make. The use of National Guard troops allows ICE and CBP to place more personnel in critical front-line law enforcement roles and we encourage this cooperation. That said, the use of Article 32 authority is a clearly delineated Department of Defense (DOD) issue that should be addressed by DOD.

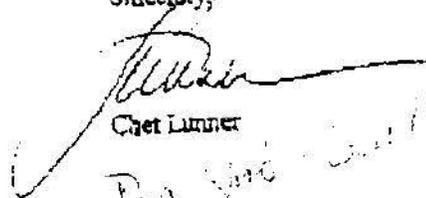
We appreciated news of the Governor's plans to submit a \$100 million border security package to the Arizona state legislature. Although we have not been privy to details of the package, I hope we can work together to ensure that this initiative is rolled out in a way that takes advantage of our combined resources in a coordinated fashion. This coordination would ideally be similar to that in Operation Stonegarden, where Border Patrol has coordinated with State and local police departments to achieve successes in increased apprehensions, arrests, and seizures of narcotics in a collaborative way using targeted spending and allocation of resources.

Allow me to raise several distinct but related border security issues. In San Luis, Arizona, east of the Port of Entry, CBP is working to now install tactical infrastructure. The anticipated tactical infrastructure is an "enforcement zone" which would consist of an all-weather road, high-intensity lighting, and a secondary fence. However, a two-mile section of land where the enforcement zone is planned is owned by the State of Arizona. The state has informed CBP that it would require approximately \$54,403 for a two year right of entry onto this land to complete the installation of the tactical infrastructure. This right of entry would only allow CBP to access the land to begin construction and would be contingent on CBP acquiring the land from the state at a cost of \$671,500. Receiving an easement onto the land instead of requiring CBP to purchase the land would allow CBP to install the needed infrastructure more quickly and efficiently to achieve our common goals.

Also, in October 2005, ICE trained twelve Arizona Department of Corrections Officers to exercise 287(g) authority in the expeditious processing of criminal aliens within the Arizona correctional system for removal from the United States upon completion of their sentence. Having 287(g)-trained State and local officers assisting in the detention and removal process is an important aid to DHS. Hopefully, in the future, we can have more Arizona Department of Corrections Officers cross-trained with 287(g) authority to assist in the detention and removal of detained aliens.

Please feel free to contact me in the future at 202-282-8426 with any questions or comments you may have. I look forward to working with you to ensure effective collaboration so we can work towards our common goals of Border Security and Immigration Enforcement.

Sincerely,



Chet Lunn

Don't forget to call!

FEB 3 2006
06/001881
ES-5231

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Active Endeavor Exercise

Please report back to me as to how we are going to interact with Active the exercise that is going to take place soon. We ought to be involved i substantially. I would think

leavor,
fairly

Thanks.

DIR-14
021006-R(TS) doc

.....>

Please respond by February 28, 2006

~~FOUO~~

OSD 04509-06

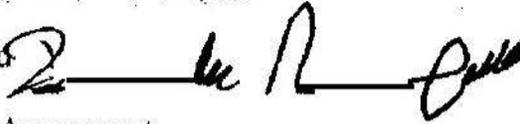
11-L-0559/OSD/56583

MAR 21 2006

Saudi Arabia

TO: Vice President Richard B. Cheney

FROM Donald Rumsfeld



SUBJECT: Saudi Air Force Assessment

You asked me about our progress in conducting an assessment of the Royal Saudi Air Force. We are sending a general over to finalize the project in late March.

The assessment will cover:

- Where the Saudi Air Force is today.
- Where they are going.
- Modernization, sustainment, and training.
- Interoperability with the US Air Force.

Our team will consist of 10-15 personnel covering ops, training, maintenance, and personnel safety. The timing of the assessment is, of course, up to the Saudis. We can begin anytime this spring or summer.

I will keep you posted as this unfolds.

Regards,

DHR:dh
032006-29

.....

21 MAR 06

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD _____ 24

FOR SECRETARY OF DEFENSE

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

EE MAR 20 2006

SUBJECT: Response to your question on "CFIUS System"

- You asked us to get back to you about CFIUS cases going to the President. You also asked about rewiring the DoD CFIUS process and how you will be kept informed.
- Recently three CFIUS cases have entered the formal 45-day investigation period.
 - If cases are not withdrawn or resolved by mitigation measures during the 45-day investigation period, a report and recommendation go to the President, who has 15 days to make a decision.
 - o Since 1988, only 12 cases have been forwarded to the President, of which 9 were withdrawn prior to Presidential decision, 2 were approved, and 1 was denied.
- The most visible of the current cases is Dubai Ports World (DPW).
 - On March 15, DPW and P&O announced that P&O Ports North America will be sold to an unrelated US buyer. (The 45 day investigation period requested by DPW on March 3 was, in fact, never formally begun.)
 - Treasury will monitor DPW's negotiations as it seeks a buyer. Once the sale is complete, the CFIUS role will end.
- The second case is Checkpoint's (Israel) acquisition of Sourcefire, a maker of computer network security software. Day 45 of the investigation is on March 23. There are very serious concerns over the Israeli company's past activities and failure to comply with a previous security agreement.
 - The Israelis have said they will not withdraw, so this case will likely be forwarded to the President for decision.
 - o OSD/NII and NSA are working on possible risk mitigation measures, and believe CFIUS should continue to negotiate with the company on its offer of a mitigation plan. DSD England has overseen DOD's role in this case. We will bring you the

Prepared by: Beth McCormick, Director, DTSA, (b)(6)

OSD 04517-06

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11-L-0559/OSD/56585



results of the discussions with Checkpoint before a DoD position is forwarded to CFIUS.

- Based on the current schedule, the President will have until April 7 to make his decision on the Checkpoint transaction.
- The third case is Dubai Holdings (UAE) acquisition of Ross Catherall.
 - Several Ross Catherall subsidiaries provide parts for military aircraft and tank engines; one is a sole supplier of parts for the M1A2 tank.
 - Treasury initiated a formal investigation after DHS raised concerns over the impact on defense production.
 - The company met with senior representatives from DTSA, Army, and Army Material Command on March 14.
 - The company has addressed the main DOD concerns. We expect to recommend approval of the transaction.
- You should also be aware of another case was heading to investigation, until the companies withdrew their filing on Friday March 17 - GKN's (UK) acquisition of Sierracin.
 - These companies are DoD's only two suppliers of large, advanced, laminated cockpit glass for high-speed, tactical combat military aircraft. The transaction would leave one supplier in this critical niche sector.
 - We expect re-filing to CFIUS, as well as action in a separate Federal Trade Commission anti-trust case. Policy and AT&L will be involved in these reviews.
- Finally, as to rewiring the system with an emphasis on greater transparency:
 - ASD/ISP and I are receiving weekly status updates on all CFIUS cases.
 - Any cases where DoD has significant equities or concerns are being raised to me for decision. DSD also is playing an active role, e.g. on Checkpoint case.
- In addition, ASD/ISP, DSD and I are actively participating in Deputy-level meetings on high interest CFIUS cases, such as Checkpoint, and interagency CFIUS reform efforts.
- In addition to updating you on controversial or sensitive cases, we will send to you periodically a matrix of all active CFIUS cases. We are adapting the matrix that Treasury is maintaining (as CFIUS lead) to make it more useful for you.

~~FOUO~~

March 08, 2006

030806-22

TO: Eric Edelman
CC: Gordon England
Peter Flory
Robert Rangel
VADM Jim Stavridis

FROM: Donald Rumsfeld *DR*

SUBJECT: CFIUS System

I ~~was~~ told today by the White House that there are three CFIUS issues being prepared for the President.

If something of that nature is going to go to the President, someone in the Department should brief me. I need to have some sense of what is going into the President on issues like these, particularly after what we have just gone through.

Please get back to me:

1. On the three CFIUS issues going to the President.
2. With a rewiring of how the CFIUS process works and when I will be informed.

Thanks.

DHR dh
030806-22

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

FOUO

11-L-0559/OSD/56587

OSD 04440-06

COORDINATION: None

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11-L-0559/OSD/56588

~~FOUO~~

cc: DPB Hansen
Ryan
Jensen

March 13, 2006

031006-11

334

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Addition to Defense Policy Board

What do you think about adding Alan Greenspan to the Defense Policy Board?

Thanks.

DHR:ss
031006-11

.....
Please Respond By 03/23/06

13 Mar 06

OSD 04520-06

11-L-0559/OSD/56589

FOUO

cc: DPB Ryan
Jensen

March 13, 2006

031006-11

334

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Addition to Defense Policy Board

What do you think about adding Alan Greenspan to the Defense Policy Board?

Thanks.

DHR:es
031006-11

.....
Please Respond By 03/23/06

Mr. Secretary,

*I think he would add an
invaluable economic perspective
that currently is not really
represented on the Board.*

20 Mar-06

MAR 20 2006

EJ

13 Mar-06

FOUO

OSD 04520-06

11-L-0559/OSD/56590

20-05-06 20:13:18

~~FOUO~~

February 07, 2006

I-06/001614

ES-5203

TO: Eric Edelman

CC: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Flexibility in Foreign Programs

We have to find a way to get more flexibility in IMET and FMS. We need to stop cutting off military-to-military relationships every time there is a bump in the political road.

Please come up with some proposals.

Thanks.

DHR:bp
020406-43

.....
Please Respond By 03/02/06

OSD 04604-06

~~FOUO~~

11-L-0559/OSD/56591

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD _____

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy *EE* MAR 21 2006

SUBJECT: Flexibility in Foreign Programs

- You asked me to propose how we might get more flexibility in IMET and FMS.
- As you know, we are proceeding with an interagency effort to de-link IMET from the American Servicemembers Protection Act. However, increasing the flexibility of our foreign programs will require a much broader USG initiative.
- I recently met with Amb. Randall Tobias, the President's designee to be the Director of Foreign Assistance.
 - Amb. Tobias is very energized about reforming the existing foreign assistance process.
 - He also appears eager to work with DoD to ensure that future reforms support not only diplomatic and development goals, but also defense goals.
- In addition, we now have several advocates in the think tank community and Congress on whom the Administration can count for support.
 - Carlos Pascual is now at the Brookings Institution. John Hamre is also interested in supporting foreign assistance reform.
 - Sen. Inhofe was extraordinarily helpful in securing the new authority provided in Section 1206 of the 2006 National Defense Authorization Act and could be a key ally in promoting further flexibility. Sen. Warner has likewise been forward-leaning in this area.

Prepared by: Kathleen Hicks, Director for Strategy (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56592

OSD 04604-06



- To take advantage of our recent successes and the increased number and visibility of these allies, my office is pursuing a three-track approach to foreign assistance reform:
 - Working with CSIS and others to conceive of a fully reformed foreign assistance process, to include an overhaul of the Foreign Assistance Act.
 - Continuing to pursue discrete legislative changes that can expand the flexibility we received for OEF and OIF, such as world-wide CERP authority for the Combatant Commands.
 - Assisting the Department of State in its efforts to reform foreign assistance.
- The time may be right for you to make a major address on this subject. You might emphasize the following themes.
 - Withholding foreign assistance may appear to be a useful weapon, but its consequences are often devastating.
 - We have lost a generation of leaders through our short-sighted restrictions on IMET. Pakistan and Indonesia are two notable examples of this.
 - Now, more than ever, flexibility in our assistance programs is critical. In the Global War on Terrorism, this nation cannot afford to forego willing partners, and we cannot predict with any certainty where and when we will need friends.
 - The human rights absolutists, including those in the United States Congress, must understand that this single-issue approach to foreign policy is undermining the Nation's security, limiting our prospects for stability across the globe.

COORDINATION: None

Attachment: Secretary of Defense Memo to USDP—Flexibility in Foreign Programs

- To take advantage of our recent successes and the increased number and visibility of these allies, my office is pursuing a three-track approach to foreign assistance reform:
 - Working with CSIS and others to conceive of a fully reformed foreign assistance process, to include **an** overhaul of the Foreign Assistance Act.
 - Continuing to pursue discrete legislative changes that can expand the flexibility we received for OEF and OIF, such as world-wide CERP authority for the Combatant Commands.
 - Assisting the Department of State **in** its efforts to reform foreign assistance.
- The time may be right for you to make a major address on this subject. **You** might emphasize the following themes.
 - Withholding foreign assistance may appear to be a useful weapon, but its consequences **are** often devastating.
 - We have lost a generation of leaders through our short-sighted restrictions on IMET. Pakistan and Indonesia **are two** notable examples of **this**.
 - Now, more than ever, flexibility in our assistance programs is critical. In the Global War on Terrorism, this nation cannot afford to forego willing partners, **and** we cannot predict with any certainty where and when we will need friends.
 - The human rights absolutists, including those in the United States Congress, must understand that this single-issue approach **to** foreign policy is **undermining** the Nation's security, limiting our prospects for stability across the globe.

COORDINATION: None

Attachment: Secretary of Defense Memo to USDP—Flexibility in Foreign Programs

Matt
 What do you think?


04604-06

11-L-0559/OSD/56594

09113

24 Mar 06

7 Feb 06

1230

~~FOR OFFICIAL USE ONLY~~

008
3/23

DEFENSE
INSTRUMENTAL

2006 MAR 23 11 9:08

INFO MEMO

DSD _____

FOR SECRETARY OF DEFENSE

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

MAR 21 2006

SUBJECT: Flexibility in Foreign Programs

RA
3/23

- o You asked me to propose how we might get more flexibility in **IMET** and **FMS**.
- As you **know**, we are proceeding with **an** interagency effort to de-link **IMET** from the American Servicemembers Protection Act. However, increasing the flexibility of our foreign programs will require a much broader USG initiative.
- I recently met with Amb. Randall Tobias, the President's designee to be the Director of Foreign Assistance.
 - o Amb. Tobias is very energized about reforming the existing foreign assistance process.
 - o He also appears eager to work with DoD to **ensure** that future reforms support not only diplomatic and development goals, but also defense goals.
- In addition, we now have several advocates in the think tank community and Congress on whom the Administration can count for support.
 - o Carlos Pascual is now at the Brookings Institution. John Hamre is also interested in supporting foreign assistance reform.
 - o **Sen. Inhofe** was extraordinarily helpful in securing the new authority provided in Section 1206 of the 2006 National Defense Authorization Act and could be a key ally in promoting further flexibility. Sen. Warner has likewise been forward-leaning in this area.

Prepared by: Kathleen Hicks, Director for Strategy (b)(6)

~~FOR OFFICIAL USE ONLY~~

OSD 04604-06



11-L-0559/OSD/56595

MA SD		SMA DSD	
SA SD	02/22	SA DSD	
EXFC SEC	M/12	115	3/23/06
ESR MA	M/22	STF DIR	

~~FOUO~~

10:21

January 03, 2006

TO: David Chu
FROM: Donald Rumsfeld *D.A.*
SUBJECT: Foreign Area Officer Program

Please send me a quarterly report on how we're doing this Joint Foreign Area Officer Program.

Thanks

DHR ks
122905-20

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

~~FOUO~~

11-L-0559/OSD/56596

OSD 04632-06



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

INFO MEMO

3:21

PERSONNEL AND
READINESS

March 16, 2006, 5:07 PM

MEMORANDUM FOR SECRETARY OF DEFENSE

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

David S. Chu
SUBJECT: Joint Foreign Area Officer (FAO) Program Quarterly Update -
SNOWFLAKE (attached)

- You asked for a quarterly report on the Joint Foreign Area Officer Program.
- The Services have transitioned their FAO programs to meet the new joint requirements and are developing over 700 new FAOs by FY 2010 based on a common set of training guidelines, developmental experiences, and regional expertise standards.
- FAO Training. Qualification as an FAO in the Joint DoD FAO Program requires qualifying in a principal military specialty, speaking a strategic or dominant language in their area of concentration, possessing a graduate level education focusing on the specific foreign countries and region, and having applicable in-country regional training.
- FAO Retention. Retention is not a current problem among Army FAOs. From FY98 to FY05, the average Army Lieutenant Colonel FAO served 24.09 years upon separation, whereas the Army-wide average for separating Lieutenant Colonels was 21.7 years. The Navy and Air Force have recently started new FAO programs and do not yet have similar retention data available.
- FAO General Officer/Flag Officer Promotion Opportunities. General and Flag Officer promotion possibilities are still a weak area. We are working with the Joint Staff to assist in identifying positions that would benefit from having a FAO General or Flag Officer.

COORDINATION: NONE

Attachments:
As stated

Prepared by: LTC Benya, DLO, christouher.benya@osd.pentagon.mil, (b)(6)



11-L-0559/OSD/56597

OSD 04632-06

~~FOUO~~

7:21

January 03, 2006

TO: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Foreign **Area** Officer Program

Please send me a quarterly report on how we're doing **this** Joint Foreign Area Officer Program.

Thanks

DIR:ks
122905-20

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

~~FOUO~~

11-L-0559/OSD/56598

OSD 04632-06



PERSONNEL AND
READINESS

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



INFORMATION MEMO

November 21, 2005, 2:00 PM

MEMORANDUM FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

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

David S. C. Chu
11/21/05

SUBJECT Joint Plan for the Foreign Area Officer Program

- You asked **us** to develop and accelerate a Joint Foreign Area Officer Program (TAB A). The Deputy Secretary had also requested **Service plans and a Joint program** (TAB E.)
- The **Services** have submitted action plans to **us**. We have reviewed these plans, in coordination with the Joint **Staff**. These plans will produce over 400 **new FAOs** by FY2010 (TAB C).
- The purpose of a Joint **FAO Program** will be to build a corps of FAOs capable of operating in a joint environment because **they** have similar training, developmental experiences, and expertise.
- To **get there, over the next 12 months** we will build **on the Service plans** and engage the Joint Staff, the Combatant Commands, the Services, and **interested parties** in OSD to **standardize the Service FAO programs, determine needs, and develop roles and responsibilities**. Our immediate efforts will **focus on**:
 1. Standardizing **the minimum FAO training and** educational requirements, identifying the best parts of each Service program
 2. **Examining** the concept of establishing one or **more Joint FAO Training Centers of Excellence**.
 3. Addressing requirements for FAO retention and incentives.
 4. Establishing metrics to **track FAO program** implementation.
 5. **Ensuring** follow through on program implementation.
- We will **also need to work** with the Services to **ensure that there is an opportunity** for promotion of **FAOs to general/flag officer rank**. This aspect **was** weak in the reports **we** received.
- I have signed a memorandum **kicking off** this initiative (TAB D).



11-L-0559/OSD/56599

OSD 24282-05

COORDINATION. Director, Joint Staff (TAB E)

**Attachments:
As stated**

Prepared by: LTC (P) Benya, christopher.benya@osd.pentagon.mil (b)(6)

11-L-0559/OSD/56600



PERSONNEL AND
READINESS

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



INFO MEMO

September 29, 2006, 10:30 AM

0914

MEMORANDUM FOR SECRETARY OF DEFENSE

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

SUBJECT: Joint Foreign Area Officer (FAO) Program Quarterly Update –
SNOWFLAKE (attached)

- Since the last update in June 2006, the Services have continued to make progress strengthening and institutionalizing the joint FAO program, and developing new FAOs.
- The Army hosted its semi-annual Foreign Area Officer Orientation Course in July 2006. This course was the first to include FAO trainees from all Services in a joint program. The course curriculum consisted of briefings on the overall FAO program, career panels, regionally focused discussions, and information on the in-country training phase of the FAO program.
- In August 2006, the Marine Corps released the FY07 Lieutenant Colonel Command Selection List that included eight officers from the International Affairs Officer community, consisting of Foreign Area Officers and Regional Affairs Officers. This is a 3.5 percent increase over last year's list, possibly reflecting the increased emphasis on FAO skills. We will continue to monitor to see if this is a trend.
- In September 2006, the Navy took a giant leap forward in its development of its FAO program when the Secretary of the Navy approved the 47XX series of designators, which formally established FAO as a distinct career management field. This paves the way for re-coding of officers and billets and provides for FAO Restricted Line promotions beginning in FY08.
- In September, the Air Force Development Education Designation Board selected 76 officers, meeting 100 percent of its selection goal on Pol-Mil Affairs Strategists (PAS). These officers will begin their training Summer 2007.

29 SEP 06

COORDINATION: NONE

Attachment:
As stated

3 JAN 06

Prepared by: LTC Wiltse, DLO, jeffrcv.wiltsc@osd.pentagon.mil, (b)(6)



11-L-0559/OSD/56601



OSD 04632-06

10/16/2006 11 50 16 AM

TAB

A



~~FOUO~~

January 03, 2006

TO: David Chu

FROM: Donald Rumsfeld

D.R.

SUBJECT: Foreign Area Officer Program

Please send me a quarterly report on how we're doing this Joint *Foreign Area*
Officer Program

Thanks

DHR,ks
122905-20

Please Respond By 03/16/06

~~FOUO~~

11-L-0559/OSD/56603



10/16/2006 11 47 58 AM

TAB B



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



INFO MEMO

June 23, 2006, 3:35 PM

MEMORANDUM FOR SECRETARY OF DEFENSE

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

SUBJECT: Joint Foreign Area Officers (FAO) Program Quarterly Update - *See memo*
SNOWFLAKE (attached)

- Since the last quarterly update in March 2006, FAO metrics were established and the Services provided their initial data. This effort provided measures that will help the Department manage FAO career progression and utilization, identified some noteworthy relationships, and created a baseline for future data comparisons.
- FAO Accession. The Department exceeded all FAO accession goals.
 - Focus on the importance of FAOs and corresponding incentives greatly increased the number and quality of applicants. Across the Services, applicants exceed requirements by 423%; approximately 74% met the minimum FAO accession qualifications, providing FAO selection panels more than three (3) qualified applicants per requirement.
 - The Army and Marine Corps each reported 100% training completion, indicating that the competitive selection process ensures acceptance of candidates capable of meeting the rigorous FAO training requirements. Air Force and Navy begin their first FAO training in summer 2006.
- FAO Promotion & Retention. While many factors impact promotion selection and more than promotion rates influence a service members' decision to stay in the Force, the initial data suggest that when FAO promotion rates are above the Service averages, FAO retention is higher.
 - Army exceeded the goal for FAO promotion rates (i.e., for FAO rates to be not less than 3% below applicable Service averages) and retention among Army FAOs was 2% higher than their Service average.
 - Data for the other Services was not sufficient to establish a trend.

COORDINATION: NONE

Attachment:
As stated

Prepared by: COL Yeong-Tae Pak, DLO, Yeong.pak@osd.pentagon.mil (b)(6)



FOUO

B

March 15, 2006

TO: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Copy of My Remark about Germany at a Hearing

Please get me a copy of the quote where I was asked in a hearing a question about what countries were opposing us with regards to our efforts in Iraq, and in my response I mentioned three countries: Germany, Libya, and (one other country I do not recall at the moment.)

Germany did not like being lumped with those other two countries, even though that is where they deserved to be.

Thanks.

ATTACH. EMBASSY ROW NEWSPAPER COLUMN

DHR:ss
031506-04

.....
Please Respond By March 22, 2006

FOUO

11-L-0559/OSD/56606

OSD 04691-06



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

351

INFO MEMO

Mar 21, 2006 5:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response – Copy of My Remark about Germany at a Hearing

You requested a copy of the quote where you were asked a question about what countries were opposing the United States with regards to our efforts in Iraq.

- o Your remarks regarding three countries opposing our efforts in Iraq were made before the House Armed Services Committee at a Hearing held February 4, 2003. The excerpt is included at Tab A.

Attachments:

Hearing excerpt (TAB A)

Snowflake #031506-04 (TAB B)

Prepared by: MGySgt Sue Ann Hines-Laboy, OSD/LA (b)(6)

11-L-0559/OSD/56607

OSD 04691-06

A

February 4, 2003

House Armed Services Committee Hearing on FY 2004 Budget for Defense and National Security

ANDREWS:

I think it proves a point for transformation, which I'd encourage you to keep doing. The question I have for you is the former immediate question. And within the bounds of what propriety and respect for classified information would let you do, I think it's very important that we dissuade this notion we hear in the popular media that quote, "going it alone" in Iraq is even a remote possibility.

Im confident that Secretary Powell's powerful presentation today at the United Nations will yield a formal declaration of support from the U.N., should conflict be necessary. But I wonder if you could outline for us the activities for military cooperation that are already in place. that are already committed by allies of the United States to the extent that concerns about confidentiality and classified information let you do that?

RUMSFELD:

Congressman, you're certainly right. We have a nontrivial number of countries that have already agreed, quite apart from any second resolution, that are willing to participate with military combat and support capabilities. We have a number of countries two or three times that, that are close to that. We have a very large number that have agreed to participate as part of a coalition of the willing by providing access, basing, overflight and that type of thing.

We have another group of countries that are willing to do it only if there is a second resolution at the U.N., they say. Although the political cover, if you will, that they would get by knowing the number of countries and the names of the countries that are able to participate or willing to participate would certainly, I think, bring some of them in regardless of whether there's a second resolution.

And then there is another pretty good group of countries that are indicating that they want to help in a post-Saddam Hussein Iraq in a coalition to assist in reconstruction. Then there are three or four countries that have said they won't do anything. I believe **Libya, Cuba and Germany** are ones that have indicated they won't help in any respect, I believe.

ANDREWS:

I see my time is up. We very much appreciate your continuing articulation of that position. Thank you very much.

~~FOUO~~

B

March 15, 2006

TO: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Copy of My Remark about Germany at a Hearing

Please get me a copy of the quote where I was asked in a hearing a question about what countries were opposing us with regards to our efforts in Iraq, and in my response I mentioned three countries: Germany, Libya, and (one other country I do not recall at the moment.)

Germany did *not* like being lumped with those other *two* countries, even though that is where they deserved to be.

Thanks.

ATTACH. EMBASSY ROW NEWSPAPER COLUMN

DHR:ss
031506-04

.....
Please Respond By March 22, 2006

~~FOUO~~

11-L-0559/OSD/56609

OSD 04691-06

~~FOUO~~

FEB 15 2006

06/001925
ES-5234

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Idea of Tunisian and Moroccan Advisors

I don't know if it is a good idea or not, but my impression is that Tunisia and Morocco could provide some advisors for the ministries in both Afghanistan and Iraq.

Please give me your thoughts.

Thanks.

DHR:m
021306-12 (TS). doc

.....
Please respond by March 14, 2006

~~FOUO~~

15-02-06 09:31 IN
OSD 04793-06

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD
USDP EE

11:02

MAR 22 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, ISA  MAR 21 2006

SUBJECT: Idea of Tunisian and Moroccan Advisors

- You asked whether it's a good idea for Tunisia, Morocco, and presumably Algeria, to provide some advisors to the ministries in Afghanistan and Iraq.
 - In general, we *think* this idea has merit. We are working to fit these countries' capabilities with Afghanistan's and Iraq's requirements.
- The North African countries could lend expertise in certain areas.
 - We already know that Morocco has made progress in political reform, and Tunisia has successful economic and social initiatives.
 - Algeria has much experience in counterinsurgency.
 - o We recognize, however, the sensitivity of asking Algeria, with its history of brutal counterinsurgency tactics, to advise on that issue.
- However, North African countries may be reluctant to contribute.
 - Algeria's top diplomat in Baghdad was abducted and killed by terrorists in July 2005.
 - Two Moroccan diplomats were abducted in October 2005 (their fates are still unknown).

Way Ahead

- We are working with our embassies to coordinate this effort.
 - The Coalition in Iraq has established Iraqi Ministerial Advisory Teams.
 - The UN and the Government of Afghanistan have recently established a board that will coordinate donor contributions.
 - Our embassies in North Africa will identify expertise to fill requirements.

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56611

OSD 04793-06

~~FOR OFFICIAL USE ONLY~~

- In the meantime, we are engaging the North African countries directly on this idea, and encouraging them to contribute technical experts to NATO/ISAF PRTs in Afghanistan.
 - The Tunisian Ambassador has already followed up with State on the latter.
 - I also plan to raise these issues at my defense bilats in the next few months.
- We will provide you updates as progress continues.

Prepared by Matthew Axelrod, OSD/ISA/NESA, (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56612

~~FOR OFFICIAL USE ONLY~~

Coordination Page

Debra Cagan, Senior Counselor, Coalition Affairs

3/17

Brig Gen Paula Thornhill, Principal Director, NESAI

2 3/20

Mary Beth Long, PDASD ISA

ipa
MBL
3/20
MBL
MBL

PDUSDP _____

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56613

3/24 ✓
1200

ASSISTANT SECRETARY OF DEFENSE
2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600



HOMELAND
DEFENSE

ACTION MEMO

MAR 22 2006

0:32
DSD
USD(P) EE MAR 23 2006

FOR SECRETARY OF DEFENSE

FROM: ^fPaul McHale, Assistant Secretary of Defense (Homeland Defense)

11A [Signature]
327
Peter F. Verga
Principal Deputy

SUBJECT: Response to Representative Susan Davis

- On February 8, 2006 at a House Armed Services Committee hearing, Representative Davis approached you regarding the Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI).
- UASI is a grant program that awards federal preparedness grants to major metropolitan areas based on the likelihood of a terrorist attack.
- This year, the San Diego area did not qualify for a UASI grant, but had received grants in previous years. Representative Davis noted that DHS had not considered **risk** assessments for military installations in the San Diego area when awarding UASI grants, and asked your assistance in getting those risk assessments to DHS.
- Per your note to Mr. Rangel (TAB B), we have engaged with DHS on Representative Davis' concern and are reevaluating how military installations, as well as non-military infrastructure of significance to the execution of DoD's mission, are factored into the UASI formula.

RECOMMENDATION: Approve release of the letter at TAB A that informs Representative Davis that DoD is engaged with DHS to provide further information on military installations in the San Diego area for the UASI grant program.

SecDef Decision:

Approved _____

Disapproved _____

COORDINATION: TAB C

Attachments:

As stated

Prepared by: Mr. Hardwick, OASD(HD)/HLSI, (b)(6)

06/001864

VA SD		SMA DSD	
PSA SD		SA DSD	
EXEC SEC	M3/24	1130	
ESR MA	6/3/24	STF DIR	

11-L-0559/OSD/56614

OSD 04840-06

22 Mar 06



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-260

The Honorable Susan Davis
United States House of Representatives
Washington, DC 20515-1224

Dear Representative Davis:

I am writing in response to your February 8, 2006, conversation with the Secretary of Defense regarding the Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI). You related your concern that DHS had not considered risk assessments for military installations in the San Diego area when awarding UASI grants. You further noted that DHS was willing to consider Department of Defense risk assessments to more clearly ascertain the overall risk to the San Diego area. You also asked for assistance in getting those risk assessments to DHS.

Since that discussion, our Department has engaged the DHS Grants and Training Office regarding your inquiry. Together we are re-evaluating how military installations, as well as non-military infrastructure of significance to the execution of our Department's mission, are factored into the UASI formula. We will provide DHS with an accounting of military-related asset and risk information. DHS can then make another full UASI assessment for the San Diego area.

Thank you for your support for, and continued confidence in, our nation's military.

Sincerely,

Paul McHale

11-L-0559/OSD/56615

February 13, 2006

I-06/001864
ES-5228

TO: Robert Rangel
FROM: Donald Rumsfeld 
SUBJECT: Note ~~from~~ Susan Davis

Congresswoman Susan Davis gave me the attached note. Please look it over,
figure out what it is about, and tell me what you think we ought to do.

Thanks.

Attach: Note from Susan Davis

DIR 11
021206-18 (TS) doc

.....
Please respond by March 14, 2006

FOUO

11-L-0559/OSD/56616

OSD 026 02-06

4/2/08

10

TODD HOUCHINS
LEGISLATIVE DIRECTOR

SUSAN A. DAY
MEMBER OF CONGRESS
53RD DISTRICT, CALIFORNIA
TODD.HOUCHINS@HOUSE.GOV

224 LONGWORTH BUILDING
WASHINGTON, DC 20515
(202) 225-2040 PHONE
(202) 225-2948 FAX

Risk assessment of military
operations in the
Middle East
for 2011

CONGRESSWOMAN SUSAN A. DAVIS
4305 UNIVERSITY AVENUE, #515
SAN DIEGO, CA 92106
(619) 280-5353 PHONE
(619) 280-5311 FAX

Copy to [unclear]
[unclear]

The new DHS formula for urban
security grants hasn't taken
our military assets in San Diego
into full account. They've
told us they're willing to
look at DOD/Homeland Defense
risk assessments in order to
better ascertain. Can you
help us with this?

DHS
PA
709
↑
SUSAN DAVIS

Coordination Sheet

Subject: Response to Congresswoman Susan Davis

Control Number: OSD:ES-5228

Policy: I-06/001864

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
OGC	Mr. Dell'Orto	08 Mar 06
ASD(LA)	Mr. Wilkie	10 Mar 06

3/24 ✓
1200



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE
2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

ACTION MEMO
MAR 22 2006

RECEIVED THE
DEFENSE
MAR 24 11 08:32
DSD
USD(P) GA MAR 23 2006

FOR SECRETARY OF DEFENSE

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

HR
Peter F. Verga
Principal Deputy

SUBJECT Response to Representative Susan Davis

- On February 8, 2006 at a House Armed Services Committee hearing, Representative Davis approached you regarding the Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI).
- UASI is a grant program that awards federal preparedness grants to major metropolitan areas based on the likelihood of a terrorist attack.
- This year, the San Diego area did not qualify for a UASI grant, but had received grants in previous years. Representative Davis noted that DHS had not considered risk assessments for military installations in the San Diego area when awarding UASI grants, and asked your assistance in getting those risk assessments to DHS.
- Per your note to Mr. Rangel (TAB B), we have engaged with DHS on Representative Davis' concern and are reevaluating how military installations, as well as nonmilitary infrastructure of significance to the execution of DoD's mission, are factored into the UASI formula.

384

22 MAR 06

RECOMMENDATION Approve release of the letter at TAB A that informs Representative Davis that DoD is engaged with DHS to provide further information on military installations in the San Diego area for the UASI grant program.

SecDef Decision:

Approved

Disapproved

COORDINATION: TAB C

Attachments:
As stated

Prepared by: Mr. Hardwick, OASD(HD)/HLSI, (b)(6)

06/001864

Rangel
Robert Rangel
3/28

22 MAR 06

JA SD		SMA ESD	
SA SD	<i>3/23</i>	SA DSD	
EXEC SEC	<i>4/3/24</i>	1130	
SR MA	<i>6/3/24</i>	STC DJR	

11-L-0559/OSD/56621

OSD 04840-06



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE
2600 DEFEN PENTAGON
WASHINGTON, DC 20301-2600

The Honorable Susan Davis
United States House of Representatives
Washington, DC 205 15-1224

Dear Representative Davis:

As the Secretary noted in his February 17, 2005, letter to you regarding the Department of Homeland Security's (DHS) Urban Area ~~Security~~ Initiative (UASI), I have looked into the DHS process and our Department has engaged the DHS Grants and Training Office regarding your inquiry. Together we are re-evaluating how military installations, as well as nonmilitary infrastructure of significance to the execution of our Department's mission, are factored into the UASI formula. We will provide DHS with an accounting of military-related asset and risk information. DHS can then make another full UASI assessment for the San Diego area.

Thank you for your support for, and continued confidence in, our nation's military.

Sincerely,

Paul McHale

11-L-0559/OSD/56622

February 13, 2006

I-06/001864
ES-5228

To: Robert Rangel
FROM: Donald Rumsfeld 
SUBJECT: Note from Susan Davis

Congresswoman Susan Davis gave me the attached note. Please look it over.
Figure out what it is about, and tell me what you think we ought to do.

Thanks.

Attach: Note from Susan Davis

DHR ss
021206-18 (TS) doc

.....
Please respond by March 14, 2006

F000

11-L-0559/OSD/56623

OSD 02602-06

TODD HOUGHINS
LEGISLATIVE DIRECTOR

SUSAN A. JAVES
MEMBER OF CONGRESS
53RD DISTRICT, CALIFORNIA

224 LONGWORTH BUILDING
WASHINGTON, DC 20515
(202) 225-2040 PHONE
(202) 225-2948 FAX
TODD.HOUGHINS@MAIL.HOUSE.GOV

Risk assessment of military
operations in the
area of the
for this

CONGRESSWOMAN SUSAN A. DAVIS
4300 UNIVERSITY AVENUE, #515
SAN DIEGO, CA 92105
(619) 260-5353 PHONE
(619) 260-5311 FAX

Request to conduct a risk
assessment of military operations
in the area of the

The new DHS formula for urban security grants hasn't taken our military assets in San Diego into full account. They've told us they're willing to look at DOD/Homeland Defense risk assessments in order to better ascertain. Can you help us with this?

DHS
AMX ↑
CPA
709
SUSAN DAVIS

Coordination Sheet

Subject: Response to Congresswoman Susan Davis

Control Number: OSD: ES-5228

Policy: I-06/001864

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
OGC	Mr. Dell'Orto	08 Mar 06
ASD(LA)	Mr. Wilkie	10 Mar 06



THE SECRETARY OF DEFENSE
WASHINGTON

FEB 17 2006

384

The Honorable Susan Davis
United States House of Representatives
Washington, DC 20515

Dear Representative Davis,

It was good to see you last week during my appearance before the House Armed Services Committee.

I am following up on the matter you raised with me after the hearing regarding Department of Homeland Security Urban Security Grants. I have asked Paul McHale, Assistant Secretary for Homeland Defense, to look into your concern and get back to you directly with our assessment of the situation.

I appreciate your bringing this matter to my attention, and look forward to working with you in the year ahead.

With best regards,

Sincerely,

17 Feb 06

14 Feb 06

OSD 02602-06

384

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

3/24

To - Bill M

- Why wouldn't
this include or
mention the SD
letter to Davis
of around 2/14-15?

R.

OSD 04840-06 3/24

24 Mar 06

22 Mar 06



THE SECRETARY OF DEFENSE
WASHINGTON

FEB 17 2006

The Honorable **Susan** Davis
United States House of Representatives
Washington, DC 20515

Dear Representative Davis,

It was good to see **you** last week during my appearance before the House Armed Services **Committee**.

I **am** following up on **the** matter **you** raised with me after the hearing regarding Department of Homeland Security Urban Security Grants. I have asked Paul McHale, Assistant Secretary for Homeland Defense, to look into **your** concern and get back to **you** directly **with** our assessment of **the** situation.

I appreciate your bringing **this** matter to **my** attention, and **look** forward to working with you in the year ahead.

With best regards,

Sincerely,

OSD 02602-06 ⁶

11-L-0559/OSD/56630



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

MAR 30 2006

384

The Honorable Susan Davis
United States House of Representatives
Washington, DC 20515-1224

Dear Representative Davis:

As the Secretary noted in his February 17, 2005, letter to you regarding the Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI), I have looked into the DHS process and our Department has engaged the DHS Grants and Training Office regarding your inquiry. Together we are re-evaluating how military installations; as well as nonmilitary infrastructure of significance to the execution of our Department's mission, are factored into the UASI formula. We will provide DHS with an accounting of military-related asset and risk information. DHS can then make another full UASI assessment for the San Diego area.

Thank you for your support for, and continued confidence in, our nation's military.

Sincerely,

Paul McHale

(22 Mar-06)

R

04840-06

11-L-0559/OSD/56631

FOUO

March 24, 2006

TO: The Honorable Dr. Condoleezza Rice
FROM: Donald Rumsfeld 
SUBJECT: Defense Policy Board Members

Attached is a list of the current members of the Defense Policy Board. We plan to add Alan Greenspan.

Let me know if you have any thoughts.

Attach: List of Defense Policy Board Members

DHR:ss
032406-04

OSD 04879-06

FOUO

11-L-0559/OSD/56632

Defense Policy Board Members

1. Dr. Kenneth Adelman
2. Honorable Richard Allen
3. Dr. Martin Anderson
4. Dr. Barry Blechman
5. Dr. Harold Brown
6. **Admiral** (Ret.) Vernon Clark
7. Ms. Victoria Clarke
8. Dr. Eliot Cohen
9. Ms. Devon Cross
10. Admiral (Ret.) James Ellis
11. Honorable Thomas Foley
12. Honorable Newt Gingrich
13. Dr. Fred **Ikle**
14. General (Ret.) Jack Keane
15. Dr. Henry A. Kissinger
16. General (Ret.) Richard Myers
17. Dr. James Schlesinger
18. Dr. Kiron Skinner
19. Dr. **Ruth** Wedgwood
20. Mr. Christopher Williams
21. Honorable Pete Wilson

Updated 3/24/06

FOUO

March 24, 2006

TO Stephen J. Hadley
 CC: The Honorable Andrew H. Card Jr.
 FROM Donald Rumsfeld *DR*
 SUBJECT March 27 POTUS meeting with Percy Barnevik

Afghanistan

I am forwarding information to you for Monday's meeting between the President and Percy Barnevik.

Attached is a brief bio on Mr. Barnevik and a copy of the note I sent you, Condi Rice and Mike Johanns forwarding his proposed plan for Afghanistan.

I believe the President will greatly benefit from Percy's insight into the challenges facing Afghanistan.

Thanks for your help in setting this up.

Attach. Percy Barnevik bio; 3/13/06 SD memo to Rice, Johanns, Hadley

DHR:dh
032406-08

.....

FOUO

OSD 04884-06

11-L-0559/OSD/56634

Rymand

Percy B A R N E V I K, Dr h c

Born February 13, 1941 in Simrishamn, Sweden - Swedish citizen

Since 2002 **Honorary Chairman** of Sandvik AB, Sandviken, Sweden
Since 1996 Member of the Board of General Motors, Detroit, Michigan, **USA**; also **Chairman** of the Public Policy Committee and member of the **Directors** and Corporate Governance Committee

Education

1965 - 66 Studies at Stanford University, Stanford, California, USA
1964 Master of Business Administration, School of Economics, Gothenburg, Sweden

Professional Experience

1999-2004 **AstraZeneca PLC, UK** (pharmaceutical) *chairman* of the Board

1986-2002 Investor AB, Sweden (principal owner of the Wallenberg companies)
1997-2002 Chairman of the Board
Board member Providentia/Investor since 1986

1988-2001 ABB Ltd, Zurich, Switzerland (electrical engineering)
1997-2001 Chairman of the Board
3/96-12/96 *chairman* of the Board and Chief Executive Officer
1988-96 President and Chief Executive Officer

1980-1987 ASEA AB, Västerås, Sweden (electrical engineering)
President and Chief Executive **Officer**

1991-1998 **Member** of the Board of du Pont, Wilmington, Delaware, USA

1986-1997 Skanska AB, Stockholm, Sweden
1992-97 **Chairman** of the Board
Board **member** since 1986

1983-2002 Sandvik AB, Sandviken, Sweden (specialty steel and tools)
1983-02 **Chairman** of the Board

1969-80 1979-80 Executive **Vice** President Sandvik AB, Sweden
1975-79 President of Sandvik in the USA
1969-74 Manager of **MIS** (Management Information Systems),
Corporate Development and Group Controlling

2002- **2002-** Honorary Chairman

1966-69 The Johnson-Group, Stockholm, Sweden (shipping, engineering, **construction**, steel, and oil conglomerate)

Memberships

Member of the Academies of Engineering Sciences in Sweden and Finland
Foreign Honorary Member of the American Academy of Arts and Sciences
Member of the Business Council of American CEOs
Member of the International Advisory Council of the Federation of Korean Industries
Member of the International Investment Council advising the South African Government
Member of the WEF/CIJ India Advisory Council
Honorary Member of the Royal Academy of Engineering, UK
Member of Advisory Councils at the Wharton School of Business Administration, Philadelphia, Pennsylvania; and at Humboldt University, Berlin.
Member of the Advisory Council of Centre for European Reform, UK

Awards

Technical, economics, laws and science honorary doctorate degrees from the universities of Linköping and Gothenburg, Sweden, Babson College, Massachusetts, USA and Cranfield University, UK
Joint Honorary doctorate degree from the UMIST (the University of Manchester Institute of Science and Technology) and the University of Manchester, UK;
Honorary Fellowship from London Business School and The Royal Academy of Engineering, UK;
Thomas F. Keller Distinguished Business Leadership Award from Duke Univ., Raleigh, USA

- 1999 "Appeal of Conscience Award"
- 1999 The Polish Business Oscar
- 1998 Commander Cross with the Star of the Medal of Merit of the Republic of Poland
- 1998 "Global Executive of the Decade", World Trade
- 1998 "Change manager of the nineties" from Heinz Goldmann Foundation, Germany
- 1997, -96, -95, -94
"CEO/Chairman of Europe's most respected company" in Financial Times/Price Waterhouse survey of 1,800 senior European executives
- 1997 The big gold medal from the Royal Swedish Academy of Engineering Sciences
- 1997 Pax Baltica Award from Pax Baltica Organization, Karlskrona, Sweden
- 1997 "European Leadership Award" from Stanford University, Stanford, California, USA
- 1997 The Golden Plate Award from the American Academy of Achievement, Malibu, California, USA
- 1996 "The World's Best Honored Top Manager" award from the Korean Management Association (KMA)
- 1996 "Bernard H. Falk Award" from NEMA (National Electric Manufacturers Association) of America
- 1995 "Emerging Markets CEO of the Year" award in Washington DC from a worldwide survey of 1,000 CEOs
- 1994 "Free Trade Award" from the Swedish-American Chamber of Commerce
- 1994 Ranked "Europe's top CEO" in International Management magazine survey of senior executives among the 500 biggest companies in Europe
- 1993 "Golden Omega Award", Electric and Electronics Conference, Chicago
- 1993 "Engineering Leadership recognition", Institute of Electrical and Electronics Engineers, USA
- 1993 "World Trade Hall of Fame", Los Angeles
- 1992 "International Executive of the Year" award from the Fellows of the Academy of International Business
- 1992 "America's Swede of the Year Award" from the Swedish Council of America
- 1991 "Manager of the Year" award in Europe from the European Business and Financial Press Association

11.01.05

FOUO

March 13, 2006

TO: The Honorable **Dr.** Condoleezza Rice
The Honorable Michael **O. Johanns**
Stephen J. Hadley

FROM Donald Rumsfeld *DR*

SUBJECT: Proposed **Plan** for Afghanistan **from** Percy Barnevik

Percy Barnevik is a long-time acquaintance of mine. He used to be head of **Asca Brown Boveri**. He is an enormously talented person who, **using his own** money, has initiated and operated a large activity in India, which I believe is quite successful.

I asked him **to go** to Afghanistan and take a look at the situation there. Upon **his** return, he produced the attached proposed plan.

It **is** clear to me he has a chance at **making** a difference **there**. I would be interested in **your** reactions.

Attach: 3/10/06 Letter from Percy Barnevik to SecDef

DHR:as
031306-16

FOUO

11-L-0559/OSD/56637

DR

London, March 10, 2006

Secretary of Defense
H E Donald Rumsfeld

Dear Don,

As you may have heard via Marty we were very satisfied with the support and interest we got in Afghanistan – from the President down to department managers in Ministries, NGOs, UN agencies and the World Bank. The optimism and belief in the future you met out in the villages and small towns was surprising in view of what they have gone through in the past 25 years.

Without exception the people we met felt that enterprise- and job creation now was top priority (maybe just behind security). They felt the timing was perfect and that it was a good idea to build on the successful Solidarity Program as a sort of "second stage in the rocket". With the Community Councils and their training in election, village decision making etc. they have built a certain "human local infrastructure". With roads, bridges, irrigation and electricity they have built physical infrastructure. Now it is a matter of exploiting this platform and make an all out effort to create enterprises and jobs. With respect to the billions of dollars spent so far and the tens of thousands of aid workers in the country, it is a little surprising that so little has been focussed on sustainable job creation.

You see the proposed plan is tight with important decisions already in March. Their sense of urgency will be tested by these early decisions and also by selecting the best people for this high priority program.

I and my Indian team are prepared to support them and I will from now on stay in close contact with particularly Minister Atrnar and his team.

Best personal regards to you and your wife whom I hope to meet next time in Washington.

Percy Barnevik

11-L-0559/OSD/56638

P Barnevik
March 10, 2006

CONFIDENTIAL

**MASSMOBILIZATION OF POOR AFGHANS
INTO ENTREPRENEURSHIP AND
CREATION OF 2 MILL NEW JOBS IN
RURAL AREAS**

Office: 10 Hill Street London W1J 5NQ
Tel: +44(0)20 7514 5000 Fax: +44 (0)20 7514 5099
Email: lena.lundgren@investorab.com

11-L-0559/OSD/56639

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III. Roll out of the Job Creation Program (JCP)	7
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VIII. Micro-financing to support job creation	17
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XII. SEED/Hand in Hand's contribution to the Job Creation Program	26

CONFIDENTIAL

P Bamevik
March 10, 2006

**MASSMOBILIZATION OF POOR AFGHANS INTO ENTREPRENEURSHIP AND
CREATION OF 2 MILL NEW JOBS IN RURAL AREAS**

Introduction

The following proposal of a Job Creation Program (JCP) is based on the following:

- a) Practical experience from Tamil Nadu, India and on application of the "Tamil Nadu Model" in South Africa.

In Tamil Nadu 100,000 poor women are presently organized in Self Help Groups (SHGs) with access to micro-financing. 600 staff people + 400 volunteers are employed in the NGOs SEED and Hand in Hand and they are driving the program. 9,000 micro-enterprises have been started and presently 1,000 companies are started per month. The 5-year target is to reach out to 1.3 Mill women and to create 1.3 Mill jobs in Tamil Nadu, an Indian south-eastern state with 60 Mill inhabitants.

In South Africa a similar program has started directly under the President of the country. SEED/HiH act there as a consultant with 200 local NGOs engaged plus people from the ministries. The goal here is to organize 1.5 Mill women in SHGs and to create 1.35 Mill jobs in the rural areas.

- b) A delegation of 4 people from SEED, India has spent 8 days to review the possibilities to jumpstart a similar job creation program in the rural areas of Afghanistan. The delegation has interacted with:

- Ministers and department managers in ministries
- Program leaders (like NSP at MRRD etc.)
- MISFA and MFIs
- Managers of leading NGOs and donors
- UN organizations
- Others (like business associations, World Bank etc.)

From the President of the Republic and down the ranks we have been very well received and helped with information and ideas. A major national effort to create 2 Mill sustainable jobs in rural areas (and maybe 0.5-1.0 Mill jobs in urban areas later) is seen as a top priority for Afghanistan by almost everyone we have met.

We are after the review convinced that the job creation target of 2 Mill sustainable jobs in the rural areas is realistic and can be achieved over a 5-year period. However, it will take a major effort across all provinces and with involvement of several ministries and NGOs and other organizations like business associations. Even if the focus now is on rural areas, it is reasonable to assume that also the poor urban people will be included in the program down the road.

This report covers a broad range of activities during a short period of time and it is inevitable that there are some errors. However, rather than refining the report and checking some facts for another week or two I send it out quickly in line with our motto: Speed before precision. I also regret that there was not enough time to meet more ministries at this first investigation.

I. Brief executive summary (follows the chapters in the report)

February 22 to March 2, 2006 a team of 3 people from the NGO SEED in Tamil Nadu, India + myself investigated the opportunities to jumpstart a program for enterprise- and job creation in the rural areas of Afghanistan. We have experience from similar job creation programs in Tamil Nadu, India and South Africa with targets of +1.3 Mill new jobs in each place.

Even with certain special problems in Afghanistan, like security, the opium business, corruption, poor infrastructure and women/men segregation in certain ethnic groups, **we are convinced that a similar program can be implemented in Afghanistan if the proper adaptations are made.**

It was positive with the optimistic view on the future that we met everywhere from the President down to the villagers. Investments in infrastructure and programs like the NSP constitute also a good foundation. The Job Creation Program (JCP) comes like a second stage in the rocket after infrastructure and the timing 2006 is absolutely right.

The urgent need for job creation on a big scale comes, of course, from the need to get economic growth in the country and to lift people (often subsistence farmers) above the poverty line. Other special needs are to limit migration to slums in the big cities, to offer job alternatives to opium producers and disarmed militiamen and also help the many widows and returning refugees to sustainable jobs. This mass mobilization of rural people into entrepreneurship also strengthens the idea of individual ownership and makes the market economy entrenched.

Roll out of the Job Creation Program

The proposal is to organize some 3 Mill women, or women and men, in Self Help Groups of 15-20 people. Train them in building social capital and in entrepreneurship, start saving and internal lending between SHG members and thereafter make credits available. It is important to help villagers in selection of enterprises and after that business coaching to help make the enterprise successful. Resources for this comes from contracted NGOs, loan officers in MFIs, from other sources in Afghanistan and from the Indian NGO, SEED. This is a "bottom-up approach" where it is built on the villagers own interest and experience and where they ultimately decide what enterprises should be started.

In selecting communities/districts/provinces it is proposed to piggy-back on the NSP (National Solidarity Program). NSP's first wave started mid 2003 with 5,000 communities with about 5 Mill people and they are now mature after 3 years, with established CDCs (Community Development Councils) and finished infra-structure projects. The JCP becomes a natural second stage for them. The following 3 waves

(mid-07, mid-08, mid-09) include 4,600, 6,000 and 7,000 communities or totally about 23,000 communities (38,000 villages/clusters).

Just like in the case of the NSP, NGOs are selected among the big 24 and maybe some medium-sized Afghan NGOs. They already know the communities and important for the selection will be the respective NGO's capability for entrepreneurial training. SEED, India will support mainly with training of the trainers (project personnel, MFI staff, NGO staff etc.) and with manuals over suitable enterprises.

Over the 5 year period it is estimated that some 350,000 micro-enterprises will be formed with average 4 employees, or 1.4 Milljobs. Further, 30,000 medium-sized enterprises with average 20 employees or 0.6 Milljobs. Totally 2 Milljobs.

A big challenge will be to supply suitable teachers for entrepreneurial training and for business coaching in different business areas like Carpet weaving + processing, Garment production, Horticulture, Animal Husbandry, Milk production and processing, Plantations and nurseries, A range of food processing businesses, Handicraft, Construction material, Contracting etc. Beyond manufacturing there is a range of service- and trade enterprises.

The JCP will largely build on existing institutions but a strong national project leader with a competent team will be necessary. The project will cover all provinces and resources will be drawn from several ministries. The project leader is recommended to report to a Board with several ministries represented.

Plan and Decisions

The JCP is of high urgency and it is important to take a number of decisions in the next few months, if the whole program shall be able to start rolling out mid 2006. Such decisions/activities are:

- Selection of project leader + team and a first group is sent to SEED, India for training and exposure to the field work there
- Selection of communities/districts/provinces and NGOs
- Start developing enterprise manuals adapted to Afghan languages and conditions
- Training of some 150 trainers by SEED
- A number of decisions required for micro-financing (MISFA + 12 MFIs) to go from 160,000 clients to 3 Mill
- Vocational training: target 1 Mill over 5 years
- Try out SEED's 90 day crash program for literacy
- The job creating machine starts to roll mid 2006

Warn against the tendency you often find among aid workers and intellectual people to 'evaluate methods', try pilots, study impact of micro-enterprise under different conditions etc., etc. Turn down such proposals. We apply well proven methods and can correct errors as we go. It is a matter of getting 2 Milljobs as fast as humanly possible and the project culture must be indoctrinated by sense of urgency,

pragmatism, opportunism and speed. We must also watch out for bureaucratic delays that has happened in other programs (delay in new **contracts** with NGOs, delay in disbursements etc.).

Donations

The **JCP** is very **cost-effective** and requires less grants than e.g. infrastructure programs. The major investment is in training people and the bulk of the capital will be loans that are repaid. When the enterprises are up and running they are on their own. However, the proposed **JCP** is a huge program with 3 Mill people to be trained + vocational training. Discussions with World Bank were encouraging. World Bank financed the **NSP** and sees the **JCP** as a natural continuation where job creation **benefits** can be harvested in this stage 2. The World Bank also sees the urgent need for job creation and strengthening of the market economy.

MFISA with its 12 MFIs must also get funding for its major expansion program. With the critical importance of job creation the **JCP** should get high priority among donors.

MRRD programs

Beyond the **NSP** there are some other programs which mainly deal with infrastructure but also have overlaps with the planned **JCP**. It is important to make a review in order to safeguard maximum support of the JCP and avoid duplicate work. It would be advantages with joint leadership of **NSP** and **JCP**.

Micro-financing

In the report is made an extensive review of where Afghanistan stands today in financing and what is required the next 5 years.

The loan and grant conditions between MISFA and the 12 MFIs ought to be revised and some proposals are made. The overriding concern will be to grow from 160,000 clients to 3 Mill. This means 3 times faster expansion than what they have planned. More MFIs **must** probably be authorized.

NGOs can be used to reduce administration costs to isolated villages. One should also encourage "Community Banks" for savings before the MFIs reach out. MFIs must also upgrade their branches and loan officers to give more support to borrowers who start enterprises. (This is called Business Development Services (BDS) in Afghanistan.

Women programs

The Women's Ministry has a big network covering the whole country and some 700 employed qualified people. Some of these women can give important support for the **JCP**, particularly since many of the potential entrepreneurs are women. The Afghan Women Business Federation with 5,000 members = entrepreneurs with 35,000 employees can also be an important supporter when we mobilize hundreds of thousands of women into entrepreneurship.

Agriculture

Agriculture dominates the Afghan economy and society and I can imagine that 600-700,000 out of the 2 Mill jobs will be in agriculture and processing of agricultural products. High quality dried fruits and nuts can also regain their earlier role in exports. When livestock are built up again also milk products will be important. Afghanistan must in several of these agro areas turn around from an importer to an exporter.

Fortunately, the Agriculture Ministry has some 11,000 employees and many of them have education from agriculture universities. It will be important to integrate some of the agriculture resources and activities in the JCP to get maximum impact on job creation. The Minister had a very positive view on that.

Literacy and vocational training

Upgraded primary and secondary education is, of course, the key to future higher literacy. There is presently a major deficit of teachers which will be difficult to fill with present very low salaries.

Of more immediate importance to the JCP is to get higher literacy among the adult population, particularly with those who start enterprises. SEED's experience from 90 day crash courses in reading, writing and numerics from India will be tried in Afghanistan.

The target for vocationally trained adults should be one million for 5 years. This will require a massive engagement from different institutions. However, to be meaningful it must be tied to job creation either as employees or as self-employed. To train for a profession and then continue to be unemployed is, of course, meaningless. It is an integral part of the JCP

SEED's contribution to the JCP

Apart from my own and a few managers' contribution to planning and organizing the total JCP we see the following involvement:

- Some 15-20 top Afghan people undergoing training and making field studies in Tamil Nadu
- One fulltime member in the JCP project team
- Waves of programs where Afghan trainers are trained in Kabul or Tamil Nadu
- Manuals on enterprises adapted to Afghan conditions and language
- Direct participation in certain business coaching

II. Some general remarks

Afghanistan is in a difficult situation after almost 25 years of wars. This has led to more than one million people killed with a lot of widows, half the livestock gone, 5-6 Mill refugees, a whole generation who has partly or fully missed school and a lot of destruction of infrastructure like irrigation systems and the like.

It is important to identify problems and obstacles for the JCP to **overcome** as well as advantages and positive things to build on. Below are a few remarks:

Negative factors which are well known and not found worse than expected:

- Security problems, both criminality from earlier armed militiamen and from terrorists primarily in the Eastern and Southern border areas.
- Opium cultivation and processing with 2 Mill people involved and a value corresponding to 40 % of the "legal" GDP.
- Corruption
- Poor infrastructure (e.g. only 6 % access to electricity in the countryside) in spite of big investments in recent years.

Negative factors that were partly new to me:

- Strict separation of women and men also in relatively "liberal areas".
- The dominance of **NGOs** and UN agencies which has created a "price island" with high prices in a poor country and huge income differences between expatriates and Afghans.

Positive factors are:

- A strong positive and optimistic view on the future in spite of all they have been through, which you do not find in e.g. Africa and poor regions in India.
- A qualified *elite* Afghan group to build on in ministries (2 levels down) and in business.
- A historically strong trading tradition and surprisingly many women entrepreneurs.
- NSP (National Solidarity Program) in rural areas which is a good foundation to build on for mobilization of people into entrepreneurship and job creation.

The need for job creation seems even more urgent after the review on the spot.

Below are some key reasons:

- With only 5 % of public expenditures covered by own revenues and 95 % covered from abroad, Afghanistan badly needs economic growth to become a "normal" country.
- Jobs are needed since half the population lives under \$1/day, particularly subsistence farmers in the rural areas, and poverty elimination is therefore high on the agenda.
- Rural jobs are needed to limit domestic migration from the countryside to slums in the big cities. E.g. Kabul used to be a 1 Mill city and has now 3.5-4 Mill

inhabitants. The environment is already bad there and **one** would not like to see 6-7 Mill in the next decade.

Beyond these "normal" reasons for job creation there are some **further** special reasons in Afghanistan:

- 2 Mill people involved in the opium business. To eradicate the poppy fields **is** not enough - people must also be offered **alternative** jobs.
- Remaining militia groups must be disarmed and the former "commanders" or "warlords" must be offered job opportunities.
- Returning people from refugee camps inside and outside Afghanistan will need jobs.

Therefore, few activities are of higher priority than to stimulate enterprise **start-ups** and to create jobs. That also seems to be the **consensus** among government people and NGOs. People also say **the timing is right for a jumpstart of job creation now**. Investments have been made in physical infrastructure and human capacity building (**CDCs**) in the villages. Now one must build on that, as a **sort** of second stage in the rocket, and reap the **benefits** of a job creating machine (JCP).

While the focus so far has been on the countryside, one should within a year or so extend the program to the poor urban areas where a creation of 0.5-1.0 Mill jobs should be possible.

III. Roll out of the Job Creation Program (JCP)

I. General

Below is described the mainstream of the program roll out. When described to concerned parties in Afghanistan (government departments, NGOs etc.) there was generally strong support for this proposal.

It is, however, important to state that all activities which lead to job creation are acceptable. Whether people become employed or self-employed does not matter. Our mainstream proposal builds on Self Help Groups (SHGs) with 15-20 members and only women with individual loans for enterprise creation but group solidarity in repayment. The reason is that this has been a very successful model in many countries, including in Tamil Nadu, India. However, some **MFIs** in Afghanistan lends only to individuals and not to groups. Some lend only to women (like **BRAC** with their experience from Bangladesh), others have Self Help Groups for Only women and for only men (Habitat). One can also mention the 630 multipurpose cooperatives but most are not effectively functioning due to lack of capital, marketing **problems** and trained staff. However, as cooperatives get upgraded, e.g. in milk **production** and dairies, they can in **certain** sectors be important engines for job creation.

It should also be remembered that this massive mobilization **of** communities into creation of enterprises and jobs is a bottom up approach. We must build on the villagers own skills and interests. You do not command anyone into becoming a businessman and even less to what business it should **be**. However, we can facilitate, train (vocational and entrepreneurial) and coach the new entrepreneurs. All this

facilitation, however, makes more people daring to take the step and raises the success ratio once the enterprises have been formed. All this is, of course, also helped by the lack of outside employee opportunities in many villages. **Self** employment is in many cases the only opportunity.

2. Selecting communities, districts and provinces

The proposal is to 'piggy back' on the NSP (National Solidarity Program). Beginning with the middle of 2006 the first tranche of 5,000 communities with some 5 Mill people have spent 3 years in the NSP. They are mature, the CDCs **are** stable and the projects have largely been completed including some possible 'top up' money from the block grants. As a matter of fact, some people wonder what will be the role of CDCs after the 3 year completion? Then the JCP comes as a **second stage of the rocket**. In the NSP phase there has been built human infrastructure and physical infrastructure. Now that will be exploited in a massive enterprise and job creation effort.

The second year 4,600 communities are included, the third year 6,000 and the fourth year 7,000. This will totally include some 23,000 communities or 38,000 villages and some 20 Mill people living in these rural areas. Deviations from this may be security problems that have arisen and may lead to deferral of certain communities and districts. Individual communities/districts with exceptionally good prospects (vocational training, already started enterprises, MF available, realistic income generating projects in the CDPs) can be moved up.

3. Selection of NGOs and start of SHG (Self Help Group) formations

Similarly to the NSP there will be a bidding contest for the big 24 NGOs as to who will cover which community/district/province. The NSP is presently engaging 4,400 NGO staff and I would estimate something similar will be required in the JCP, let us assume 4,000 Staff people. Hopefully the same NGOs will be selected **who** have staff that already know the villagers and who have gained their trust in the earlier NSP.

Since these communities have established CDCs with **elections**, male and female committees and procedures for reaching consensus, the work to build human capacity will be much smaller for the NGO staff. (Formation of SHGs will be based on representations from families and small village clusters and I **recommend** women as the first choice.) On the other hand, the NGO staff will have an important facilitating role in setting up savings procedures and rules for internal lending ("**interest**", repayment times etc.) from the collective savings. With linkage to **MFIs** comes training in handling external loans and building relations with loan **officers** in the respective MFI branch. Communities that already have "village banks" with savings established should move faster into the phase of MFI linkage.

The most important demand on the Facilitating Partners (FP), most likely NGOs, is to have staff or recruit staff that can train the villagers in entrepreneurship and later on in business coaching. We should therefore also consider certain Afghan and medium-sized NGOs who may be better equipped in this respect than some of the big international NGOs.

The key measurements of performance will not be like in *the NSP* with 'number of meetings', 'CDCs formed' etc. plus completion of the planned infrastructure projects. Now it will be enterprises started and jobs created.

The Indian "SEED" NGO will play an important role in training suitable NGO staff in entrepreneurial training and in business coaching. Train the trainee. Manuals with catalogues of possible micro-enterprises (family enterprises) and medium-sized enterprises, which are adapted to the Afghan environment will also be helpful in project selection and business coaching.

We should also put a bigger demand on MFIs in supporting the job creation process beyond the minimal money disbursement. See the chapter on micro-financing.

Based on the standard model of SHGs with women only, the following should be strived at: Out of 5 Mill adult women in rural areas, 3 Mill should be organized in SHGs. If "only men SHGs" also are formed (like in Habitat's model), it could be 2 Mill women and 1 Mill men.

Based on experience from other countries, particularly India, one should over a 5-year period count on

	<u>Milli jobs</u>
350,000 micro-enterprises (2-7 employees) x 4 =	1.4
30,000 medium-sized enterprises (8-50 employees) x 20 =	<u>0.6</u>
	<u>2.0</u>

For all enterprises this means an average of 5.3 people per enterprise. If we compare to the Afghan Women's Business Federations' 5,000 members, they have 7 employees per enterprise. However, that average is pushed up by certain bigger enterprises in the Kabul area.

4. Selection of type of enterprise and business coaching

This is a critical phase where qualified resources are required to guide and support the women/potential entrepreneurs. We have to mobilize all possible resources for this. Such people are:

- Staff people from NGOs which are engaged
- Loan officers from MFIs in connection with loans issued
- Employees from government departments, like from the 11,000 staff at the Agricultural Ministry who have agriculture training, from the provincial staff of the Women Affairs Ministry etc.
- Voluntary people from associations like the Afghan Women's Business Federation (see separate chapter).
- People and project catalogues from the Indian NGO. SEED.

These human resources must be divided up on different business sectors and allocated with respect to the potential needs of different communities/districts. Districts close to big cities, like Kabul, have e.g. different needs and markets than remote villages. Some districts are traditionally characterized by certain activities like carpet weaving or dried fruit production etc. The type of agriculture or animal

husbandry in the area also influence what type of enterprises will be most likely. The following are examples of business sectors which are considered

- Carpet weaving including added value processing like cleaning, washing and drying that often is done in Pakistan today but was done in Afghanistan before.
 - Garment production. Beyond local and regional markets also tie-up to bigger Pakistan exporters should be considered.
 - Horticulture production including export of dried fruit (see chapter on agriculture).
 - Expansion of animal husbandry and reversal of present importation to exportation (the long war period has dramatically decreased number of cattle and other animals).
 - Milk production including build up of dairies.
 - Plantations and nurseries related to forestation areas.
 - Generally food processing like jam, juice, honey etc.
 - Natural medicine seems to be an interesting area just like natural and artificial flowers.
 - Handicraft like embroidery and pottery.
 - Construction material related to the building boom in the country (like baked and unbaked bricks etc.).
 - Contracting companies where trained Afghan labour should be able to replace a lot of today's Pakistan-, Indian- and Iranian labour.
- Etc.

Beyond these mainly manufacturing oriented enterprises there is a big portfolio of potential service and retail/trade enterprises. Service includes activities like cleaning, laundry, canteen and catering services which, of course, depends on closeness to towns and bigger cities. Other examples are bicycle- and other vehicle repairs. IT and communication services have a growing demand just like transportation services. Retail covers a big range from the small village shop to bigger entities in neighbouring towns.

There are obviously always hopes for bigger manufacturing investments with capital from abroad. The Afghan authorities struggle to improve the investment climate which is faced with certain disadvantages like the extra costs for security and for transportation in this rugged country. The widespread corruption and bad reputation of the judicial system does not either help. When it comes to both production of consumer products like shoes and clothes you hear about former factories here or there which today have been pushed out by cheap imports from e.g. China. Within the Ministry of Commerce they are working with business promotion and I will review that at my next visit. All efforts to promote increased employment should be endorsed but one must realize that the big growth in employment will not come from large scale manufacturing projects. It will come bottom up from a large number of small enterprises in farming, niche manufacturing where Afghanistan has a competitive advantage internationally (like carpets and dried fruit), service and trade.

IV. Organization

The idea with the JCP is to largely build on existing institutions, including what has been built up in the NSP. JCP will ultimately cover all 34 provinces and will draw on resources from several ministries. A strong, experienced and respected project management will be required for this program. Even if a lot is built on what has been achieved in the NSP, it is important that JCP is not considered as "just another program" belonging to MRRD. It is worthwhile to consider how they organized a similar program in South Africa. Although the Minister of Agriculture had been a driving force there with a lot of her people involved, the President of the South African Republic was the one who decided the start of their JCP, the time plan and the targets. The South African President will also get direct periodic reports from the program leader. The Deputy President will directly supervise the project, even if the Minister of Agriculture in South Africa will be heavily involved together with the Ministers of Trade and Industry and a few others. In Afghanistan it was encouraging to see the engagement and involvement of President Karzai for this program in my discussion with him.

The success of the JSP will to a large extent depend on the quality of the leader and his project team. I suggest Asif Rahimi as the project leader or Chief Coordinator or whatever title he may get. He is presently Chief Coordinator for the NSP. What remains of the NSP the next 3 years is to finish the present 15,000 communities and basically do the same with 7,000 remaining communities. A successor to Asif for the NSP should be appointed and the successor should report to Asif. It will be important to have this continuity for the NSP and to safeguard integration between NSP and JCP.

The fulltime working top project team should include some representative from the Ministry of Agriculture, Women's Affairs, the Commerce Ministry and MISFA. One fulltime member of SEED, India is recommended as well as a Swiss man who has led the 'Overseeing Consultant' work from GTZ.

I suggest that the Project leader reports to a Ministerial Board with the Minister of Agriculture, Women's Affairs, Commerce and MRRD with Minister Atmar as Chairman.

V. plan and Decisions

With the present situation in Afghanistan and the urgent needs to **create jobs** I propose a tight plan based on early decisions:

	<u>Deadline:</u>
1. Decision to go ahead with the JCP and appointment of project leader+project group and supervisory board	End of March
2. Top 15 key people spends a week in Tamil Nadu, India for field studies and training	Early April
3. Selection of provinces/districts/communities for first 12 months	April-May
4. Selection of NGOs to work with the first 12 months (similar contractual process as with the NSP)	April-June
5. Joint project group is appointed to translate and adapt SEEDs enterprise manuals to Afghan conditions	April
6. Agreement with donors on basic funding. Commitment for a 3-year period is desirable.	April
7. 150 people from gov. departments, NGOs, MFIs will be trained in Kabul and in India. This training should be extended later on.	May-June
8. Agreement on growth plan for MISFA and the 12 MFIs (plus some more MFIs down the road). Lending conditions should be reviewed Both to end-borrowers and between MISFA and MFIs. MISFA to be properly funded for the expansion.	May-June
9. Basic plan for the vocational training of 1 Mill Afghans	End of June
10. Start of SHG-formations and training in the selected provinces/districts/communities	June-Aug

The 10 items above illustrate some key decision points and deadlines to be able to go "full steam" by mid-year. Obviously this first phase of the plan must be broken down into many more activities by the project team to be appointed.

The overriding objective is to create 2 Mill rural jobs (and maybe 0.5-1.0 Mill urban jobs when the JCP gets going) and start achieving a job results as soon as humanly possible. With that in mind the following are some guidelines for the coming activities:

- The project leader and his team should be appointed within the next few weeks. Any delay here will delay the whole program.
- No compromise on getting top quality for project leader (*see my proposal*) and the team. *None* of these *people will be* "available" – on the *contrary*, the best people are all very busy in important tasks and there are often other plans for them. Ministers will object to freeing up such valuable people for the **JCP**. If we select "available" people whose new assignment creates "least disturbance" where they are – then we may as well forget about the **JCP**.
- All proposals for "methods evaluations", pilot cases and different **types of** studies should be **turned down**. Sure, occasionally a study can be helpful in guiding the implementation but such marginal positive things are drowned by the huge negatives of delaying the program. The job creation mechanisms proposed are well proven abroad and there is also some small experience inside Afghanistan. The priority now is to get started with SHGs, micro-financing and training of entrepreneurs to get enterprises started or expanded and to get jobs created. There will be mistakes but they can usually be corrected as we go.
- Work in parallel with many activities and if one activity is delayed does not let that delay other activities.
- To get delayed by "studies" is particularly dangerous as regards micro-financing. In the past 25 years I believe there has been written 100 PhD dissertations and 100,000 pages not included all workshops and conferences. We do not need another study in Afghanistan about the "best model". Whether you have individual borrowers, groups of 5 or 20 or 200 (**cooperative**) does not matter as long as the individuals get properly trained, get business coaching and get access to loan capital at decent terms. I met some "think tank" people in Afghanistan and they were as usual interested in making "method studies". I asked them to forget about that and instead to study how you overcome hurdles to increase the client population from 160,000 to 3 Mill in 5 years and how MFI branches can better serve clients in enterprise creation.
- The overriding objective to get 2 Mill jobs and to move fast with early job creation results must have priority above over most other things. That should create a culture of sense of urgency, pragmatism and opportunism. We must be flexible and avoid bureaucracy which is a problem in Afghanistan. E.g. if Habitat has success with SHGs of 15 people and also men organized – fine, **let** them continue with that. If **BRAC** is successful with groups of 5 and only women – fine, do that. By the same token, all ongoing or planned activities to create jobs the next 6-8 months should be supported, whether it fits into the huge **JCP** and its time schedule or not.
- Looking back at the similar program, the NSP, one can note that the implementation was largely very successful. The delays that nevertheless occurred had to do with the bureaucracy. Things like half a year's delay in contracting NGOs for another year or delay in money disbursement because certain reports had not been completed etc. That must not happen **with the JCP**.

We must have a well-oiled machinery and the risk of delays must immediately trigger high level corrective actions.

- The periodic reporting should be brief, quantified and "to the point". We should avoid the very wordy reports and abstract style you find in many UN- and NGO reports.

VI. Donations required

The JCP as such should be very cost efficient and get a big leverage on money invested. Contrary to most other programs in Afghanistan (many directed towards infrastructure), JCP is not built on huge grants. JCP's major capital requirements is for training (basic, entrepreneurial, vocational and business coaching) while the big capital for the started enterprises will be in the form of loans which will be repaid. The repayment ratio is above 99 % in Tamil Nadu and is also high in the small activities of Afghanistan. For example South Africa's JCP is today estimated at \$100 Mil for training, \$1.0 Bill for loans and \$4 Bill as a resulted increased income after 5 years. In South Africa's case JCP includes training of 1.5 Mill women and estimated 1.3 Mill new jobs in rural areas.

Nevertheless, the JP in Afghanistan is a huge program with some 3 Mill people estimated to undergo basic training in SHGs and some 2 Mill undergoing entrepreneurial training and business coaching. I had a discussion with the World Bank (Alastair J. McKechnie) before departure. He thought that the JCP was an excellent stage 2 from the NCP, which the World Bank had financed. With JCP they can reap the rewards in the form of badly needed job creation after having contributed to building physical infrastructure and human capacity in the CDCs. This would also move Afghanistan a big step towards market economy with entrepreneurship and private ownership. So I have reason to believe that the World Bank would be willing to fund the JCP.

The expansion of the MFI system to reach out to some 3 mill clients will also require some one-time funding until the bigger micro-credit network is established. Finally some funding must be done over 5 years for vocational training of 1 Mill people.

Afghanistan's present employment situation is characterized by several million poor people who are unemployed or underemployed and badly need productive jobs, like:

- A few million people in subsistence "farming" on very small plots.
- 2 million in the opium business where poppy eradication must be accompanied by alternative jobs.
- Some 100,000 armed militiamen who must be disarmed and offered alternatives.
- A lot of people returning from refugee camps outside and inside Afghanistan.
- It is also important to limit migration to big city slums

Billions of dollars have been spent on infrastructure like roads, bridges, electricity etc. and improved conditions for creation and expansion of enterprises. A few hundred thousand have had temporary jobs in e.g. road building or have been paid for temporary work such as cleaning up irrigation channels etc. But these people need in addition permanent and sustainable jobs.

Apart from the basic security issues there could hardly be any purpose of donations more important than the mass mobilization of the poor people into entrepreneurship and job creation.

VII. MRRD's program to support the job creation program, particularly NSP

The key program to be used as a platform in the roll out of the job creating program is the NSP (National Solidarity Program). But there are also other programs that should be reviewed to see how they can support job creation and how overlaps can be eliminated. Particularly important are such programs as the "National Rural Access Programme" (NRAP), formerly called NEEP. NRAP is focused on infrastructure and also provides mainly temporary employment in road building etc. "The National Area Based Development Programme" (NABDP) is another such program. NABDP also deals with infrastructure and promote good local governance on the district and provincial level. In improved livelihoods there is a focus on farmers dependent on poppy cultivation, disarmed militias and returning refugees. There are some other programmes within MRRD which I do not comment on.

As mentioned, all these programs should be reviewed to avoid fragmentation and overlaps and make sure there will be a focus on the 2 Mill job creation program.

NSP (the National Solidarity Program) is an excellent base to launch the Job Creation Program from. It can almost be seen as a second stage in the rocket to lift Afghanistan's **38,000** villages. It is assumed that the NSP is well known after 25 years and below are only a few comments made.

NSP started in June 2003 and is now into its "3rd wave" of communities: There are some **20,000** rural communities (>25 families) and some **38,000** villages or village settlements. Smaller villages are lumped together to get a critical mass.

The NSP has the twin tasks of improving governers in the communities and assist in implementing some projects in the community – mainly physical infrastructure projects. As we can judge from interviews with NSP people, NGOs and others end from field visits, the NSP has worked very well.

The program includes 5 phases:

- Mobilization of the community
- Election of CDC
- Creating a community plan (CDP)
- Development of **project** proposals
- Project implementation

Some **23** NGOs have contracts as Facilitating Partners (FPs) with 4,400 staff involved. MRRD has itself some 500 staff involved. A German NGO, GTZ, has had the contract as 'Overseeing Consultant' with some 500 staff involved. The process with priorities and decisions on different levels is not commented on here. However one important fact is that the community in question gets trained in working together,

elect a CDC and arrive at a consensus which is respected. This also diminishes the impact from former "warlords" or "commanders" in that community. Totally CDCs include 40 % women and 60 % men. 20 % have only men and 80 % are mixed. The mixed ones normally have a male committee and a female committee where issues are discussed before decision in the common CDC.

Each community gets \$200/family (average \$30,000 per community). When projects have been completed and they have high priority projects remaining, they can get a "top-up" of e.g. \$10-20,000 extra.

The projects are dominated by infrastructure projects like roads, bridges, culverts, irrigation projects, electrification projects and water supply projects. There are also schools and clinics constructed.

Of particular interest for the job creation program are some 1,700 projects for income generation (weaving, tailoring, poultry, bee farms etc.) and vocational training. These projects have impacted some 290,000 families in 1,700 villages. A lot of them women. However, without savings and access to loan capital but instead grants, without individual ownership (grant to the community) and with limited entrepreneurial quality control and marketing training the success rate does not become so high.

A total of \$207 Mill has so far been committed to block grants for communities and some \$158 Mill has been disbursed to 10,175 communities.

The program has been rolled out in 3 tranches.

Year 1 (2003/4)	+5,000 communities with a CDC in each
Year 2 (2004/5)	+4,600 communities with a CDC in each
Year 3 (2005/6)	+6,000 communities with a CDC in each
	15,600 communities with a CDC in each

In the beginning all provinces were included with at least 3 districts per province. The next year +2 districts per province and then there were 197 districts covered out of 364 districts existing. Some 7,000 communities remain to be covered 2006/7. Other priorities than an early spread to provinces has been:

- Poverty
- Food insecurity
- Arrivals of internally displaced people (IDP)
- Security consideration

About 2 Mill nomads will be covered in the remaining parts of the NSP. These people obviously require a special adaptation of the program.

So midyear 2006, 15,600 communities are covered which means some 25,000 villages/settlements with some 13-14 Mill people. The first tranche of 5,000 is mature, is close to finishing the 3rd year and should have completed their projects.

These first 5,000 communities could be an excellent start of the Job Creation Program (JCP) by mid-year 2006. In the selection of individual communities one

should beyond the priorities mentioned above also look at "the low hanging fruit" where job creation can be expected to be big and/or fast. Our experiences that starting of new enterprises is very much stimulated by early success stories. Additional priorities can therefore be:

- Districts/communities where vocational training already has happened
- Districts/communities where enterprises already are started and can be expanded
- Districts/communities where MFIs will reach out soon
- Communities which in their CDPs (Community Development Plans) already have realistic income generating projects

An example of the last priority was a community with clear ideas for job creation that we met on a field trip. We met a CDC plus some community members. They went through a 4-year plan with 9 projects (tractor for renting, carpet weaving, fish pond, some animal husbandry projects, honey production, plastic bags and a bakery). Total investment was estimated at \$120,000 giving 300 new jobs in a fairly big community of 1,500 people about 60 km from Kabul. This community can also be expected to get access to micro-financing in the near future.

VIII. Micro-financing to support job creation

a) Background

The banking sector in Afghanistan is little developed. The 11 commercial banks have a limited range of services and operate only in Kabul. When it comes to developing micro-financing across the country for the next 5 years one can more or less disregard the banking sector. Longer term they should, of course, be involved like in other developing countries.

Micro-financing started in the 1970s and was directed to low income entrepreneurs, mainly women. From the mid 90s to 2002 some NGOs and UN agencies operated micro-credit schemes in Afghanistan to less than 20,000 clients. They rather had a charity approach than micro-finance industry best practice.

In the past 3 years the micro-finance sector has grown rapidly and has shown a healthy shift from a humanitarian approach to a development one. Most of the MFIs operating in the country are NGOs.

The "Microfinance Investment and Support Facility for Afghanistan" (MISFA) was established as a wholesaler of credit to the MFIs by the World Bank under the umbrella of the Ministry of Rural Rehabilitation and Development (MRRD).

As per January 31, 2006 the following is the situation:

	<u>000'</u>
Active loan clients	133
Women out of that	103
Number of loans	263
Total amount paid out	52 Mill USD

Repayment rate 98 %

This is a strong development from almost nothing. It also illustrates the dominance of women (even if they often are shields for men) and the high repayment rate of 98 %.

The MFIs are heavily subsidized by MISFA (and ultimately by the donors). MISFA lends at 5 % interest and the MFIs at 16-18 % to the clients in turn. However, only a part of the disbursement from MISFA is loan and the other part is grant. There is obviously a high cost in starting an MFI and having a high growth the first few years. Therefore there is a grant portion the first years according to the following:

1 st year	50-70% grant
2 nd year	45-50 % grant
3 rd year	25-30 % grant
4 th year	10-15 % grant
5 th year	0 % grant (100 % loan)

The huge grant portion can be seen as covering start-up costs but also to build equity in the MFI.

b) Things to consider

- It would be good if the MFIs in the end became independent companies under banking law and came under supervision of the Central Bank (avoid anti-NGO sentiments etc.).
- MISFA is on its way to become a company (instead of a MRRD department) which is good. Ideas in other ministries to start up other credit institutions can thereby hopefully be avoided.
- The great portion in the MISFA disbursement to MFIs seems exorbitant. It is fine to have a grant portion the first 1-2 years but maybe not 4 years and not so big amounts. A large part is an equity build up and one must make sure that does not leave the country. We must get away from the "grant mentality".
- Based on the above there is reason to look at the efficiency of the MFIs. After all, this is a bank business and not a "grant business".
- Minor matters that can be solved are:
 - low technical competence both with clients and staff (women must work as loan officers with women)
 - men sometimes resist women as borrowers
 - "interest" in an Islamic country must be replaced by different types of "fees"

c) Dramatic increase of micro-finance with the mass mobilization of entrepreneurs

It is an absolute requirement that the MF activities are expanded to keep pace with the job creation program. The following are the requirements and the plans:

	<u>Today</u>	<u>In 5 years</u>
Existing Plan:		
Number of loans and saving clients	160,000	1,000,000*)
Out of that in rural areas	80,000	800,000
Required:		
Total		3,000,000
In rural areas		2,400,000

*) MFI plans are based on 4 years

Some MFIs, particularly BRAC, have no doubt ambitious growth plans and in the past 3 years most MFIs have surpassed their earlier plans. So that looks rather good. However, it will be required a 3 times bigger number of clients within 5 years than planned. BRAC is today the dominating MFI, but if we look at an average MFI it means addition of 50,000 new clients per year per MFI. MISFA has got a number of serious requests to start new MFI (not so surprising with the present generous conditions). Maybe another 10 MFIs or so should be added.

(BRAC planned to go from some 100,000 clients to 600,000 and increase branches from about 100 to 300.)

Italked to a few small MFIs. Unfortunately they had low ambition for growth. And not only that, some had very conservative lending. They seem not to understand why they are in Afghanistan. They are there to contribute to development and not to maximize the profit in a small selected population. The lending officers in one MFI had the ambition to have 0 losses and had also 100 % repayments. Another demanded collateral (mortgage in a house) and since the men have the houses in their names this led to 90 % loans to men and only 10 % to women. Another one staid in Kabul to avoid the problems in the rural area.

It is important to sort out the MFI policies and make sure every MFI contributes to Afghanistan's development and not to some suboptimized goal (like 0 % loss etc.). Only one MFI measured number of jobs their loans had created. That should be done by everybody.

d) Efficiency and costs in distribution

When MFIs increasingly move from urban to rural areas and into areas with smaller spread out villages – distribution costs tend to increase significantly. It is recommended to review how local NGOs can be used to reduce distribution costs. NGOs can e.g. be paid a fee to distribute and collect money in the local area. NGOs can also borrow in bulk from an MFI (e.g. one Mill USD) and then lend to the ultimate clients (e.g. 100-300 dollar loans). There are examples in other countries how this works well and how such arrangements speed up penetration in rural areas.

e) Small 'community banks' for savinas

Most communities are not yet reached by MFIs and it should be encouraged that they start their own savings and lend between themselves. The earlier they get into the monetary economy with savings and loans, interests and repayments, the better.

I reviewed one program with Habitat that was called "Literacy Community Economic Empowerment Program (LCEP). In 94 villages 461 Self Help Groups (SHGs) have been formed with 62,000 members, about half of them for men and the other half for women. They save in smaller groups and then merge a number of groups into a "Community Bank", which administers the money. It normally takes 6-7 months to get to a 'Community Bank' and 24 villages now have that in connection with the CDC (Community Development Council). Total savings after 7 months was \$25,000. The internal loans are about \$200-300 on average with only 2 % interest and a 1-year repayment horizon. Money is borrowed for income generating micro-enterprises.

The above is described in order to illustrate that the job creation process must **not** wait for the MFIs to reach out to the respective village. When **bigger** external capital becomes available through MFIs such a village with a "Community Bank", internal lending and some micro-enterprises, can quicker take advantage of the new opportunities.

f) Conditions for MFIs and assistance in starting micro-enterprises

When a new MFI is created there are requirements from MISFA:

- Experienced team
- Profitable within 5 years (too long)
- Outreach
- Geographic spread

With the present level of support with grants from MISFA, there should also be a requirement to assist the client in starting a micro-enterprise. As I understand it, very little of that is done today. It is **more** a strict bank transaction. Depending on the MFI branch environment, there should be suitable people available to review the project calculation and to give advise on the marketing side. This business support role seems to work in some branches (BRAC in Parwan etc.). Also Aga Khan Foundation had some 20 staff people in the Badakhsha Province for "Business Development Services" which now will work together with Aga Khans MFI. A monthly reporting of started micro-enterprises and jobs created will further stimulate job creation.

g) Funding of MISFA

MISFA should increasingly over the coming years be financed by loans instead of grants. However, in the coming years grants will also be necessary to support the dramatic expansion with build up of enterprises and creation of jobs. The funding numbers are not commented on here.

(This chapter on Micro-financing has been supported by Mrs Ruxandra Boros.)

h) Other lending activities

The major expansion of the MFI network with maybe ten times more lending than today in rural areas and back-up by MISFA will no doubt be the main route to support addition of 2 Mill jobs.

However, there are also other lending mechanisms and all activities that **can** contribute to job creation must be considered. Examples are:

- Seed Banks where a farmer borrows for seed and fertilize before planting and repays after harvest in cash or in commodities. A "shura" (village organization) decides what families should get loans and on what conditions.
- Village Banks with Collective Loans
- Informal mechanisms
Traders and shopkeepers are the most important sources of credit after friends and families. The problem is that the annual cost of borrowing (whether we call it interest or anything else) tends to be 30-100% and pull farmers into a debt trap they cannot get out of.

It should also be mentioned that earlier, before MFIs were around, some NGOs in a small scale gave mixed micro-credit-grants. **NGOs** also in those **cases** gave technical assistance and helped in marketing for new enterprises. The latter part is important also today but otherwise one should not mix grants and loans.

Finally, it should be noted that **credit** has much to do with the opium economy. Some farmers turn to poppy cultivation to get badly needed credits and also tend to stay there since they get into the debt trap. Availability of sound credit through **MFIs** and the job creation as such are both important in the war against poppy cultivation.

i) Summary of Micro-Financing

To safeguard not only the minimum loan disbursement, but becoming an engine to promote new micro-enterprises and 2 Mill new jobs, the following is required:

- **MISFA** independent company with proper funding
- Get away from "grant mentality" with inefficiency to an efficient banking system (see comments)
- **MFIs** (preferably separate from NGOs) must commit to
 - growth
 - a development impact (reporting jobs created) instead of suboptimized profit maximization with unreasonable security demands

IX. Women programs to support job creation

We had meetings with the Minister of Women's Affairs who seems to have a big role in development of women in Afghanistan. We also met her department managers, Unifem (a UN agency) and the President of the Afghan Women's Federation.

The Women's Ministry has work going on in all 34 Provinces, 364 districts and 34,000 villages. There are 600 women's councils, "Shuras" with 600,000 women as members. Facility partners/NGOs submit project proposals: The Ministry itself has 700 qualified people employed. The work with the Japanese NGO, JICA, to train women and promote them for sales in Japan. Similarly the Italian NGO fund projects with products for export to Italy. The NGOs CARE and JICA are engaged in vocational training. Some 100 staff are engaged in marketing with brochures, stores and exhibitions. JICA also gives grants for start-up of micro-enterprises. There are special programs for 1.3 Mill widows, who can more freely move around than married women. Trades covered by these activities are: carpet, embroidery, tailoring, livestock, poultry, soap, bee keeping, dried fruit, tomato paste, wool, jam, overcoat, blanket, jacket, candle making, cotton, sculpture (stone and wood) etc.

Unifem works with 20 Afghan NGOs. They give vocational training and are willing to help women start up enterprises.

Afghan Women's Business Federation is an umbrella organization for 20 smaller associations. They are surprisingly big with 5,000 members who are entrepreneurs and run enterprises with about 35,000 employees. The fact that they are women entrepreneurs spread all over the country makes them particularly interesting for job creation with women entrepreneurs in the free market economy. AWBF already today organizes workshops for business women every month and a training center is being built. AWBF is also reaching out to a number of provinces and create councils for different businesses, e.g. embroidery, tailoring, carpet weaving, shoe making, handicraft and others. Together with the Ministry they use 17 buildings in 17 provinces for exhibitions and sales, among other things shopping malls where only women buy from women.

AWBF is prepared to vastly increase their training capacity for potential business women. Women entrepreneurial trainers for women who are about to start UD micro-enterprises are exactly what we need. They can also consider an "adoption system" between established women entrepreneurs and new or potential business women.

The 2 Mill jobs target will require tens of thousands of micro-enterprises and hundreds of medium-sized enterprises started every year by women. The entrepreneurial training (both general and specific for different business lines) and the business coaching will be a bottleneck and we must mobilize these training resources in the women's movement to the maximum. The thousands of existing successful women entrepreneurs are also good "role models" for future women entrepreneurs.

There are other business organizations, like International Chamber of Commerce with 2,000 members, mainly for medium-size business, which should be explored to identify further training capacity.

In this context it can be mentioned that there are some commercial consultant companies which can be utilized particularly for marketing guidance.

X Agriculture and resources to support job creation

a) General

Agriculture dominates the Afghan economy and society with 85 % of the people involved in agriculture and livestock related occupations. Even if relative importance decreases with growth of the manufacturing and service sectors, agriculture will grow substantially and be the basic engine for poverty reduction and WDDV eradication. It is also important to realize that the manufacturing and the service sectors heavily depend on agriculture.

A 400 page Master Plan for Agriculture, Animal Husbandry & Food indicates a 6 % annual growth rate and 8 % for fast growing segments like Horticulture. A billion dollar is required to be invested the next 5 years. In the agriculture field and a number of NGOs are also involved here.

Agriculture has always dominated Afghanistan's export and will continue to do so. High quality dried fruits and nuts are expected to reach \$1 Bill annually within 10 years. In nearby India with a market of now 300 Mill, these Afghan products are rated no. 1.

Livestock is even more important than horticulture in absolute terms and Afghanistan is recovering from the decline in livestock during the war years. Women already provide most of the labour and the management in this sector. It lends itself to micro-financing-loans for women to purchase animals and even for working capital and, down the road, control of marketing.

As regards cereals there are opportunities to double wheat yields and this will dramatically increase food security. In Forestry there are business opportunities in plantations and nursery development.

The bulk of the poor in Afghanistan (<\$1/day) live in the rural areas with very little land and subsistence agriculture. They are not really farmers but rather an unemployed/underemployed rural non-farm population. They badly need jobs.

Rising farm incomes, as mentioned above, drives the rural non-farmer sector and opens up a local market for micro-enterprises.

b) Summary of business opportunities

In summary, there are great opportunities for expanding business and job creation in agriculture. As examples:

- Perennial Horticulture: Grapes, Pistachio, Raisins, Almonds, Apricots – dry and fresh, **Pomegranate**
- Animal Husbandry: Cattle, Kamhul Sheep, Goats, Poultry, Dairy development (cattle purchased from neighbouring countries in North and West)
- Forestry: Plantations, Nurseries
- Honey and other bee generated products
- Silk production
- Fish farming (**trouts** and carps)
- Medicinal plants

Currently the former exporter Afghanistan imports 3,000 tons beef from Pakistan, 50,000 tons chicken and 200 Mill eggs from Iran, Uzbekistan and Turkmenistan. This must be reversed.

There are also great opportunities for food processing, like:

- Milk- and dairy cooperatives which process milk into cheese, butter, **yoghurts** etc.
- Wool processing (doing away with impurities, washing, drying and spinning). The comprehensive wool processing is labour intense. **I** is mainly done in Pakistan today and **must** be moved to Afghanistan again.

c) Agriculture Ministry resources

This Ministry has 11,000 employed staff – 2,000 in Kabul and 9,000 in the provinces. Many are well educated from agriculture university and represent an important resource for training and supporting entrepreneurs in this area. The departments we reviewed were: Extension, Cooperative, Forestry, Animal Husbandry and Plant Protection.

d) Job creation

Out of the target of +2 Mill new jobs in the rural areas **I can** imagine 6-700,000 may come out of what we call agriculture and processing of agriculture products. The remainder from non-agro enterprises.

The entrepreneurial training and business coaching to establish micro-enterprises and create jobs are basically the same for agriculture enterprises and non-agm enterprises. Both need vocational training and, not the least, efficient micro-financing. Business coaching, marketing and distribution will be most important.

There may be a tendency to regard agricultural projects as "belonging" to the Agriculture Ministry and Non-Agro projects to the MRRD. However, that is an artificial borderline and the different enterprises are interrelated. **We** must not duplicate efforts e.g. in micro-financing. We must draw human resources from wherever they are available and everything must be subordinated to the over-all goal: +2 Mill jobs.

XI. Literacy and Vocational Training for job creation

The whole education system has improved remarkably in the past 4 years. Schools have been built and the number of children in school, particularly girls, has increased a lot. The objective 2010 is to have 60 % of girls and 75 % of boys in school. Also more female teachers and more girls at universities are planned. Nevertheless there is a big deficit of educated teachers which, of course, reduces the quality in the basic education. There is presently an immediate need of 40,000 teachers for primary and secondary education and then are needed 10,000 more every year. With the very poor salaries offered this recruitment will be difficult.

For the massive planned job creation program improvement of adult literacy and vocational training is necessary. While primary- and secondary education is the foundation of future literacy, we have an immediate need to raise adult literacy. Literacy among adult women is only 17 %. (In our program in Tamil Nadu for poor women the literacy is also about 15 %. Thus about the same as in Afghanistan.) We have a 90-day crash course to achieve a workable literacy and the numerical skills required to run a micro-enterprise. I propose that this crash program is adapted to the Afghan environment to jumpstart increased literacy in areas where we push creation of enterprises and jobs.

Vocational training ("National Skills Development Program" to use a finer word) is even more important for job creation in the short term. You cannot start a weaving- or sewing or embroidery enterprise without knowing how to weave, sew or do embroidery work. Even if the person does not set up his or her own enterprise, he or she becomes qualified for employment in somebody's enterprise. That is also job creation and we do not really care how jobs are created. (e.g. in Tamil Nadu the experience is that out of 500 who has passed our tailoring courses about 300 get employed in bigger garment factories and 200 start their own small enterprise or go together with some other ladies to set up a little bigger enterprise). The same goes for men who may get training or apprenticeship as carpenter, plumber, mason, electrician etc. In these latter cases there is also the opportunity to work abroad. That may not be what we originally had in mind but it means that an unemployed or underemployed gets a productive job even if it is abroad. By sending money home he also contributes to the growth of the economy and improves the family income.

Today vocational training takes place in many places and is usually small scale. E.g. dozens of NGOs undertake vocational training, a little was done in the NSP program, some is done in the public school system and a little is done in voluntary organizations like the women's movement. The training is fragmented and small and not always located and directed to where there are job opportunities. It is meaningless to learn e.g. carpentering and weaving if there are no jobs in sight or poor possibilities for their own enterprise (lack of financing and support). When I e.g. ask an NGO what has happened to 100 vocationally trained people, they usually do not have a due. The performance measurement is not number of participants, number of course days, money spent etc. It is jobs created.

Vocational training should go hand in hand with the job creation activities. As the "job creating machine" rolls through village after village, district after district, the needs

become obvious in the particular area and this requires training action – normally through the **local** NGO.

Vocational training is an integral part of the job creating program and it must be scaled up substantially. In the summary compact program for Afghanistan it is said that 150,000 should undergo vocational training (implementation of the 'National Skills Development Program') by the end of 2010. That means 30,000 per year 2006-2010. This is a pitifully low ambition that must be increased substantially. To achieve the target of 2 Mill new jobs in rural areas and some 0.5-1.0 Mill jobs in urban areas would require about 1 Mill people trained vocationally over the next 5 years. Annually this means 200,000 per year in the next 5 years.

This massive effort to train people should now be planned centrally and **started** to be executed locally. Priority should be given to districts where the job creation program will be rolled out in the first year or in professions where there is already **now** lack of people (e.g. in construction industry where a lot of Pakistan, Indian and Iranian workers are being imported to work in Afghanistan).

XII. SEED/Hand in Hand's contribution to the Job Creation Program (JCP)

As mentioned in the introduction, our experience from job creation among the poor people in rural areas comes from Tamil Nadu, India and from the ongoing adoption of this program to South Africa's special conditions. It can not be a question of using a lot of our Indian people in the field, since they speak neither **Dari** or Pashtun but only Tamil, Hindi and English. It will more be a matter of 'training the trainers'.

1. Personally I am prepared to visit Afghanistan a number of times in the next year to help make sure that the national program gets **off** to a quick and efficient **start**. That includes appointment of key people, integration of the many programs now on the table, safeguard good cooperation between ministries and a massive upgrading of the MFIs and the vocational training. Most important of all to safeguard quality in the formation of Self Help Groups, in training on empowerment, in entrepreneurial training and in mobilizing resources for business coaching. (In all this the JCP will depend on high priorities and strong support from the top political leadership.) You do not achieve 2 Mill new jobs in the rural areas and maybe 0.5-1.0 Mill jobs in the urban areas by **just**** starting a new program on top of 10-15 programs already existing.)
2. A permanent **representative** in the top project team in Kabul representing SEED/HiH. That person should safeguard a smooth and efficient cooperation with SEED/HiH and must live in Kabul and preferably speak some **Dari** or Pashtun.
3. An early trip to India for the key project people including a few from ministries, MFIs and NGOs. Maybe 15-20 people. This becomes on the spot **learning** how to solve practical problems, which also will arise in Afghanistan. **Particularly** important is entrepreneurial training, business coaching and MFIs role. Cases of family companies and medium-sized companies will also be useful to study.

4. Some 150-200 more Afghan people need to be trained a few months later when we better know who will need the training. I do not yet know exactly how this will be done in Kabul and Tamil Nadu and exactly which SEED/HH people will be involved. However, the training program will be similar to what is mentioned under item 3 but getting more into details and maybe be split into different types of business for different participants.
5. Manuals which are catalogues of different enterprises are also useful. Existing manuals which are used in India must be revised in two respects:
 - Elimination and addition of enterprises to fit into the Afghan environment. Also the text will have to be revised for certain enterprises - not the least when it comes to marketing.
 - Reworked into Afghan languages

A joint project group should start this work soonest.

~~FOUO~~

MAR 07 2006
15:47

TO: Bill Winkenwerder
CC: Gordon England
Fran Harvey
Donald Winter
David Chu
FROM: Donald Rumsfeld *DR.*
SUBJECT: Letter from Dr. Jean Edward Smith

Attached is a letter I received with some materials from an historian who I have known over the years. He is a thoughtful person.

I would like you to **look in** to his suggestions and **let** me know what you think.

Thanks.

Attach: Letter from Dr. Jean Edward Smith to SecDef

DHR:ss
030606-34

.....
Please Respond By March 28, 2006

~~FOUO~~
11-L-0559/OSD/56668

OSD 04885-06



THE JOHN DEEVER DRINKO ACADEMY
For American Political Institutions and Civic Culture

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Delaware University

Hon. Donald H. Rumsfeld '54
Secretary of Defense
The Pentagon
Washington, D.C. 20301-1000

Dear Don:

Many thanks for your note of February 9.

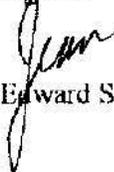
Enclosed is a copy of FDR's sketch for Bethesda Naval, plus photos of the capitol in Lincoln, Nebraska, on which he based it, and the hospital itself.

On December 1, 1938, Mr. Roosevelt wrote to his uncle Frederic Delano, chairman of the National Capital Park and Planning Commission, that he was prompted to sketch the design because of the pedestrian style of most Federal hospitals:

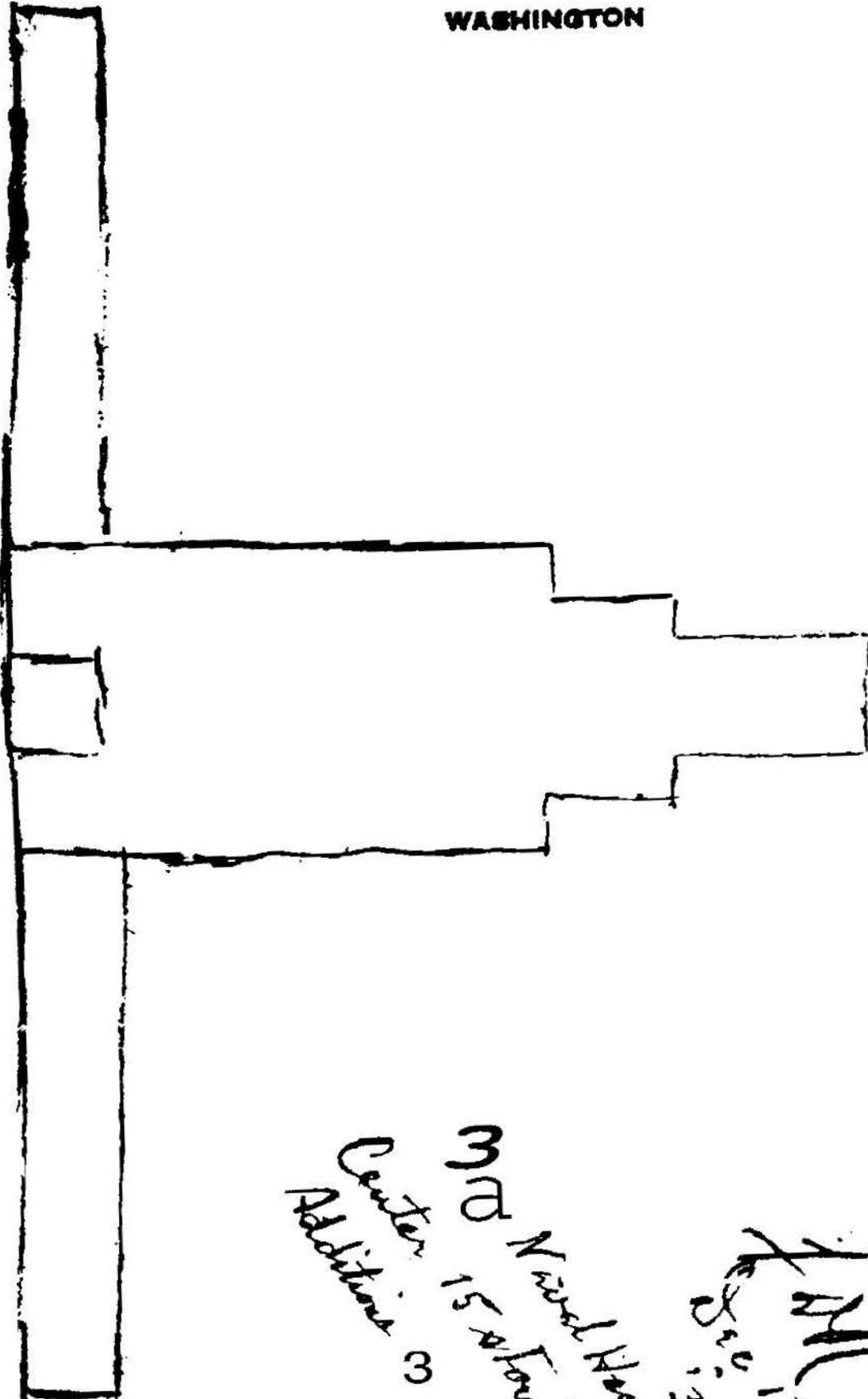
Therefore, I personally designed a new Naval Hospital with a large central tower of sufficient square footage and height to make it an integral and interesting part of the hospital itself; and at the same time present something new - getting away from the colonial brick or ultra-modernistic limestone."

To honor Dr. Walter Reed, and to save face with **the** Army, why not rechristen the soon-to-be-enlarged hospital at Fort Belvoir the "Walter Reed..." (It is presently called the DeWitt Army Community Hospital. I don't know if it's the same DeWitt, but Lt. Gen. John L. DeWitt is the fellow who evacuated the Japanese-Americans from the Pacific coast in 1942. Scarcely someone who should be immortalized.)

Rest regards,


Jean Edward Smith '54

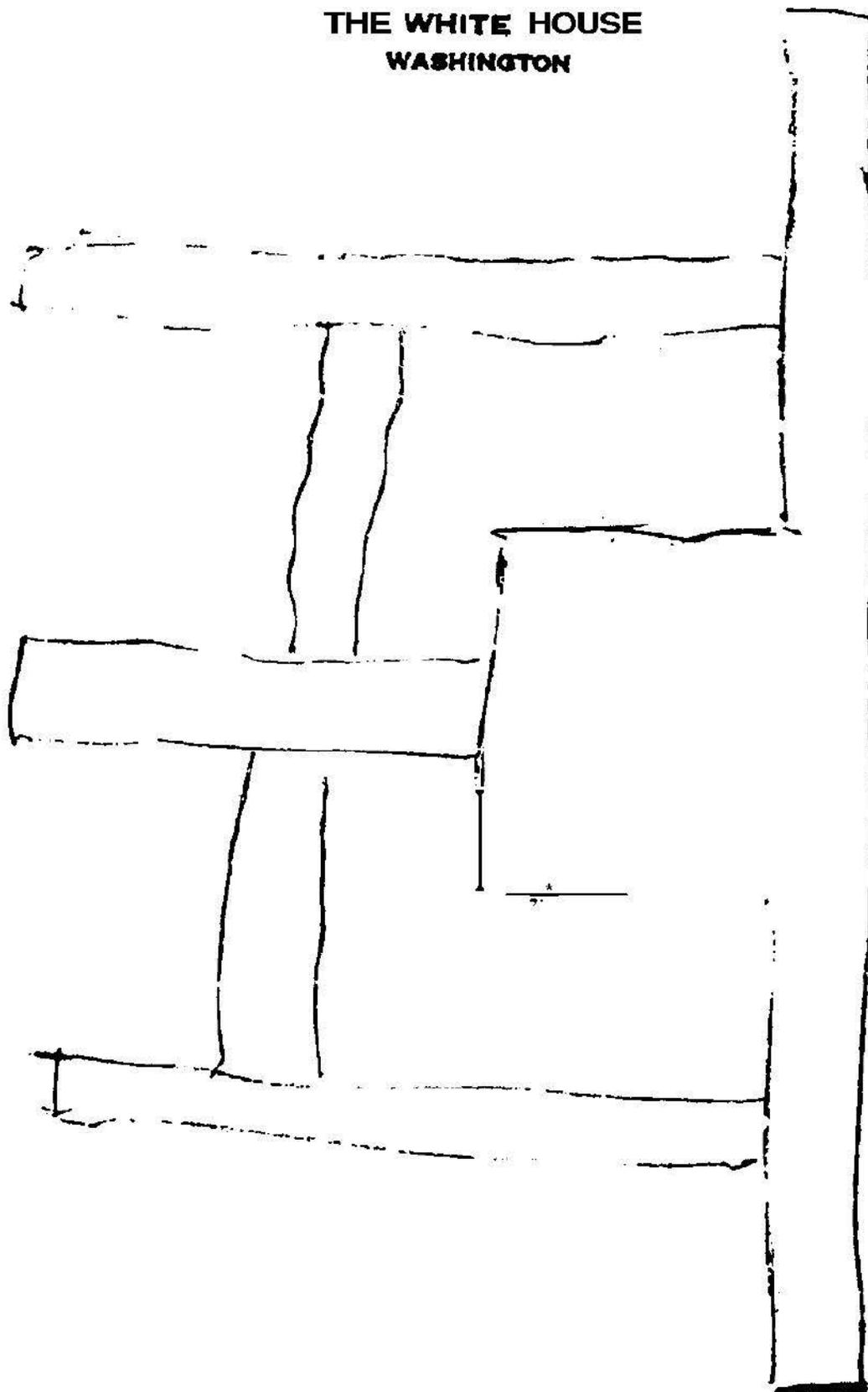
THE WHITE HOUSE
WASHINGTON



Center Addition 3
3rd Floor
North Hall
37
13
JHR

11-L-0559/OSD/56670

**THE WHITE HOUSE
WASHINGTON**



11-L-0559/OSD/56671



Bethesda Naval Hospital

11-L-0559/OSD/56672



State Capitol
Lincoln, Nebraska

11-L-0559/OSD/56673



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

MAR 22 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Information Regarding Suggestion from Dr. Jean Edward Smith Concerning Re-naming the DeWitt Army Community Hospital at Ft. Belvoir, VA

- You asked for thoughts regarding renaming the DeWitt Army Community Hospital in honor of Dr. Walter Reed. (TAB A).
- The BRAC law calls for re-naming the National Naval Medical Center as the Walter Reed National Military Medical Center, an appropriate measure to honor one of military medicine's greatest pioneers by associating his name with what will become the pre-eminent research, training, and casualty care facility in the Military Health System.
- DeWitt Army Community Hospital was named in honor of Brigadier General Wallace DeWitt, an Army physician born in 1878 who served in World Wars I and II. He is not the same Lieutenant General John L. DeWitt referenced in the letter to you from Dr. Smith.
- Efforts are underway to transform military medical operations within the national capital region by creating a jointly staffed and operated health delivery system. The new Fort Belvoir facility will be part of that system.
- Nothing precludes re-naming the new hospital at Fort Belvoir in the future. Senior leadership within the national capital region and Military Health System can pursue this issue as necessary in the future.
- I support using the Walter Reed name for our new National Military Medical Center. It is almost certainly the best known "brand name" in the world in military medicine. That said, appropriate sensitivity to, and recognition of, the heritage of Bethesda Naval will be part of the transition effort, and the new complex once it is finished.

COORDINATION: USD (P&R) *Frank J. B. [unclear]*

Attachment:
As stated

Prepared by: Clayton Boenecke, OCFO (b)(6) [redacted] DOCS# 103505, 102600.

11-L-0559/OSD/56674

OSD 04885-06

~~FOUO~~

RECEIVED
DEFENSE
MAR 07 2006
2006 MAR 07 01:58:47

TO: Bill Winkenwerder

CC: Gordon England
Fran Harvey
Donald Winter
David Chu

FROM: Donald Rumsfeld *DR.*

SUBJECT: Letter from ~~Dr.~~ Jean Edward Smith

Attached is a letter I received with some materials from an historian who I have known over **the years**. He is a thoughtful person.

I would like you **to look** in to his suggestions and **let** me know what you think.

Thanks.

Attach Letter from Dr. Jean ~~Edward~~ Smith to SecDef

DHR:ss
030606-34

.....

Please Respond By March 28,2006

~~FOUO~~
11-L-0559/OSD/56675

OSD 04885-06

Pat Helms



~~FOUO~~

383.6

March 06, 2006

TO: .Gordon England
CC: Gen Pete Pace
Eric Edelman
GEN John Craddock
Dorrance Smith

FROM: Donald Rumsfeld

DA

SUBJECT: Guantanamo Bay

We need to centralize the process of responding to allegations and challenges to operations at Guantanamo Bay. There are so many different stones coming out -- hunger strikes, statements of detainees, legal issues, etc. -- that are being handled piece-meal.

Please come back to me with a recommendation this week as to how we could centralize and effectively manage the situation.

Thanks.

DHR.db
030606-29

.....
Please Respond By 03/09/06

6 Mar 06

OSD 04903-06

~~FOUO~~

11-L-0559/OSD/56676



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

March 28, 2006

MEMORANDUM FOR CHAIRMAN, JOINT CHIEFS OF STAFF
SECRETARIES OF THE MILITARY DEPARTMENTS
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR
LEGISLATIVE AFFAIRS
ASSISTANT SECRETARY OF DEFENSE FOR
NETWORKS & INFORMATION INTEGRATION
ASSISTANT SECRETARY OF DEFENSE FOR
PUBLIC AFFAIRS
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE
(INTELLIGENCE OVERSIGHT)

383.6

SUBJECT: Detainees

Recently, the leadership team in the Department met to discuss policy, strategy, and responses for detainee issues in Guantanamo Bay, Afghanistan, and Iraq. It was the consensus that Department responsibility for centralizing the coordination of DoD actions regarding these issues should reside with Cully Stimson in Policy—Detainee Affairs. SECDEF concurred with that conclusion. Accordingly, effective immediately, Cully Stimson has the authority and responsibility to formulate and coordinate policy approaches for all issues associated with detainees under DoD control in these theaters, including implementation progress.

28 Mar 06

Cully has revised the Joint Detainee Coordinating Committee (JDCC) to serve, in effect, as the successor to the Geren Maples Group. The Committee will ensure constant and consistent attention to all detainee issues. As with the Geren-Maples Group, the JDCC will be held accountable to keep SECDEF informed of all detainee issues associated with Guantanamo, Iraq, and Afghanistan. In turn, it is vitally important that component heads assign empowered representatives to attend all future JDCC meetings. These representatives need to be well versed in emerging detainee issues and ready to actively participate in issue resolution.

Cully will report to me every week on current and emerging issues, and a report will be provided to the SECDEF at least bi-weekly.

Your support of the JDCC is important and appreciated.

Franklin
Andrew

6 Mar 06

BACKGROUND

11-L-0559/OSD/56678

INFO MEMO

March 24, 2006

DA
3/27
BACK
3/27
0930
WSD
OUT

To: SECDEF
Fr: Gordon England
Subj: Guantanamo Bay

Don,

Regarding the centralization of a process to handle all matters at Guantanamo Bay, the senior team (Policy, Legal, VCJCS, Steve Cambone, etc.) met to discuss the best way forward. It was our consensus that the Department responsibility for centralizing DoD actions regarding Guantanamo Bay should reside with Cully Stimson in Policy - Detainee Affairs.

In ~~turn~~, Cully has formed the Joint Detention Coordination Committee (JDCC) which is, in effect, the successor to the Geren-Maples Group, to ensure constant and consistent attention to this issue. I suggest that we have *a* standing report once every two weeks to the Roundtable.

OK
Discuss
Stimson

INFO MEMO

March 24, 2006 - 1735 - rec'd by Capt. Gibson
cc CPO/ben
per SECDEF

To: SECDEF

Fr: Gordon England

Subj: Guantanamo Bay

Don,

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Bob Helms



FOUO

March 06, 2006.

TO: Gordon England

CC: Gen Pete Pace
Eric Edelman
GEN John Craddock
Dorrance Smith

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Guantanamo Bay

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Please come back to me with a recommendation this week as to how we could centralize and effectively manage the situation:

Thanks.

DHR:dh

.....
please Respond By 03/09/06

FOUO

11-L-0559/OSD/56681

INFO MEMO

March 24, 2006

To: SECDEF
Fr: Gordon England
Subj: Guantanamo Bay

Don,

Regarding the centralization of a process to handle all matters at Guantanamo Bay, the senior team (Policy, Legal, VCJCS, Steve Cambone, etc.) met to discuss the best way forward. It was our consensus that the Department responsibility for centralizing DoD actions regarding Guantanamo Bay should reside with Cully Stimson in Policy - Detainee Affairs.

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383.6

24 Mar-06

6 Mar-06

OSD 04903-06

FOUO

February 06, 2006

210

TO: Gordon England

CC: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT Precepts for Promotion Boards

Please get your head into the idea of standardizing promotion board precepts across the Department. Having them completely different among the military departments doesn't seem to make sense.

Within two weeks, let me know your findings and an action plan to get this done.

Thanks.

DHR:dh
020606-21

.....

Please Respond By 02/23/06

6 Feb 06

OSD 04904-06

11-L-0559/OSD/56683

~~FOUO~~

February 06, 2006

210

TO: Gordon England

c c : David Chu

FROM: Donald Rumsfeld *P.A.*

SUBJECT: Precepts for Promotion Boards

Please get your head into the idea of standardizing promotion board precepts across the Department. Having them completely different among the military departments doesn't seem to make sense.

Within two weeks, let me know your findings and an action plan to get this done.

Thanks.

DHR:dh
020606-21

.....
Please Respond By 02/23/06

3-24

241
06

We have prepared several paragraphs of "Common qualifications" for promotion board precepts across the Department. David Chu will provide a draft for your review preparatory to circulation for Service Chiefs and Service Secretary review. Your draft will be available in a few days.

6 Feb 06

~~FOUO~~
OSD 04904-06

T1-L-0559/QSD/56684

[Signature]

FOUO

February 6, 2006

TO: Steve Cambone
FROM: Donald Rumsfeld *DR*
SUBJECT: Loubna ~~Haddad~~

Please let me know if you get Loubna Haddad in for an interview at DoD. Either you or DIA, or whoever, may need Arabic *speakers*.

I don't know *her*.

Thanks.

Attach.
Résumé of Loubna W. Haddad

DHR:dh
020406-31 (TS).Doc

Please respond by March 2, 2006

FOUO

OSD 04919-06

11-L-0559/OSD/56685

LOUBNA W. HADDAD

(b)(6)

PROFILE

A detail-oriented professional with over 10 years experience including: project **management & oversight**; strategic planning; negotiation written & oral communication; and client **relations**. Legal background **with** proven transferable skills in research & analysis, implementation & development, writing & communication **and** organization & adaptability. Analytical, logical and decisive in approaching work and responsibilities; persistent in implementation and completion of assignments. Contributor to community through volunteer work with non-profit organizations and Youth **Groups**. Conversant in spoken Arabic.

EXPERIENCE

INDEPENDENT CONSULTANT

Sept. 2004 - Present

Quasar Communications Corporation (Telecommunications)

- Assisted client in obtaining Secretary of State authority to conduct business and authority to provide telecommunications services from respective **state regulatory** agencies.

The World Bank (International Development)

- Conducted qualitative and quantitative analysis of disability issues in Africa and their importance to development in the region.

Federal Emergency Management **Agency** (Disaster Assistance)

- Operations specialist in Atlanta Community Relations Resource Center - worked on logistics of human resources deployments to disaster affected regions.

FASCO, LLC (Business Development)

- Advised and assisted in establishment and operation of retail franchise business.

THE HELEIN LAW GROUP . P.C., McLean, Virginia

2000-2004

Contract Partner June 2003 - August 2004

Senior Associate June 2000 - June 2003

Responsibilities:

- Managed litigation and administrative adjudication practice before courts and agencies.
- Represented telecommunications clients on various regulatory matters.
- Prepared agreements and tariffs relating to transactional **and** regulatory needs of clients.
- Liaised with clients and regulatory commissions on a daily basis.
- Analyzed developments in legal and regulatory environment.

Specific Achievements:

- Lead litigator in complex litigation **against** major telecommunications **carrier** before the FCC
- Negotiated \$100,000 settlement for client in defense of \$18 million lawsuit.
- Obtained dismissal of major class action filed **against** client.

ALI & PARTNERS, McLean, Virginia

1996-2000

Associate

Responsibilities:

- Managed **United States** litigation and arbitration.
- Advised clients on **various** aspects of American and Middle Eastern law.
- Prepared opinions, reviewed and drafted contracts and agreements.
- Liaised with local and international clients.
- Assisted in daily management of the **firm**.

Specific Achievements:

- Located Lebanese affiliate for **firm**.
- Oversaw Lebanon practice, including drafting document on doing business in Lebanon; reviewing and researching relevant laws and creating a tool for opinions regarding the general business laws of Lebanon.

HONORABLE JUDGE C. CLYDE ATKINS, Senior US District Court Judge, Southern District of Florida
Federal Judicial Law Clerk 1994-1996

Responsibilities:

- Researched and wrote proposed orders resolving civil and criminal motions and trials.
- Drafted recommendations in approximately 100 motions and trials.
- Prepared bench memoranda and draft orders for appellate sittings.

EDUCATION

JD (Honors-top 5%), *St. Thomas University School of Law*, Miami, FL, 1994

- Merit Scholarship (1991-1994)
- Managing Editor, *St. Thomas Law Review* (1993, 1994)
- Contracts Tutor (1993, 1994)
- International Law Society (1993, 1994)

BA, Economics, *George Mason University*, Fairfax, VA, 1991

MEMBERSHIPS, SPECIAL SKILLS & ACTIVITIES

Memberships: DC Bar, Florida Bar (inactive)

Special Skills: Conversant in spoken Arabic

Activities: Volunteer work with Church missions groups and non-profit organizations

PUBLICATIONS

- Charles H. Helein, Jonathan S. Marashlian & Loubna W. Haddad, "Detariffing and the Death of the Fled Tariff Doctrine: Deregulating in the 'Self' Interest," *54 Federal Communications Law Journal* 1281 (2002).
- Reema I. Ali & Loubna W. Haddad, "Lebanon's Copyright Law: Paving the Way to Global Integration," *Middle East Executive Report*, Vol. 22, No. 6, June 1999.
- Reema I. Ali & Loubna W. Haddad, 'Kuwait' in *The Regulation of Banking in Africa and the Middle East* (Ed. Andrew Briscoe), Center for International Business Law Research 1999.
- Reema I. Ali & Loubna W. Haddad, "The Middle East and the World Trade Organization" in *Middle East Executive Report*, 1999 (publication citation unknown).
- Loubna W. Haddad, "Superpower Extraterritorial Abduction: The *Alvarez-Machain* Case," *5 St. Thomas Law Review* 543 (1993).

FOUO

January 26, 2006

TO: Steve Cambone

FROM: Donald Rumsfeld

D.R.

SUBJECT: Resume

Attached is the resume of Loubna Haddad, daughter of the former National Security Advisor for Lebanon when I was Middle East Envoy. She speaks Arabic and is a US citizen. She has applied to the CIA for a job, but she hasn't heard back. I wonder if you could check on what the status is.

Maybe you could feed her resume into our process. I understand we're short of Arabic speakers.

Please let me know what you find out.

Thanks.

Attach. Loubna W. Haddad resume

DHR.dh
012606-03

.....
Please Respond By 02/16/06

FOUO

11-L-0559/OSD/56688

OSD 04921-06

LOUBNAW. HADDAD

(b)(6)

PROFILE

A detail-oriented professional with over **10 years** experience including: project management & oversight; strategic planning; negotiation; written & oral communication; and client relations. Legal background with proven transferable skills in **research & analysis**, implementation & development, writing & communication **and organization** & adaptability. Analytical, **logical** and decisive in approaching work and responsibilities; persistent in implementation and completion of assignments. Contributor to community through volunteer work with **non-profit** organizations and Youth Groups. **Conversant** in spoken Arabic.

EXPERIENCE

INDEPENDENT CONSULTANT

Sept. 2004 - Present

Quasar Communications Corporation (Telecommunications)

- Assisted client in obtaining Secretary of **State** authority to **conduct** business and authority to provide telecommunications services from respective **state** regulatory agencies.

The World Bank (International Development)

- Conducted qualitative and quantitative analysis of disability issues in Africa and their importance to development in the region.

Federal Emergency Management Agency (Disaster Assistance)

- Operations specialist in Atlanta **Community Relations Resource Center** - worked on logistics of human resources deployments to disaster affected regions.

FASCO, LLC (Business Development)

- Advised **and** assisted in **establishment** and operation of retail franchise business.

THE HELEIN LAW GROUP, P.C., McLean, Virginia

2000-2004

Contract Partner June 2003 - August 2004

Senior Associate June 2000 - June 2003

Responsibilities:

- Managed litigation and administrative adjudication practice before courts and agencies.
- Represented telecommunications clients on various regulatory **matter?**.
- Prepared agreements and **tariffs** relating to **transactional** and regulatory needs of clients.
- Liaised **with** clients and regulatory commissions on a daily basis.
- Analyzed developments in legal and regulatory environment.

Specific Achievements:

- Lead litigator in complex litigation **against** major **telecommunications** carrier before **the** FCC
- Negotiated \$100,000 settlement **for** client in defense of \$18 million lawsuit.
- Obtained dismissal of major class **action filed against** client.

ALI & PARTNERS, McLean, Virginia

1996-2000

Associate

Responsibilities:

- Managed United **States** litigation and arbitration.
- Advised clients on various aspects of American and Middle Eastern law.
- Prepared opinions, reviewed and **drafted** contracts and agreements.
- Liaised with local and international clients.
- Assisted in daily management of **the firm**.

Specific Achievements:

- **Located** Lebanese **affiliate** for firm.
- Oversaw Lebanon practice, including **drafting** document on doing business in Lebanon; reviewing and researching relevant laws and creating a tool for opinions regarding the general business laws of Lebanon.

HONORABLE JUDGE C. CLYDE ATKINS, Senior US District Court Judge, Southern District of Florida
 Federal Judicial Law Clerk 1994-1996

Responsibilities:

- Researched and wrote proposed orders resolving civil and criminal motions and trials.
- Drafted recommendations in approximately 100 motions and trials.
- Prepared bench memoranda and draft orders for appellate sittings.

EDUCATION

JD (Honors-top 5%), *St. Thomas University School of Law*, Miami, FL, 1994

- Merit Scholarship (1991-1994)
- Managing Editor, *St. Thomas Law Review* (1993,1994)
- Contracts Tutor (1993, 1994)
- International Law Society (1993,1994)

BA, Economics, *George Mason University*, Fairfax, VA, 1991

MEMBERSHIPS, SPECIAL SKILLS & ACTIVITIES

Memberships: DC Bar, Florida Bar (inactive)

Special Skills: Conversant in spoken Arabic

Activities: Volunteer work with Church missions groups and non-profit organizations

PUBLICATIONS

- Charles H. Helein, Jonathan S. Marashlian & Loubna W. Haddad, "Detariffing and the Death of the Fled Tariff Doctrine: Deregulating in the 'Self Interest,'" *54 Federal Communications Law Journal* 281 (2002).
- Reema I. Ali & Loubna W. Haddad, "Lebanon's Copyright Law: Paving the Way to Global Integration," *Middle East Executive Report*, Vol. 22, No. 6, June 1999.
- Reema I. Ali & Loubna W. Haddad, "Kuwait" in *The Regulation of Banking in Africa and the Middle East* (Ed. Andrew Briscoe), Center for International Business Law Research, 1999.
- Reema I. Ali & Loubna W. Haddad, "The Middle East and the World Trade Organization" in *Middle East Executive Report*, 1999 (publication citation unknown).
- Loubna W. Haddad, "Superpower Extraterritorial Abduction: The *Alvarez-Machain Case*," *5 St. Thomas Law Review* 543 (1993).

A

FEB 14 2006

10:09

TO: Roben Wilkie
CC: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Congressman Abercrombie's Comment about Tricare

Congressman Abercrombie said that state and local governments and others (corporations) cannot legally force people to use Tricare.

Please check into it and see what it is about.

Thanks.

DHR is
021206-24 (13) doc

.....
Please respond by March 7.2006

~~FOUO~~

OSD 04958-06



THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

INFO MEMO

02

March 37, 2006, 2:00 PM.

FOR: SECRETARY OF DEFENSE

FROM: Robert Wilkie, Acting Assistant Secretary of Defense 1
for Legislative Affairs (b)(6)

SUBJECT: Snowflake Response – Rep. Abercrombie's Comment about TRICARE.
#022106-24

- You asked me to check into a comment made by Rep. Neil Abercrombie (D-HI) that state and local governments and others (corporations) cannot legally force people to use TRICARE.
- Rep. Abercrombie stated his belief that it would be illegal for a corporation to require its employees who are military retirees to use TRICARE rather than the employer's group health plan.
- We believe Rep. Abercrombie is correct.
 - Under section 510 of the Employee Retirement Income Security Act (ERISA) (29 U.S.C. 1140), it is unlawful for a covered group health plan sponsor to interfere with the right of an employee otherwise eligible for the group health plan to use it. This is a protection for Federal employees.
 - ERISA protections do not apply to state and local governments
 - Although we are unaware of examples in which such governments have required TRICARE-eligible employees to use TRICARE, we are aware of examples of states adopting new TRICARE Supplemental Plan options to encourage employees to make TRICARE their primary health plan.

Coordination: OGC, Mr. Dell'Orto
OASD (HA), Dr. Jones

Attachment:
Snowflake #022 106-24 (Tab A)
Hearing excerpt (Tab B)

Prepared by Major Lori Howes, OASD (Legislative Affairs) (b)(6)

11-L-0559/OSD/56692

OSD 04958-06

A

FEB 14 2006

11:09

TO: Robert Wilkie
CC: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Congressman Abercrombie's Comment about Tricare

Congressman Abercrombie said that state and local governments and others (corporations) cannot legally force people to use Tricare.

Please check into it and see what it is about.

Thanks.

DHR ss
021206-24 (35) doc

.....
Please respond by March 7, 2006

~~FOUO~~

OSD 04958-06

B

Feb 3 2006

House Armed Services Committee Holds Hearing on Defense Authorization

(Excerpts on Abercrombie Comment)

RUMSFELD:

If you'd put that up to take a look at this.

This is a chart that talks about the military health system and the cost growth projection. The dotted lines are pending programs that are currently being circulated in the Congress. The TRICARE for Life is self-explanatory.

And you can see where we've gone since 2001. It has been an enormous increase. And the issue is: How do you sustain this terrific benefit and make sure that the men and women in uniform and retirees and all have a program that is appropriate?

One of the problems that General Pace mentioned is that the TRICARE for Life and the program that exists, the mix of programs, are such that state governments and local governments are telling their employees they shouldn't take their state and local programs, they should go take the federal program.

So we're acting like a magnet. Corporations are requiring that their employees do that.

So suddenly, because of the nature of this, we have created a magnet to attract a whole lot of people into this that otherwise might not have been in it.

And it is something that we just have to face up to, because it's an enormous amount of money.

Today, if you add up the Veterans Administration, part of military health, the money that goes into the treasury in the fund, and current military health, it's a total of about \$84 billion, and escalating each year.

So General Pace took it to the tank. The chiefs are unanimous. They are making a recommendation. We hope the committee will engage it and have a discussion.

Much of what we've seen there occurred without hearings in committees, just amendments on the floor and no way to get projections.

11-L-0559/OSD/56694

Now, you asked the general if he can guarantee these projections, the answer's no, because we don't know the extent to which people will continue to be magnetized into these programs or not, as the case may be, depending on what changes people might decide to make.

MCHUGH :

I appreciate that.

And, Mr. Chairman, if I may just editorialize a bit. Clearly, the problem of employers, whether they be state government or other government agencies or private, forcing people into this plan is a challenging one. And I think we're going to have to look at doing something about that, number one.

Number two, I would note that yellow space, the <TRICARE>, which is a huge part of that increase, is really the accrual funding for the trust fund that we would like and that our subcommittee -- and I think full committee did -- to alleviate you of that expense.

We've got some convincing to do amongst our leadership. But I know you're going to be a leader in that charge, Mr. Chairman.

HUNTER :

Actually, we did it, one time...

MCHUGH :

Yes.

HUNTER :

... briefly, before it was stuffed back into the DOD budget.

MCHUGH :

Well, we should try again.

Thank you, gentlemen, Mr. Chairman.

HUNTER:

I thank the gentleman

It's obvious we have a lot of work to do and we are going to address that. this gaming of the system.

And the gentleman from Arkansas, Dr. Snyder. is recognized.

(UNKNOWN)

Mr. Chairman, just before you pass on, a point of inquiry, so I make sure I understand it.

The secretary -- was he indicating that employers can tell people that they can go to <TRICARE> or that there may be some trying to incentivize it? Because I don't believe anybody can legally tell somebody, "Well, you go take care of it in <TRICARE>," and run away from their own responsibilities.

MCHUGH:

Mr. Chairman, I believe I said -- I indicated what employers were doing. And I think Mr. Abercrombie, as a leader in behavioral sciences, knows there are ways to force that perhaps are legal but are still coercive.

And yes, some employers are providing incentives that still end up <costing> the federal taxpayer a lot of money.

(UNKNOWN)

I don't disagree. But I just wanted to make sure I wasn't off base on that. Because it does affect, Mr. Chairman, I think, the way we engage what the secretary raised as a very real issue, whether people *are* being pushed in that direction.

I wanted to make sure I wasn't wrong on that question of whether they could do it legally, just by saying, "Well, let the U.S. DOD..."

MCHUGH:

I think you're undoubtedly correct

~~FOUO~~

03

06/002754-ES
ES-5298

February 28, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *DR.*

SUBJECT: *Washington Post* Editorial

We need to think through what the follow **up** ought to be to The *Washington Post* editorial this morning, if we have not followed up as we should have -- **although** my impression is that **we** have.

Thanks,

DHR:ss
022806-16

.....
Please Respond By 03/09/06

~~FOUO~~

OSD 04985-06

11-L-0559/OSD/56697

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

PDUSD(P)  MAR 16 2006

OSD

103

FOR SECRETARY OF DEFENSE

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

MAR 27 2006

SUBJECT: Reply to the Snowflake on the Washington Post Editorial

- On February 28, 2006 you asked me what the follow-up ought to be to a Washington Post editorial concerning alleged lack of accountability regarding detainee deaths (Tab A).
- Although OSD-PA did not respond to this particular article, there is a concerted, ongoing effort to correct such misrepresentations in the domestic and foreign media.
 - Our Office of Detainee Affairs participates in the interagency public diplomacy sub-PCC to respond to misinformation regarding the treatment of detainees in DoD facilities.
 - We are working with Karen Hughes's Public Diplomacy Working Group to counter such misrepresentations in foreign media and to inform foreign audiences about USG policies, practices, and accountability regarding detainees.
 - Led by the office of Detainee Affairs, there is an aggressive effort to correct misrepresentations made by Moazzam Begg, a former GTMO detainee, in his book.
 - OSD-PA regularly uses its speechwriters, in coordination with the appropriate offices, to respond to similar articles, provides officials to speak to reporters, and encourages media outlets to visit Guantanamo.
 - We met with the Deputy Secretary of Defense, Dorrance Smith, Larry DiRita, Pete Geren, and other senior officials on March 10, 2006 to examine other possibilities to expand our outreach efforts.
 - The visit of the OSCE Special Rapporteur to Guantanamo continues to generate several favorable articles in the European press (Tab B).

Prepared by: Ross Hyams, Office of Detainee Affairs, (b)(6)

~~FOR OFFICIAL USE ONLY~~

OSD 04985-06



11-L-0559/OSD/56698

TAB

A

FOUO

06/002754-ES
ES-5298

February 28, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *D.A.*

SUBJECT: *Washington Post* Editorial

We need to think through what the follow **up** ought to be to The *Washington Post* editorial this morning, **if** we have not followed **up** as we should have -- although my impression **is** that we have.

Thanks.

DHR:ss
022806-16

.....
Please Respond By 03/09/06

FOUO

OSD 04985-06

11-L-0559/OSD/56700

TAB

B

*Homicide Unpunished The Washington Post February 28,
2006 Tuesday*

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The Washington Post

washingtonpost.com

The Washington Post

February 28, 2006 Tuesday
Final Edition

SECTION: Editorial; A14

LENGTH: 712 words

HEADLINE: Homicide Unpunished

BODY:

ONE OF THE most shocking photographs from the Abu Ghraib prison in Iraq shows a grinning guard giving a thumbs-up sign over the bruised corpse of an Iraqi **detainee**. Subsequent investigation showed that the deceased prisoner, an Iraqi named **Manadel** al-Jamadi, died of asphyxiation on Nov. 4, 2003: He was tortured to death by Navy SEAL and CIA interrogators who took turns punching and kicking him, then handcuffed his arms behind his back and shackled them to a window five feet above the floor. Nine SEALs, a sailor and several CIA personnel were implicated in the killing. As it turned out, the Abu Ghraib guard who posed with the body, former Cpl. Charles A. Graner Jr., was not involved.

Two years after the photo came into the hands of Army

11-L-0559/OSD/56702

investigators, the result of the case is this: Mr. Graner is serving a **10-year** prison sentence for his role in the nonlethal abuse of other **detainees** at Abu Ghraib -- and no one involved in killing Mr. Jamadi has suffered serious penalty. Nine members of the Navy team were given "nonjudicial punishment" by their commanding officer; the **10th**, a lieutenant, was acquitted on charges of assault and dereliction of duty. None of the **CIA** personnel has been prosecuted. The lead interrogator, Mark Swanner, reportedly continues to work for the agency.

The de facto principles governing the punishment of **U.S.** personnel guilty of prisoner abuse since 2002 now are clear: Torturing a foreign prisoner to death is excusable. Authoring and implementing policies of torture may lead to promotion. But being pictured in an Abu Ghraib photograph that leaks to the press is grounds for a heavy prison sentence. In addition to Mr. Graner, seven lowly guards appearing in photos, none of whom were involved in fatalities, have been sentenced to prison. But according to a **well-documented** new report by Human Rights First, only 12 of 98 deaths of **detainees** in **U.S.** custody have resulted in punishment of any kind for any **U.S.** official. In eight cases in which prisoners have been tortured to death, the steepest sentence meted out has been five months in jail.

The report documents many of these cases in devastating detail. There is, for example, the case of former Iraqi Gen. Abed Hamed Mowhoush, who in November 2003 was beaten for days by Army and CIA interrogators, then stuffed into a sleeping bag, wrapped with electrical cord and smothered. The case was classified as a murder, but only one person was court-martialed, a low-level warrant officer. After arguing, plausibly, that his actions were approved by more senior officers under a policy issued by the then-commander in Iraq, Lt. Gen. Ricardo S. Sanchez, his punishment was to be restricted for 60 days to his home, workplace and church.

The Mowhoush case was heavily publicized, which may explain why some action was taken. The Army itself has labeled **34** prisoner deaths as homicides, but in more than half of those no charges were brought. In close to half of the **98** cases it surveyed, Human Rights First reported, the cause of death remains officially undetermined or unannounced. "In dozens of cases," the report says, "grossly inadequate reporting, investigation and follow-through have left no one at all responsible for homicides and other unexplained deaths." Commanders, starting with President Bush and Defense Secretary Donald H. Rumsfeld and extending through the ranks, have repeatedly declined to hold Americans accountable for documented war crimes.

Mr. Rumsfeld and the military command have grown so confident of their impunity that they don't even try very hard to defend themselves. "Some 250 people have been punished in one way or another," Mr. Rumsfeld replied last month when asked about abuse cases. Spokesmen offered a similar response last week to the Human Rights First report. Sadly, it has been left to retired officers, such as Brig. Gen. David R. Irvine, to speak honestly about this shameful record. The "torture and death" catalogued by Human Rights First, he wrote in a response to the report, "are the consequence of a shocking breakdown of command discipline on the part of the Army's Officer Corps. . . . What is unquestionably broken is the fundamental principle of command accountability, and that starts at the very top."

LOAD-DATE: February 28, 2006

Guantanamo 'better than Belgian jails'



From correspondents in Brussels

March 07, 2006

INMATES at Guantanamo Bay prison are treated better than in Belgian jails, an expert for Europe's biggest security organisation said today after a visit to the controversial **US** detention centre in Cuba.

But Alain Grignard, deputy head of Brussels' federal police anti-terrorism unit, said holding people for many years without telling them what would happen to them is in itself "mental torture".

"At the level of the detention facilities, it is a model prison, where people are better treated than in Belgian prisons," said Mr Grignard.

He served as expert on a visit to Guantanamo Bay last week by a group of politicians from the assembly of the Organisation for Security and Cooperation in Europe (OSCE).

Mr Grignard's comments came less than a month after a UN report said Guantanamo prison detainees faced treatment amounting to torture.

Many of the 500 inmates in the prison at the US naval base in Cuba have been held for four years without trial. The prisoners were mainly detained in Afghanistan and are held as part of President George W. Bush's "war on terror".

Mr Grignard told a news conference prisoners' right to practice their religion, food, clothes and medical care were better than in Belgian prisons.

"I know no Belgian prison where each inmate receives its Muslim kit," Mr Grignard said.

Mr Grignard said Guantanamo was not "idyllic", but he had noticed dramatic improvements each time he visited the facility over the past two years.

The head of the OSCE lawmakers in the delegation said she was happy with the medical facilities at the camp, adding she believed they had been improved recently.

Anne-Marie Lizin, chair of the Belgian Senate, told reporters at the same news conference she saw no point in calling for immediate closure of the detention camp.

"There needs to be a timetable for closure," said Ms Lizin, but asking for immediate closure would have been unrealistic.

UN investigators last month demanded that the US government close the prison without further delay, alleging a host of violations of human rights and torture.

They did not visit the site because they were not allowed to conduct interviews with prisoners.

Ms Lizin said the OSCE parliamentary delegation was also unable to talk to prisoners but had discussed the situation with the International Red Cross, which has access to them.

11-L-0559/OSD/56705

The OSCE plans to prepare a report by the end of May, touching on the delegation's concerns including the legal situation of detainees, Ms Lizin said.

The **US** is a member of the 55-country OSCE.

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Guantanamo has improved - OSCE

Brussels - Conditions for inmates at the controversial Guantanamo detention camp have improved recently, a European lawmaker who has just visited the Cuban US Naval base centre said Monday.

A delegation of lawmakers was notably allowed to watch an interrogation of a prisoner, which was conducted in line with international norms, said Anne-Marie Lizin, head of the Belgian senate who visited Guantanamo last Friday.

"Things have improved of late," said Lizin, who visited on behalf of the Organisation for Security and Cooperation in Europe (OSCE)'s parliamentary assembly.

"The prison's structure is in line with a standard European prison," added the Belgian lawmaker, who said she was the first European politician to officially visit the widely-criticised camp.

'In terms of detention structures it's a model prison'

Lizin, whose requests to visit Guantanamo last year were rejected, added that the centre has a well-equipped medical centre, while another delegation member also said there has been "changes" in the last two years.

"In terms of detention structures it's a model prison," said Belgian expert Alain Grignard, adding that in terms of food, clothing and religion prisoners "are sometimes better treated than in Belgium."

"That doesn't mean that there aren't problems. Anyone who has been detained there for years without trial is suffering from psychological torture," he added.

Lizin, who in a report last year called for a timetable for Guantanamo to be closed, said Monday that it would be "unrealistic" to demand its immediate closure.

Since the September 11, 2001 terror attacks, some 750 people have been held at Guantanamo but only 10 have been formally charged as terrorists. Most were captured after the US-led war that toppled the Taliban regime in Afghanistan. - Sapa-AFP

'That doesn't mean that there aren't problems'

Published on the Web by IOL on 2006-03-06 17:59:58

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Intl. Intelligence

Analysis: Gitmo inmates expect rescue

By ROLAND FLAMINI

UPI Chief International Correspondent

WASHINGTON, March 5 (WI)- Secret leaders give instructions to the inmates of the U.S. detention facility in Guantanamo, such as when to go on a hunger strike, and the indications are that the facility authorities don't know their identity. A senior European parliamentarian who visited Guantanamo last week said these leaders are "not necessarily members of al-Qaida, but as in any prison, they're detainees who are natural leaders."

The official, Anne-Marie Lizin, the president of the Belgian Senate or upper house, said in Washington Sunday a nurse at Guantanamo told her that during the recent hunger strike, some detainees quietly thanked her after she had force-fed them, which suggested that they "were ordered to go on strike, and were afraid to refuse." The fact that there is pressure from such leaders was confirmed to Lizin by another member of the detention staff, but the Belgian politician believes they remain unknown. A further indication of an underground communications network through which instructions reach the different camps, she said, was that in interrogations, "the standardization of answers (from detainees) is growing," suggesting that they are being told what to say. Lizin was told that many detainees believe that they will eventually be liberated from captivity by fellow Jihadists -- another sign that an effort was being made to keep up their morale. In some camps spreading the word is relatively easy because there is regular contact between prisoners. In Camp 4, one of the main facilities, "the population is the same as in a Kabul street, only cleaner -- men of all ages with full beards -- and they don't have anything to do all day" except to gossip with each other, Lizin said.

Lizin was in Guantanamo last Friday on a fact-finding mission on behalf of the Parliamentary Assembly of the 55-nation Organization for Security and Cooperation in Europe. The invitation had come from the U.S. Defense Department, which earlier said the visit was being granted "on an exceptional basis" due to the number of requests from international bodies. The United States is one of the members of OSCE.

In February, the U.N. Human Rights Commission published a report calling for "the closure immediately of the Guantanamo detention center." The U.N. report, which was based on accounts from former inmates, alleged that some of the interrogating methods violated the convention on torture. It said the United States should "bring all detainees before an independent and competent tribunal, or release them." The United Nations official who prepared the report had refused to visit Guantanamo because he was told he would not be able to interview detainees. The same condition applied in the case of Anne-Marie Lizin and her small delegation, but they were able "to ask questions, approach and interact with any officer, soldier, or member of the staff they considered appropriate," she said.

Based on her observations and interviews with intelligence staff, interrogation staff, and medical personnel, Lizin will write a report for the OSCE Parliamentary Assembly's annual session in July. She hopes to address the issue of the "future of the the facilities in Guantanamo" -- in other words, the prospects of closing the place down. One possible recommendation she is considering is the formation of an international task force to tackle the wide range of problems connected with emptying out the detention camp that had sprung up following the Afghan war. The OSCE could organize the task force, but its membership does not include any Arab countries, and it was important that the group should have representatives from one or more Arab states. Lizin gave no indication that closing Guantanamo was in the forefront of the Bush administration's thinking. But she said complex talks are going on to transfer nationals from Afghanistan, Saudi Arabia, and Yemen to their respective countries. At least two other states that have been approached -- Algeria, and Bahrain -- have refused to accept any of their own detainees.

To illustrate some of the complications involved a member of the delegation explained that when two Belgian

11-L-0559/OSD/56708

suspects were released from Guantanamo a year ago, the Brussels government had to assure the Bush administration that the two men would be kept under surveillance even though no case had been made against them. The Belgians also pressed Washington for the declassification of U.S. documents relating to both men to keep in their files. It took almost a year for the U.S. authorities to hand over the documents, he added. Another issue with respect to transferring detainees remains the security of the jails in some of the countries of origin, notably Yemen.

Lizin said that the widespread opposition to Guantanamo was perhaps surprising since the Afghan war had had Europe's full approval. But she said the unpopularity of the Iraq war that followed, and the fact that the Bush administration seemed to have no clear view how to proceed against the detainees had made Guantanamo the target of scathing criticism. "Whatever it was when it was first opened five years ago, Guantanamo is now a real prisoner-of-war jail," she said. "Can you dream of something better for POWs?" The United States says it is at war, and according to the Geneva convention, prisoners-of-war are returned to their homes at the end of the conflict, she observed. But Jihad (meaning, in this context, Islamic struggle) is not covered by the Geneva Convention, so there are no international rules on how its fighters should be handled.

The Belgian politician quotes Guantanamo staffers as saying that many of the detainees say they are members of al-Qaida, but that they had no connection with the Sept 11, 2001 terrorist attacks on New York and Washington that transformed how the United States looks at security issues. They also argue that they are paying "for the strategies of their leaders, who remain free." The oldest of the 500 or so detainees is in his sixties and fought against the Soviet occupation of Afghanistan before he battled U.S. forces, staffers told Lizin. There are no longer any teenagers among the prisoners, not necessarily because they were released. Time marches on; and they have reached their 'twenties.

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COORDINATION:

Tab C

Attachment:

As Stated

POLICY COORDINATION SHEET

SUBJECT: Involuntary Feeding of Detainees at Guantanamo

Control Number: I-06/002754

<u>Title/Organization</u>	<u>Name</u>	<u>Date</u>
PDUSDP for Policy	Ryan Henry	(front page)
General Counsel	Mr. Dell'Orto	13 March 06
Public Affairs	Copy Provided	9 March 06

FOUO

Jordan

12:00

FEB 14 2006
I-06/002840
ES-5300

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: My Meeting with King Abdullah and Equipment Issue

When I met with King Abdullah of Jordan, he raised the question of having equipment that should go to Iraq or Lebanon - tanks, howitzers, and the like.

Please get back to me.

Thanks.

DHR:as
021206-06 (TS) doc

.....
Please respond by March 14, 2006 - March 21, 2006

Distro To DT PH (SD) MIC
Date 7 MAR 06
Time 0532

~~FOUO~~



14 Feb 06

~~FOUO~~

0315
March 06, 2006

030606-22

TO: Eric Edelman

FROM: Donald Rumsfeld

D.R.

SUBJECT State and Defense Departments and Title 10 and Title 22

I need **to** be given some specifics as **to** what **the** problems are between State and Defense on Title 10 and Title 22. I need **to** be able to **talk** about **it** intelligently, and I don't **have** anything.

Thanks.

DER *ch*
030606-22

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

~~FOUO~~

OSD 05049-06

11-L-0559/OSD/56712

FOUO

APR 24 2006

D913

TO: Eric Edelman

FROM: Donald Rumsfeld 

SUBJECT: State and Defense Issues on Title 10 and Title 22

Thanks for your note outlining an approach to address the Title 10/Title 22 problems. **Your** idea of using the next Security Cooperation Strategy Conference in December to focus on the issue is fine.

But I still need some specifics on the nature of the problems, with a few real-world examples. Please keep it a high level and to one page.

Thanks.

Attach. 4/18/06 USD(P) memo to SD re: Title 10/22 (OSD 05049-06); SF #030606-22

DHR:dh
042306-19

.....
Please Respond By May 25, 2006

24 April 06

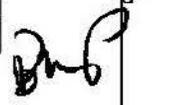
FOUO

11-L-0559/OSD/56713

OSD 05049-06



8/8/2006 12:06:32 PM



~~FOUO~~

9:14

March 06, 2006

030606-22

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT State and Defense Departments and Title 10 and Title 22

I need to be given some specifics as to what the problems are between State and Defense on Title 10 and Title 22. I need to be able to talk about it intelligently, and I don't have anything.

Thanks.

DHR dh
030606-22

.....

Please Respond By 03/16/06

*all
4/23*

SNOWFLAKE RESPONSE ATTACHED

APR 21 2006

~~FOUO~~

OSD 05049-06

INFO MEMO

DSD _____

4/23

FOR SECRETARY OF DEFENSE

FROM: Eric Edelman, Under Secretary of Defense for Policy *EE* APR 18 2006

SUBJECT: State and Defense Departments and Title 10 and Title 22

- You asked me how we can talk more intelligently about problems between State and Defense on Titles 10 and 22.
- This issue is foremost in our efforts to address foreign assistance reform. We plan to present our recommendations in the legislatively directed report on security assistance due in January 2007.
- We are considering convening the next Security Cooperation Strategy Conference in December to focus on the report.
 - We envision that such a conference could be co-hosted by DoD, DoS, and NSC.
 - It would be limited to senior-level involvement.
 - We could also hold a session with critical Congressional stakeholders to discuss proposed recommendations prior to finalizing the report.
- The first step in our plan is to identify key resource and legislative difficulties between State and DoD and lay out an integrated, strategy-driven plan for the way-ahead.
 - I will suggest to Ambassador Tobias, the new Director of Foreign Assistance and Administrator of USAID, that we form an interagency working group of senior policy makers to examine potential recommendations from across government.
- The second step will be to identify specific bureaucratic and legislative improvements.
 - This will require broad involvement from the executive and legislative branches, and would incorporate ideas from innovative thinkers outside government as well.
 - These changes should create a flexible, timely, measurable, and accountable system.
- The last step will be to present our report as part of a coordinated outreach strategy.
 - We have been working with CSIS and others to involve Congress from the outset.
 - To attract broad public support, we may want to base our outreach strategy on the need to adapt to the 21st Century, as both you and Dr. Rice have discussed.

COORDINATION: None.

Attachment: Snowflake on Title 10 and Title 22 - March 6, 2006.

Prepared by: Zack Cooper, OSD(P) Strategy (b)(6)

11-E-0559/OSD/56715
FOR OFFICIAL USE ONLY



4/20/2006 9:08:48 AM



4/20 ✓
1330
4/21

MA SD	4/21	SMA DSD
NSA SD	4/21	SA DSD
EXEC SEC	4/21	ST DIR
ESR NIA	4/21	

INFO MEMO

DSD 15

FOR SECRETARY OF DEFENSE

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

MAR 28 2006

SUBJECT: State and Defense Departments and Title 10 and Title 22

- You asked what problems exist between State and Defense on Title 10 and Title 22 (note next under).
- I do not believe there to be inherent tension between these two statutes or between the two Departments about the statutes.
- Rather, the difficulties lie primarily in the inflexibility of Title 10 and Title 22, which are exacerbated by a lack of interagency transparency and coordination on security cooperation.
- We are pursuing a three-track approach to foreign assistance reform, seeking an integrated, strategy-driven, flexible, timely, and accountable system:
 - 1) In addition to working with Congress from the outset, we are working with the Center for Strategic and International Studies (CSIS) and other NGO's to conceive of a fully reformed foreign assistance process.
 - 2) We continue to pursue discrete legislative changes that could provide greater flexibility on foreign and security assistance.
 - 3) We are working with Ambassador Tobias, Director of Foreign Assistance, on efforts to reform foreign assistance:
 - o I had a productive meeting with Ambassador Randall Tobias on March 16 about DoD's role in foreign and security assistance reform efforts.
 - o In addition, both you and Dr. Rice are scheduled to speak at the first annual State-DoD Security Cooperation Strategy Conference, April 6-7, at NDU.
 - o In his recent letter to you, National Security Advisor Hadley agreed that foreign assistance reform is a top priority and that DoD has an important role to play.
- As you might recall, NDAA section 1206 requires that the President report to Congress on the Foreign Assistance and **Arms** Export Control Acts.
 - Our three-track approach will directly support the response to Congress.

COORDINATION: None.

Prepared by: Zack Cooper, OSD(P) Strategy, (b)(6)

OSD 05049-06



11-L-0559/QSD/56716

~~FOR OFFICIAL USE ONLY~~

~~FOUO~~

9:15
March 06, 2006

030606-22

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT State and Defense Departments and Title 10 and Title 22

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DER:ch
030606-22

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

~~FOUO~~

OSD 05049-06

11-L-0559/OSD/56717

POLICY COORDINATION SHEET

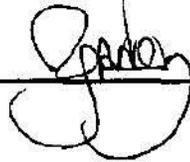
Subject: State and Defense Departments and Title 10 and Title 22
Control Number: 06/003259

Title/Organization

Name

Date

PDUSDP

A handwritten signature in black ink, appearing to be 'J. P. ...', is written over the 'Name' column. A vertical line extends from the top of the signature down to the 'Name' header.

Mar 22 '06

FOUO

TRAVEL
LOWERY
Kate
Strategic

000.5

FEB 13 58

FEB 16 2006

021506-18

TO: Gen Pete Pace
Eric Edelman

FROM: Donald Rumsfeld *DR*

SUBJECT: Strategic Targeting

Attached is an article that discusses the idea of "strategically targeting" the leadership of countries supportive to ~~terrorists~~, using the vehicle of a Presidential Directive as was done in the Cold War to target the Soviet leadership. Let me know your views as to its applicability in the Global War on Terrorism, if any.

Thanks.

Attached: "Targeting the Sponsors" by Dan Callington

DHR:ss
021506-18

.....
Please Respond By 03/15/06

22

FOUO

OSD 05060-06

16 Feb 06

11-L-0559/OSD/56719

Targeting the sponsors

By *Daniel Gallington*

It's been U.S. policy for more than 20 years to recognize no difference between terrorists and those who harbor, support and sponsor them. The president re-emphasized this doctrine in his recent speech at Kansas State University.

This makes good sense, but is there a way to put some real teeth in the policy? We need something more than trade and economic sanctions or referrals to the U.N. - such as with the latest Syrian government complicity in the brutal assassination of former Lebanese Prime Minister Rafik Hariri.

Further, is there anything we can do to effectively deter the sponsors of terrorism from supporting attacks in the first place?

Maybe. There is a very useful analogy from the Cold War that could have positive application in the war on terror: the strategic targeting doctrine of Presidential Decision 59, issued during the Carter Administration.

PD 59 established the doctrine that U.S. strategic forces would target Soviet leadership as a priority. The doctrine didn't get a lot of discussion in this country, but it certainly got the attention of the Soviets.

The Soviet leadership was stunned by PD 59. The notion that the senior Soviet leadership, down through many levels of the Communist Party, would be targeted was a stroke of genius for U.S. policy planners. In fact, many believe that PD 59 first effectively deterred the Soviets.

However, could an analogous targeting doctrine apply in the sponsors and supporters of terrorists?

There are some striking similarities:

PD 59 assumed that we knew who the Soviet leadership was and where it was. Implicit in the doctrine was the idea that Soviet leaders were themselves responsible for the behaviors of the Soviet Union and that we might find them so dangerous as to justify a strike.

Likewise, we generally know who supports and encourages terror organizations and their whereabouts. What is most difficult, however, is to attribute responsibility for their behavior to the terrorists themselves. This is because we still think about actual terrorist acts as crimes and insist on some legal nexus between the act (supporting terrorism) and the actors (those carrying out terrorism).

After all, we never looked at the Soviet threat this way: Leadership status alone was enough to target their leaders.

We should be thinking of the various threats from terrorism the same way. There is the same kind of strategic connection between the sponsors of terrorism and the terrorists themselves, as there was between the threat from the Soviet Union and the leaders of the Soviet Union.

What kind of deterrence policy could we extrapolate from an analogy to the doctrine of PD 59 as a more effective tool in the war on terror?

We should at the very least have a strategic targeting doctrine for the war on terror, just as we had one for the Soviet Union in the Cold War. Implicit in this is that we define and assign roles and missions for

• our strategic forces in the war on terror. There shouldn't be any serious debate about this. The obvious answer is that the calculated attacks against us, the Spanish, the British, the Jordanians and others were "strategic" in every sense of the word, even in a Cold War context, and so, too, should the context for our strategic planning response be strategic as well.

n Our doctrine should direct *the* strategic targeting of the leadership of those countries supportive to the tactic of terrorism. Connections between these leaders and terrorism are every bit as close as the relationships assumed by PD 59 in context of the Soviet threat (and probably closer).

The Soviets never doubted that we were serious about the leadership targeting doctrine in PD 59. But could such a policy be effective in deterring the few countries that support or encourage terrorism? Chances are very good that it would. Survival is a serious motivator to those who seek to remain in leadership positions, even though it may be of no consequence to the suicide terrorists they sponsor.

We should put them all in the same boat.

Daniel Gallington is a senior fellow at the Potomac Institute for Policy Studies in Arlington.

?

~~FOUO~~

MAR 29 2006

TO: Stephen J. Hadley

FROM: Donald Rumsfeld *DR*

SUBJECT: Special Envoy

I do agree with those people today who said we need a special envoy to the nations surrounding Iraq and Afghanistan -- someone to do some real heavy diplomacy to get more support from them.

We are simply not getting the intensity of effort and the success that is needed and appropriate.

Pete Hoekstra is right.

DHR.dh
032806-10

OSD 05070-06

~~FOUO~~

11-L-0559/OSD/56722

092

29 MAR 06

~~FOUO~~

March 10, 2006

TO: Robert Wilkie
CC: Robert Rangel
FROM: Donald Rumsfeld 
SUBJECT: Senator Dorgan's Information on Haliburton

I would like to find out from Dorgan what internal information he has on Haliburton -- the internal memo and the whistle-blower who was fired. Let's see if we can look into it. I would like to pin it down.

Thanks

DHR:ss
031006-08

.....
Please Respond By March 28, -7006

~~FOUO~~
11-L-0559/OSD/56723

OSD 05118-06



THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300
UNCLASSIFIED

INFO MEMO

March 29, 2006 5:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Response to SECDEF Snowflake Regarding Senator Dorgan's Information
on Haliburton

During the SAC hearing on 9 March, Senator Dorgan questioned you about an internal Haliburton document that stated "This event should be considered a near miss, as the consequences of these actions could have been very severe, resulting in mass sickness or death."

- The Army has learned that this quote is contained in an internal company report dated 13 May, 2005 by Wil Granger (alleged "whistle-blower"), Theatre Water Quality Manager, for Haliburton's subsidiary, Kellogg Brown and Root Services (KBRS).
- KBRS conducted a follow-on investigation in August and September 2005. This investigation clarified several areas and reached several conclusions that were differed with Mr. Granger's report. The KBRS follow-on report concluded that the production of non-potable water by the Army at Ar Ramadi was consistent with Army standards. The report also established that during the time covered in Mr. Granger's report, the Army, and not KBR provided the non-potable water for use by contractor and Army personnel.

Attachment:
SECDEF Snowflake 03 1006-08

OSD 05118-06

Prepared by: Esther Swartz, Special Assistant to the Assistant Secretary for Acquisition Policy (b)(6)

~~FOUO~~

3:06

March 10, 2006

TO: Robert Wilkie
CC: Robert Rangel
FROM: Donald Rumsfeld 
SUBJECT: Senator Dorgan's information on Haliburton

I would like to find out from Dorgan what internal information he has on Haliburton -- the internal memo and the whistle-blower who was fired. Let's see if we can look into it. I would like to pin it down.

Thanks,

DHR:ss
031006-08

.....
Please Respond By March 38, 2006

~~FOUO~~
11-L-0559/OSD/56725

OSD 05118-06

5/11 1745 ✓



LEGISLATIVE AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

INFORMATION MEMO

May 10, 2006 5:00 PM

00015

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Updated Response to SECDEF Snowflake Regarding Senator Dorgan's Information on Halliburton

During the SAC hearing on 9 March, Senator Dorgan questioned you about an internal Halliburton document that stated "This event should be considered a near miss, as the consequences of these actions could have been very severe, resulting in mass sickness or death." You asked what internal information Senator Dorgan has on this issue and about a "fired whistle-blower."

- The above quote comes directly from page 4 of an internal company report dated 13 May 2005 by Wil Granger, Theatre Water Quality Manager, for Halliburton's subsidiary, Kellogg Brown and Root Services (KBRS). Mr. Granger's report was discussed by two former KBRS employees at a Democratic Policy Committee hearing, chaired by Senator Dorgan, on 23 January 2006. Mr. Granger is still in the employ of KBRS. The Army does not believe that the two former employees have claimed whistle blower status.
- Mr. Granger's report stated that non-potable water in use at Ar Ramadi was not chlorinated, and could pose a health risk to those who used the water.
- Attached is the Army's point paper (TAB B) updating you about the allegations surfaced by Senator Dorgan as well as the status of follow on actions by KBRS and the Army on the issue of potential water contamination in Iraq.

10 mmp/06

Attachments:
SECDEF Snowflake 031006-08, 10 Mar 06 (TAB A)
Army OCLL point paper on KBR Water Issue (TAB B)

MA SD	5/12	SMA DSD	
TSA SD	re 5/11	SA DSD	
EXEC SEC	NS/11	1730	5/20/06
BSR MA	6/5/11	STF DIR	

10 mmp/06

OSD 05118-06
5/11 112006 2 35 34 PM

Prep by: Esther Swartz, Special Assistant to the Assistant Secretary for Information and Acquisition Policy (b)(6)

TAB

B

INFORMATION PAPER

5 May 2006

SUBJECT: Water Quality in Iraq

ISSUE: To provide background information on allegations of contaminated water being provided in Iraq

BACKGROUND ON CONGRESSIONAL INTEREST:

- 23 January 2006, the Democratic Policy Committee chaired by Sen. Dorgan, heard allegations from former KBR employees regarding quality assurance of water in Iraq. The testimony focused on water provided to US personnel at Camp Junction (near Ramadi) in March 2005.
- 24 January 2006, Senator Dorgan submitted a letter to SECDEF requesting he investigate allegations that KBR provided contaminated water.
- On 7 April 2006, the Democratic Policy Committee (DPC) held a hearing to discuss allegations made by one former and one current Army officer regarding quality assurance of water at Q-west, Iraq.

BACKGROUND ON POTABLE AND NON-POTABLE WATER IN IRAQ:

- Throughout Iraq, Kellogg, Brown, and Root Services (KBRS) provides potable water (bottled and in bulk) and treats non-potable water used for laundry and bathing under task orders under the Army's logistic capabilities (LOGCAP) contract.
- At most sites in Iraq, personnel drink bottled water.
- The water purification system in place in Iraq uses filters and reverse osmosis membranes and is referred to as a ROWPU (Reverse Osmosis Water Purification Unit).
- Under the LOGCAP task orders, KBRS has primary responsibility to maintain a quality control system and to periodically test the water to ensure water quality.
- DCMA Quality Assurance Representatives (QARs), located at numerous sites, perform periodic checks to ensure that the contractor is following the Task Order and Standard Operating Procedures.
- The Army ensures water quality through Army preventive medicine personnel who perform random water testing.
- While KBRS is tasked with operating water purification units for both potable and non-potable water at numerous sites throughout Iraq, they do not operate all of the systems in theater.

BACKGROUND ON WATER QUALITY AT CAMP JUNCTION (Ar Ramadi):

- The issue at Ar Ramadi involved an allegation that KBRS failed to “disinfect” (or chlorinate) the nonpotable water supply used for a number of purposes including personal hygiene. The Army’s 704th Quartermaster Battalion was operating the ROWPU at the time the incidents were alleged to have been discovered. KBRS took over the water purification operation at this site on 21 May 2005, approximately 2 months after the discovery of the incident. Prior to the transfer, KBRS’ involvement was limited to drawing and distributing water.
- KBRS maintains that when they took over operations, they did so in accordance with the version of the military instruction (TB MED 577) that was in place at the time and they operated the ROWPU and nonpotable production in the same manner as the Army had.
- DCMA did not issue any Corrective Action Requests (CARs) associated with water quality issues at this site during this time frame. According to DCMA, water quality tests conducted during this time period revealed no deficiencies.
- DCMA’s documentation shows an entry on a 28 March 2005 situation report that states “KBR identified and properly treated water from an Army ROWPU at Ar Ramadi.”
- On 21 May 2005, the Army’s preventative medicine team tested the water and found no problems.
- On 26 May 2005, additional water samples were sent to Al Asad for testing and no problems were found.
- KBRS began operating an on-site water laboratory at the site on 3 June 2005 and has been testing the water on a daily basis since.

BACKGROUND ON WATER AT Q-WEST

- Several witnesses at the 7 April 2006 DPC hearing alleged that KBRS was using the “brine” stream from the ROWPU as the nonpotable water source for the Q-west camp
- KBRS was operating the ROWPU at the time of the incident and acknowledges using this process. They maintain, however, that they were in compliance with the version of TB MED 577 in place at the time and operated the ROWPU in the same manner as the Army had.
- A water sample taken showed a lack of chlorination; however, the sample was taken at a step in the process prior to the routine addition of chlorine. It was normal practice at Q-west to chlorinate the nonpotable supply.
- Correspondence from the 101st Brigade Surgeon, CPT Callahan, to the DPC staff mentioned the presence of fecal coliform bacteria in the water. The U.S. Army Center for Health Promotion and Preventive Medicine (CHPPM) concluded that there was no “fecal” bacteria in the water sample. There were coliform bacteria; however, according to CHPPM, coliform bacteria are routinely present in natural water sources and are not a cause for concern.

- DCMA issued a Corrective Action Request (CAR) to KBR regarding the incident at Q-west. The CAR directed KBR to cease using the brine stream from the ROWPU in the camp's nonpotable supply and ensure proper chlorination. Reports from theatre indicate that KBRS ceased using the brine stream process the day after the issue was first raised at the camp.

CURRENT ASSESSMENT OF WATER QUALITY IN IRAQ

- Water from bulk or non-bottled sources in Iraq is generally not fit for consumption so most US troops and civilians drink bottled water.
- Non-potable water outlets have been clearly marked.
- From all information that has been gathered through the DCMA and medical personnel, non-potable water provided to the troops has been properly treated in accordance with the terms of the contract and water quality standards for the theater. All water tested was found to be chlorinated in accordance with established guidelines.
- Water is tested on a daily basis by KBRS at Camp Junction.
- At present, the Army is unaware of any instances where improperly treated water has been provided to personnel in theater, and there is no evidence that waterborne pathogens have caused health problems for deployed personnel.

ACTIONS ADDRESSING WATER QUALITY IN IRAQ

- CHPPM has clarified TB MED 577 so there will be no misinterpretation of ROWPU operations for treating nonpotable water. Additionally, a Memorandum was sent to the field explicitly clarifying standards for nonpotable water production. This modified guidance has been incorporated into task orders issued to KBRS for water production.
- DCMA QAR at Camp Junction audits the water quality on a monthly basis.
- DoD IG plans on initiating an audit of the delivery of water to US personnel in Iraq in the next few weeks.

FOUO

December 14, 2005

Draft

TO: David Chu
CC: Gen Pete Pace
Gordon England
Jim Haynes
FROM: Donald Rumsfeld

SUBJECT: **Precepts** for Flag Boards

I have had a chance to **see** some of the precepts issued by the Service Secretaries. They strike me as varying considerably in their emphasis on several important themes -- **jointness**, innovation, combat experience, diversity and the like.

At present, these precepts are issued under the signature of the individual **Service** Secretaries. It might make sense for these vitally important documents to be reviewed by Gordon and me before they are issued. I cannot think of a more important process for the Department **over** the long term.

Also, what is the current policy **on** identifying race and gender to the selection boards? Is providing that information proscribed? **Are** the Services following a common process, **or** is that individually decided by each Service? Are photographs of the officers **used** in the same way? It is unclear from reading the precepts. We would benefit from a single approach, and we should all agree **on** what it should be.

Please get back to me **so** we can act before another Flag or General Officer board is conducted.

Thanks.

DHR.dh
121405-19

.....
Please Respond By Janua

Have Gordon & David Chu edit before I decide

11-L-0559/OSD/56791

OSD 05128-06

SECFILES FULL RECORD DETAIL

Print Date: 3/30/2006

DOCUMENT TYPE **FRONT OFFICE DOC** ATTACHMENT:
OSD CONTROL **OSD 05128-06** DOC **12/14/2005** DOR **3/30/2006** SIGNATURE CASE

FROM **SECDEF RUMSFELD** TO **UPR CHU**

SUBJECT **PRECEPTS FOR FLAG BOARDS**

KEYWORDS **SNOW FLAKE**

COMMENTS **CAF**

FN **SEC U OCN 121405-19**

REFERENCE DOCUMENTS

STATUS CODE	DECISION	DECISION DATE	PRIORITY ACTION REPORT
AGENCY	ACTION ASSIGNED	DOC SUSPENSE	SUSPENSE
SUSPENSE COMPLETE	ACD	COORDINATION	

PAGES **1** ENCLOSURES **0**

SUSPENSE STATUS

PACKAGE VIEW:
ACTION MEMO
RESPONSE
FRONT OFFICE DOC

CREATED BY: hawleye

DISTRIBUTION: OFFICE COPIES
ADC R

11-L-0559/OSD/56732



PERSONNEL AND
READINESS

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

~~MEMO~~
INFO MEMO
~~INFO~~

March 24, 2006, 10:39 AM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

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

David S. C. Chu 24 March 2006

(Signature and Date)

SUBJECT: SecDef Promotion Board Guidance

- This package provides draft Secretary of Defense guidance to the Secretaries of the Military Departments for use in their instructions (precepts) to promotion boards convened in accordance with title **10**, United States Code.
- You indicated that the experience **our** officers are receiving in **Iraq** and Afghanistan is vital to our efforts and should be advanced accordingly (Tab B).
- We have included guidance to that effect, but also included language concerning language and cultural awareness, innovation and critical thinking, and equal opportunity.
- Additionally, Deputy Secretary of Defense recommended we include guidance to highlight executive management skills in promotion board precepts.
- Concurrent with your review, we are **forwarding** the draft guidance to the Secretaries of the Military Departments for comment.

RECOMMENDATION: None.

COORDINATION: Tab C.

Attachments:

As stated

Prepared by: Mr. Dale Bourque, (b)(6)

OSD 05128-06

11-L-0559/OSD/56733



TAB A



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

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS

SUBJECT: Promotion Board Guidance

This memorandum provides overarching promotion board guidance for the Secretaries of the Military Departments *to* use in instructions (precepts) provided to promotion boards convened under their authority in accordance with title **10**, United States Code.

This guidance highlights five key areas warranting emphasis in promotion board precepts: service in combat, language and cultural awareness, innovation and critical thinking, executive management **skills**, and diversity in the broadest **sense**. Department personnel performing duty in Iraq, Afghanistan, and other areas of the world are developing combat and nation-building skills that must be retained well **into** the future if we are to continue to defend our nation. Of comparable importance are the experiences and education contributing to a broader cultural awareness and an ability to communicate in a global operating environment. We must cultivate these skills in our forces as they are crucial to supporting strategic national interests. In addition, we must establish a culture that encourages and rewards creativity, innovation, intelligent risk-taking, and critical thinking throughout the Department. In light of the foregoing, it is imperative that the Department recognize the value of having personnel with diverse cultures and backgrounds. To remain competitive, the Department must have members from the entire spectrum of qualified talent available in the United States. **They** will bring a broad mix of innovative approaches to the nation's most complex and demanding problems. We must make **every** effort to encourage service by individuals from all backgrounds by providing for the equal treatment and equitable consideration of all personnel considered *for* promotion.

Some of the existing promotion board precepts already deal with these areas. I would encourage your review of the guidance provided to future promotion boards to ensure these specific areas are appropriately communicated *to* promotion board members. With your assistance, we can ensure we continue *to* be the world's pre-eminent military power and continue to develop an adaptive and flexible force able to respond to our nation's most vital interests when called upon by our Commander in Chief.



11-L-0559/OSD/56735

TAB B

FOUO

December 14, 2005

Draft

TO: David Chu
CC: Gen Pete Pace
Gordon England
Jim Haynes

FROM Donald Rumsfeld

SUBJECT: Precepts for Flag Boards

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Thanks.

DHR:dh
121405-19

Please Respond By Janua

*Have Gordon + Chu
Vms edit between I
decide*

11-L-0559/OSD/56797

TAB C

SUBJECT: SecDef Promotion Board Guidance

COORDINATION:

<u>Office</u>	<u>Signature & Date</u>
GC	<u>WMA 1/12/06</u>
Acting PDUSD(MPP)	<u>RLA 1-19-06</u>
Acting DUSD(MPP)	<u>Gil McGinn 1/23/06</u>
Mrs. McGinn	



SECRETARY OF THE ARMY
WASHINGTON

13-04-2005 P01:29 2:13

INFO MEMO

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Promotion Board Guidance

- This responds to Deputy Secretary of Defense's Memo dated April 5, 2006, subject as above (Tab A).
- The Army concurs with the draft memorandum as written.
- In September 2005, I directed that all board guidance (both active and reserve component) be modified and they now include all of the attributes covered in your draft memorandum, to include operational experience, cultural awareness, critical thinking, and effective management. Equal opportunity verbiage has been included in our board guidance since the mid-90s. All reserve and active component board instructions include this language (Tab B).

COORDINATION: NONE

Attachments:
As stated

Prepared By: LTC Christine M. Richardson, (b)(6)

OSD 05128-06

11-L-0559/OSD/56740

Tab A

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

6 April 2006 - 1725 Hours

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Promotion Board Guidance

Sir:

The Deputy Secretary requests your review and comment on the attached memo by Wednesday, 12 April 2006.

Individual replies are desired from each Service Secretary.

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

Very respectfully,



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

Attachment:
as stated

Response: Wednesday, 12 April 2006

OSD 05128-06

11-L-0559/OSD/56742

April 5, 2006

To: Service Secretaries
Fr: Gordon England
Subj: Promotion Board Guidance

Attached is a draft memo regarding service precepts. Kindly provide me your comments. Thanks.



Gordon

Eric.

OSD 05128-06

11-L-0559/OSD/56743

DRAFT

April 5, 2006

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS**

SUBJECT: Promotion Board Guidance

This memorandum provides overarching promotion board guidance for the Secretaries of the Military Departments' use in **instructions** (precepts) provided to promotion boards convened under **your** authority in accordance with title 10, United States **code**.

This guidance highlights five key **areas** warranting increased emphasis in promotion board precepts: service in combat, language and cultural awareness, innovation and critical thinking, executive management skills, and diversity in the broadest sense.

1. Department personnel performing duty in **Iraq**, Afghanistan, and other areas of the world are developing combat and nation-building skills that need to be retained and utilized for future application.
2. Experiences and education that contribute to broader cultural awareness and enable better communication in a global operating environment are crucial **underpinnings** to support strategic national interests.
3. DoD needs to establish a culture that encourages and rewards creativity, **innovation**, intelligent risk-taking, and critical thinking throughout the Department.
4. The effectiveness and efficiency of the DoD enterprise will continue to demand excellent executive management skills. It is therefore essential that service leadership be well grounded in business practices.
5. It is imperative that the Department recognize the value of having personnel with diverse cultures and backgrounds. To remain competitive, the Department must have members from the entire spectrum of qualified talent available in the United States. Diverse members will bring a **broad** mix of innovative approaches to the nation's most complex and demanding problems. Accordingly, DoD needs to make **every effort** to encourage service by individuals from all backgrounds and by providing for the equal treatment and equitable consideration of all personnel considered for promotion.

DRAFT

11-L-0559/OSD/56744

DRAFT

By this memo, you are requested to review and revise promotion board precepts to ensure that the above factors are receiving the right degree of emphasis. After your completion and modification of your precepts, kindly provide a copy to me for my review with SECDEF. Thanks for your attention to this matter.

DRAFT

11-L-0559/OSD/56745

Tab B

BOARD LANGUAGE PERTAINING TO LEADERSHIP **ATTRIBUTES** AND
EQUAL OPPORTUNITY

4. Guidance. There are many qualities that I seek in all of our leaders. Because it is difficult to predict the exact combination of challenges our forces and leaders will be called upon to defeat, we must field versatile land forces capable of dominance across the spectrum of conflict and select adaptive leaders capable of joint force employment under a wide range of conditions and with an understanding that military participation will be required beyond the conclusion of major combat operations. In fulfilling this important task, you should use the following points of reference and general guidance as your baseline:

a. Our operational tempo is high and will remain so for the foreseeable future. Sustained operations and deployments will be the norm for our officers - not the exception. Recent experience in the Global War on Terrorism has shown the need for leaders who set the standard for integrity and character and are confident and competent decision-makers in uncertain situations; prudent risk takers; innovative; adaptive; empathetic and positive; professionally educated; dedicated to life-long learning; and effective communicators. Multi-skilled leaders must be:

- (1) Strategic and creative thinkers;
- (2) Builders of leaders and teams;
- (3) Competent full spectrum war fighters or accomplished professionals who support the Soldier and the war fighting effort;
- (4) Effective in managing, leading, and changing organizations;
- (5) Skilled in governance, statesmanship, and diplomacy; and
- (6) Knowledgeable in cultural context with the ability to work across it.

b. Our mission is to defend the Nation, and fundamental to that is fighting and winning on the battlefield. The Warrior Ethos is the foundation for our total commitment to victory in peace and war. While always exemplifying Army Values, leaders who live the Warrior Ethos put the mission first and refuse to accept defeat. The Warrior Ethos is the conviction that military service is much more than just another job. It defines who officers are and what officers do. It is linked to our long-standing Army Values and a determination to do what is right and to do it with pride. Because we are at war and will be for the foreseeable future, we must select officers who have the Warrior Ethos ingrained in their character and who have demonstrated it in their service to the Nation, who seek

to serve our Nation, and who will have the endurance and commitment to stay the course of the conflict.

c. Leaders must possess military bearing, be physically fit, and have sound health, strength, and endurance which support emotional health and conceptual abilities under prolonged stress. They must project confidence by believing and trusting in themselves. A leader must believe in the unit's ability to succeed in every mission. Confident leaders maintain outward composure based on calm and steady control over their emotions, especially in times of stress. Leaders must be resilient and able to recover quickly from shock, setbacks, and adversity while maintaining a mission and organizational focus.

d. Leaders must have the conceptual ability to conduct simultaneous, distributed, and continuous operations. They must be agile in order to adapt to changing situations. They must be able to break out of mental "sets" or habitual thought patterns and improvise when faced with conceptual impasses. Leaders must be critical thinkers and must have sound judgment. They must also be able to assess situations or circumstances shrewdly, make reliable estimates, draw sound conclusions, form sound opinions, and make sensible decisions. Leaders must be innovative and demonstrate creativity in generating ideas and objectives that are original, worthwhile, and appropriate. They must be tactful and savvy. Army leaders must not only be able to lead Soldiers but also to influence other people. They must be able to work with members of other Services and governmental agencies and win the willing cooperation of multinational partners, both military and civilian. Leaders must possess relevant technical, tactical, joint, cultural, and geo-political knowledge. Technical knowledge consists of the specialized information associated with a particular function or system. Tactical knowledge is an understanding of military tactics. Joint knowledge is an understanding of joint organizations, their procedures, and their roles in national defense. Cultural and geo-political knowledge is awareness of cultural, geographic and political differences, and sensitivities.

e. With our forces supporting multiple and simultaneous operations around the globe, experience gained through deployments and in other challenging assignments and duties prepares our officers to lead and train Soldiers. Regardless of an officer's area of specialty, deployments and other challenging assignments provide officers the opportunity to use, hone, and build on what they learn through the formal education process. Experience counts.

f. Previously accepted rules and conventions regarding personnel management timelines may no longer apply. The current operational environment has extended the time in leadership positions for some officers, while reducing the time in leadership positions for others. Operational factors affect the assignments all officers receive – the constraints of time, Army requirements, positions available, and unit readiness. View an officer's experience not in terms of one key assignment, but as a combination of many

assignments and deployments over time. In addition, while not all officers will get the opportunity to deploy, all officers must possess the Warrior Ethos. We are warriors first, specialists second. This guidance is applicable to positions at battalion and garrison level as well. Operational factors may affect the length of time an officer serves in these key positions. Therefore, board members should not penalize officers who may not serve for **24** months.

5. Equal Opportunity.

a. The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each board demonstrates that race, ethnic background, and gender are not impediments to selection for school, command, and promotion, our Soldiers will have a clear perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and insights offered by Soldiers and citizens of all races and of both sexes are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than merit and ability as specified elsewhere in this memorandum of instruction in the selection of Soldiers for promotion and other favorable personnel actions.

b. You must be alert to the possibility of past personal or institutional discrimination - whether intentional or inadvertent - in the assignment patterns, evaluations, or professional development of all officers. Such discrimination may be unintentional, not motivated by malice, bigotry, or prejudice, and may have been the result of past service utilization practices. Indicators of discrimination may include disproportionately lower evaluation reports; assignments of lesser importance or responsibility; lack of opportunity to attend career-building military schools; gratuitous mention of race, ethnicity, or gender; or mention of an officer's organizational or institutional affiliations unrelated to duty performance and potential. Take these factors into consideration in assessing the degree to which an officer's record, as a whole, is an accurate reflection, free of bias, of that officer's performance and potential. The foregoing guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any officer or group of officers on the basis of race, ethnicity, or gender.



SECRETARY OF THE AIR FORCE
WASHINGTON
INFO MEMO

15 22

13 APR 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: DoD Draft Memorandum on Promotion Board Guidance

- I appreciate the opportunity to review the draft memorandum and look forward to submitting the Air Force's newly revised promotion board precepts, which were finalized in March 2006.
- While the draft memorandum overall will be salutary, my General Counsel advises that the diversity language in paragraph five is legally problematic (Tab A).

COORDINATION: None

Attachments:

As stated



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE GENERAL COUNSEL

APR 12 2006

MEMORANDUM FOR THE SECRETARY OF THE AIR FORCE

FROM: SAF/GC

SUBJECT: DOD Draft Memorandum on Promotion Board Guidance

I have reviewed the DOD draft Memorandum on Promotion Board Guidance and generally find it acceptable from a legal perspective. However, paragraph five is problematic and I recommend that the Air Force non-concur in the language as currently written. As you know, promotion boards are selection events. As such, the strict scrutiny standards of *Adarand Constructors, Inc. v. Peña* apply. The current language implies that a benefit or a burden can be placed upon individuals based upon their gender, race, or ethnicity. This can only be done if DOD has first established a compelling governmental interest, and the means of achieving the action is narrowly tailored. I am not aware of any such predicate in this case, particularly since it is in the promotion context. Far more benign language in an Air Force precept has cost the Air Force in excess of \$83 million in settlement costs for contravention of this constitutional standard (e.g., in the *Berkley* case) and I would expect the proposed language of paragraph five to be no less problematic.

A handwritten signature in cursive script, appearing to read "Mary Walker".

MARY L. WALKER
General Counsel

11-L-0559/OSD/56751

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

0 April 2006 - 1725 Hours

MEMORANDUM FOR: SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Promotion Board Guidance

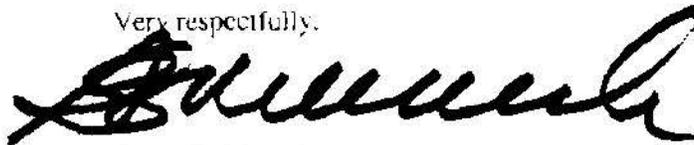
Sir:

The Deputy Secretary requests your review and comment on the attached memo by Wednesday, 12 April 2006.

Individual replies are desired from each Service Secretary

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

Very respectfully,



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

Attachment:
as stated

Suspense: Wednesday, 12 April 2006

OSD 05128-06

11-L-0559/OSD/56752

DRAFT

April 5, 2006

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS**

SUBJECT Promotion Board Guidance

This memorandum provides overarching promotion board guidance for the Secretaries of the Military Departments' use in instructions (precepts) provided to promotion boards convened under your authority in accordance with title 10, United States Code.

This guidance highlights five key areas warranting increased emphasis in promotion board precepts: service in combat, language and cultural awareness, innovation and critical thinking, executive management skills; and diversity in the broadest sense.

1. Department personnel performing duty in Iraq, Afghanistan, and other areas of the world are developing combat and nation-building skills that need to be retained and utilized for future application.
2. Experiences and education that contribute to broader cultural awareness and enable better communication in a global operating environment are crucial underpinnings to support strategic national interests.
3. DoD needs to establish a culture that encourages and rewards creativity, innovation, intelligent risk-taking, and critical thinking throughout the Department.
4. The effectiveness and efficiency of the DoD enterprise will continue to demand excellent executive management skills. It is therefore essential that service leadership be well grounded in business practices.
5. It is imperative that the Department recognize the value of having personnel with diverse cultures and backgrounds. To remain competitive, the Department must have members from the entire spectrum of qualified talent available in the United States. Diverse members will bring a broad mix of innovative approaches to the nation's most complex and demanding problems. Accordingly, DoD needs to make every effort to encourage service by individuals from all backgrounds and by providing for the equal treatment and equitable consideration of all personnel considered for promotion.

DRAFT

11-L-0559/OSD/56753

DRAFT

By this memo, you are requested to review and revise promotion board precepts to ensure that the above factors are receiving the right degree of emphasis. After your completion and modification of your precepts, kindly provide a copy to me for my review with SECDEF. Thanks for your attention to this matter.

DRAFT

11-L-0559/OSD/56754



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

4/2
0910

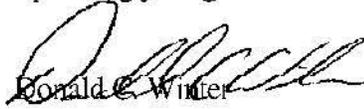
APR 12 2006

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

Subj: PROMOTION BOARD GUIDANCE

210

You asked **that** I provide comments on your draft memo regarding precepts. I have no objection to the proposed memo. I have already begun the process of reviewing both Navy and Marine Corps precepts and I look forward to incorporating your guidance into that review.


Ronald C. Winter

copy to:
CNO
CMC
JAG

12 Apr 06

24 Mar 06

OSD 05128-06

11-L-0559/OSD/56755

April 5, 2006

216

To: Service Secretaries

Fr: Gordon England

Subj: Promotion Board Guidance

Attached is a draft memo regarding service precepts. Kindly provide me your comments. Thanks.

 Gordon

Enc.

5 Apr 06

24 Mar 06

OSD 05128-06

11-L-0559/OSD/56756

DRAFT

April 5, 2006

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS

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DRAFT

11-L-0559/OSD/56757

DRAFT

By this memo, you are requested to review and revise promotion board precepts to ensure that the above factors are receiving the right degree of emphasis. After your completion and modification of your precepts, kindly provide a copy to me for my review with SECDEF. Thanks for your attention to this matter.

DRAFT

11-L-0559/OSD/56758

April 5, 2006

210

To: David Chu

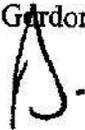
Fr: Gordon England

Subj: Promotion Board Guidance

Attached is a redraft of the draft memo you provided me today. Kindly review and comment.

Thanks!

Gordon



Eric.

5 Apr 06

24 Mar 06

OSD 05128-06

11-L-0559/OSD/56759

DRAFT

April 5, 2006

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS**

SUBJECT: Promotion Board Guidance

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DRAFT

11-L-0559/OSD/56760

DRAFT

By **this** memo, you are requested to review and revise promotion board precepts to ensure that the above factors are receiving the right degree of emphasis. **After your** completion **and** modification of your precepts, kindly provide a copy to me for my review with **SECDEF**. *Thanks* for your attention to **this** matter.

DRAFT

11-L-0559/OSD/56761

~~FOUO~~

February 27, 2006

TO: David Chu

FROM Donald Rumsfeld *DR.*

SUBJECT: States Adopting Military Servicemen-Friendly Initiatives

Please give me a list of the 50 states and territories, and tell me which of the military servicemen-friendly initiatives each state has adopted. I would like to see which states have not adopted the ones they haven't adopted.

Thanks.

DHR:dh
022706-03

.....
Please Respond By 02/27/06

~~FOUO~~

OSD 05152-06

11-L-0559/OSD/56762



PERSONNEL AND READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

OFFICE OF THE SECRETARY OF DEFENSE

2006 MAR 30 AM 11:17

March 17, 2006, 4:00PM

ACTION MEMO

292

FOR SECRETARY OF DEFENSE

DEPSEC Action _____

FROM: David S. C. Chu, USD (PERSONNEL & READINESS)

David S. C. Chu

SUBJECT: Letters to Governors

- To obtain your signature on the letters at **Tab 1**, as requested in your February 28th, memorandum: Letters to Governors and in the February 27th memorandum: States Adopting Military Servicemen-Friendly Initiatives (**Tab 2**).
- Proposed letters are individualized; highlighting support from the states on DoD's key issues and identifying those issues we would like them to pursue (**Tab 3**).
- Reflects our "stop-light" evaluation of these issues (**Tab 4**).
- The 10 key issues list is provided **as** an attachment to the letters to outline our objectives on each of issues.
- Includes my name and number so that they can call me to discuss this with them.

RECOMMENDATION: That you sign the letters at **Tab 1**.

COORDINATION: **Tab 5**

ATTACHMENT:

As stated.

PREPARED BY: George Schaefer, DoD-State Liaison Office, ODUSD(MC&FP),

(b)(6)

17 Mar 06

MA SD		SMA DSD	
<u>TSA SD</u>		SA DSD	
EXEC SEC	<i>M3/B</i>	<i>0836</i>	
ESR MA	<i>8/30</i>	STF DIR	

28 Feb 06

OSD 05153-06

✓
4/7
ASB



THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

077
2006-04-06 15:05

UNCLASSIFIED
INFO MEMO

April 06, 2006 12:00 PM

FOR SECRETARY OF DEFENSE

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

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

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

Attachments:
Snowflakes #040406-03, 022806-12

MA SD		SMA DSD	
PSA SD		SA DSD	
EXEC SEC	4/7		
ESR MA			

11-L-0559/OSD/56764

OSD 05557-06

TAB A



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

APR 10 2006

The Honorable Frank Murkowski
Governor of Alaska
Post Office Box 110001
Juneau, AK 99811-0001

Dear Governor Murkowski,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Programs like Alaska's tuition assistance for the Guard and Reserve, in-state rates for non-resident service members and their families, and commitment to quality education for the children of military parents provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification, unemployment compensation for military spouses, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56766



Key Issues - The Department of Defense/States Military Partnership

The Department of Defense is grateful for the support provided by Governors, and looks forward to working with them to support Service members and their families.

1. Care of the Guard: Issue: The commitment of Guard members and families to the security of the nation demands a reciprocal level of support for their needs. Outcome: Connecting DoD, federal agency, state government, community resources and employers into a multi-disciplinary team fills in the gaps and extends support opportunities.
2. Assistance to Severely Injured Service Members: Issue: They have made life-altering sacrifices and deserve the support of the nation. Outcome: Through DoD and Veteran Affairs, the severely injured and their families receive uninterrupted care from battlefield to hometowns, where the continued support of communities can build the bridges they need to start new productive lives.
3. In-State Tuition: Issue: Service members and their families pay out of state rates, often as much as four times the in-state rate, due to frequent moves. Outcome: Allow in-state tuition for Service members and families where assigned, and continue these rates for students following the reassignment and departure of their parents.
4. Military Children Durina School Transitions and Deploymnts: Issue: Mobile military lifestyle creates tough challenges for children, who attend as many as thirteen schools in 12 years, plus endure the anxiety of parental separation during deployments. Outcome: States and military leaders are reviewing military transition challenges and addressing solutions on the state, local, and school district levels for the best educational opportunities for military dependent children.
5. Spouse Employment: Issue: Frequent moves, exacerbated by licensing requirements and limited advancement, inhibit career aspirations of military spouses and limit two income opportunities for military families. Outcome: DoD has identified licensing barriers and policy recommendations for high demand careers and jobs (includes teaching, nursing, real estate), and is encouraging states to sponsor model programs targeting military spouses.
6. Unemployment Compensation: Issue: Many states view a spouse leaving a job due to military reassignment as "voluntary," not qualifying for unemployment compensation. Outcome: Granting eligibility provides a much-needed financial bridge for military families, when - unlike the private sector - a move is mandated by military orders.
7. Payday Lending: Issue: Payday lending practices can create a cycle of debt for unsuspecting Service members and their families. Outcome: Limit to double-digit annual interest rates, longer minimum payment periods and restrictions on rollovers and multiple loans can cut the cycle of debt.
8. Voting: Issue: Continued improvements connecting Service members and spouses with election officials are warranted. Outcome: Coordinated support through electronic means to decrease the time needed to request and submit an absentee ballot. (Contact: ~~Scott~~ Wiedmann at (b)(6) www.fvap.gov)
9. Foreign Language Requirements: Issue: Foreign languages are important to the Global War on Terrorism. Outcome: States join the Department of Defense as we frame a national language strategy to address language issues. (Contact: Holly Brown at (b)(6))
10. Child Care Support for Guard and Reserve: Issue: Activated members need support, but existing child care is offered on or near an installation. Outcome: DoD is committed to making affordable child care available within their communities, through referral and limited child care fee support.

Staff point of contact: George Schaefer, (b)(6) george.schaefer@osd.mil

www.USA4MilitaryFamilies.org

11-L-0559/OSD/56767



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

The Honorable Dirk Kempthorne
Governor of Idaho
700 West Jefferson, 2nd Floor
PO Box 83720
Boise, ID 83720-0034

*Hold for Gov
need on 25.
Gov*

Dear Governor Kempthorne,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Idaho's in-state rates for non-resident service members and their families, and support of nationally recognized teacher certifications provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

D

Enclosure:
As stated

*See SD note
ID 672
17x
-SL
4/10*



STANDARD EDITS

The Honorable NAME
Governor of STATE
ADDRESS
ADDRESS
ADDRESS

Dear Governor NAME,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

STATE SPECIFIC PARAGRAPH

We hope to pursue other important issues for service members and their families: STATE SPECIFIC INFO. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

3/21
1000



PERSONNEL AND
READINESS

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

add
3/21

OFFICE OF THE
UNDER SECRETARY OF DEFENSE

2006 MAR 21 PM 6:08

INFO MEMO

March 17, 2006, 2:29PM

Robert Rangel
FOR THE UNDER SECRETARY OF DEFENSE

AL
3/21

FROM David L. Chu, USD (PERSONNEL & READINESS)

SUBJECT: Evaluation of Key Issues For The Governors

- Tab 1 evaluates each state on eight key issues of support to military families.
 - You spoke to five of these issues at the winter 2006 meeting of the National Governors Association (NGA).
- Tab 2 defines how we evaluated each issue on a "red/yellow/green" basis.
 - Only Florida meets our objectives on all eight.
- We are preparing letters for your signature that thank each governor for actions to date, and urges action on the outstanding issues.

RECOMMENDATION: None. For information only.

COORDINATION: None

ATTACHMENT:

As stated

PREPARED BY: George Schaefer, DoD-State Liaison

(b)(6)

MR RANGEL:

I DON'T BELIEVE
WE'VE SHOWN HIM
THE DRAFT (NEXT UNDER)

Excellent -
Show me
how we
draft letter
to all

DL

MAR 21 2006

VA SD	3/21	SMA DSD	
FSA SD	3/21	SA DSD	
EXEC SEC	3/21	3/21/06	
SRMA	3/21	STP DIR	



OSD 04492-06

~~FOUO~~

April 04,2006

TO: Robert Wilkie
CC: Robert Rangel
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Letter to Governors

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

Thank?..

DHR.db
040406-03

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

~~FOUO~~

OSD 05557-06

11-L-0559/OSD/56771

TAB B

✓
~~FOUO~~

February 27, 2006

TO: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT States Adopting Military Servicemen-Friendly Initiatives

Please give me a list of the 50 states and territories, and tell me which of the military servicemen-friendly initiatives each state has adopted I would like to see which states have not adopted the ones they haven't adopted.

Thanks.

DHR.dh
022706-03

.....
Please Respond By 02/27/06

~~FOUO~~

11-L-0559/OSD/56773

✓
~~FOUO~~

February 28, 2006

TO: David Chu
CC Robert Wilkie
FROM: Donald Rumsfeld *DR.*
SUBJECT: ~~Letter~~ to Governors

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

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

Thanks.

DRR:ss
022806-12

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

~~FOUO~~

11-L-0559/OSD/56774

TAB C



Key Issues - The Department of Defense/States Military Partnership

The Department of Defense is grateful for the support provided by Governors, and looks forward to working with them to support Service members and their families.

1. **Care of the Guard:** Issue: The commitment of Guard members and families to the security of the nation demands a reciprocal level of support for their needs. Outcome: Connecting DoD, federal agency, state government, community resources and employers into a multi-disciplinary team fills in the gaps and extends support opportunities.
2. **Assistance to Severely Injured Service Members:** Issue: They have made life-altering sacrifices and deserve the support of the nation. Outcome: Through DoD and Veteran Affairs, the severely injured and their families receive uninterrupted care from battlefield to hometowns, where the continued support of communities can build the bridges they need to start new productive lives.
3. **In-State Tuition:** Issue: Service members and their families pay out of state rates, often as much as four times the in-state rate, due to frequent moves. Outcome: Allow in-state tuition for Service members and families where assigned, and continue these rates for students following the reassignment and departure of their parents.
4. **Military Children Durina School Transitions and Deployments:** Issue: Mobile military lifestyle creates tough challenges for children, who attend as many as thirteen schools in 12 years, plus endure the anxiety of parental separation during deployments. Outcome: States and military leaders are reviewing military transition challenges and addressing solutions on the state, local, and school district levels for the best educational opportunities for military dependent children.
5. **Spouse Employment:** Issue: Frequent moves, exacerbated by licensing requirements and limited advancement, inhibit career aspirations of military spouses and limit two income opportunities for military families. Outcome: DoD has identified licensing barriers and policy recommendations for high demand careers and jobs (includes teaching, nursing, real estate), and is encouraging states to sponsor model programs targeting military spouses.
6. **Unemployment Compensation:** Issue: Many states view a spouse leaving a job due to military reassignment as "voluntary," not qualifying for unemployment compensation. Outcome: Granting eligibility provides a much-needed financial bridge for military families, when – unlike the private sector – a move is mandated by military orders.
7. **Payday Lending:** Issue: Payday lending practices can create a cycle of debt for unsuspecting Service members and their families. Outcome: Limit to double-digit annual interest rates, longer minimum payment periods and restrictions on rollovers and multiple loans can cut the cycle of debt.
8. **Votins:** Issue: Continued improvements connecting Service members and spouses with election officials are warranted. Outcome: Coordinated support through electronic means to decrease the time needed to request and submit an absentee ballot. (Contact: Scott Wiedmann at (b)(6) www.fvap.gov)
9. **Foreign Lanauage Reaquirements:** Issue: Foreign languages are important to the Global War on Terrorism. Outcome: States join the Department of Defense as we frame a national language strategy to address language issues. (Contact: Holly Brown at (b)(6))
10. **Child Care Support for Guard and Reserve:** Issue: Activated members need support, but existing child care is offered on or near an installation. Outcome: DoD is committed to making affordable child care available within their communities, through referral and limited child care fee support.

Staff point of contact George Schaefer (b)(6) georne.schaefer@osd.mil

www.USA4MilitaryFamilies.org

11-L-0559/OSD/56776

TAB D

Evaluation of the Key Issues - Criteria

Issue	Green: Favorable	Yellow: Progress being made	Red: Requires assistance
Care of the Guard: Support of Guard members and families is the responsibility of federal, state and local agencies. The National Governors Association (NGA) has quantified state support in an annual survey with the following six categories: state employee support, transition assistance, tax benefits, family support, licensure, and other support.	State policy provides benefits in at least five of the six categories of support in the NGA survey.	State policy provides benefits in 3 – 4 of the survey categories	State policy provides benefits in 1 – 2 of the survey categories.
Severely Injured support: States are facilitating the continued support for the severely injured and their families as they transition to local communities.	Provides support through the State Joint Forces Headquarters of National Guard.	Actively involved, but no formal method for supporting severely injured.	Not actively involved in support of severely injured.
In-state tuition: Allow where assigned, and allow continuance of in-state rates upon reassignment.	Provides both access and continuance.	Provides access while in the state, but no continuance.	Provides neither.
School transition of military dependent children: Addressing solutions on the state, local, and school district levels for the best educational opportunities for military dependent children. The five criteria are: kindergarten age and immunization requirements, transfer of records/coursework, redundant/missed entrance/exit testing, incompatible graduation reqs.	Has a positive overall evaluation on three or more of the five criteria.	Has at least a neutral overall outcome on the five criteria.	Has less than a neutral overall outcome on the five criteria.
Spouse employment: Improve ability for spouses to obtain/transfer teacher licenses. Use American Board of Certification for Teaching Excellence (ABCTE) and Spouse to Teachers (STT) as the prime methods.	Approves use of ABCTE credential, or has assigned staff to facilitate the STT program within the state.	Considering legislation to approve use of ABCTE.	Has no action to consider ABCTE.
Unemployment compensation for military spouses: Granting eligibility to trailing spouses	Provides to trailing military spouses.	Either provides on a case-by-case basis, or have a period of ineligibility before allowing.	Does not authorize unemployment compensation to trailing military spouses.
Payday lending: Limit to double-digit annual interest rates, longer minimum payment periods and restrictions on rollovers and multiple loans can cut the cycle of debt.	Precludes practice, limits interest, lengthens period, or restricts rollovers/multiple loans.	Includes industry best practices in statute, or limitations to break the cycle of debt.	No meaningful consumer protections as part of statute.
Voting: Coordinated support through electronic means to decrease the time needed to request and submit an absentee ballot. The 9 specific guidelines are: 45-day ballot transit time, elimination of the notary requirement, late registration procedures, special state write-in absentee ballot, reference to the <u>Uniformed and Overseas Citizens Absentee Voting Act</u> in the state election code, electronic transmission of election materials, expanded use of the federal write-in absentee ballot, emergency authority for chief election official, enfranchise citizens who have never resided in the U.S.	Meets 7 – 9 of the nine guidelines.	Meets 4 – 6 of the nine guidelines.	Meets 1 – 3 of the nine guidelines.

Evaluation of the Key Issues

States	Care of the Guard	Severely Injured support	In-state Tuition	School Transition	Spouse Employment	Spouse Unemployment Compensation	Payday Lending	Voting
Alabama								
Alaska								
Am Samoa								
Arizona								
Arkansas								
California								
Colorado								
Connecticut								
Delaware								
Florida								
Georgia								
Guam								
Hawaii								
Idaho								
Illinois								
Indiana								
Iowa								
Kansas								
Kentucky								
Louisiana								
Maine								
Maryland								
Massachusetts								
Michigan								
Minnesota								
Mississippi								
Missouri								
Montana								

States	Care of the Guard	Severely Injured support	In-state Tuition	School Transition	spouse Employment	Spouse Unemployment Compensation	Payday Lending	Voting
Nebraska								
Nevada								
New Hampshire								
New Jersey								
New Mexico								
New York								
North Carolina								
North Dakota								
Ohio								
Oklahoma								
Oregon								
Pennsylvania								
Puerto Rico								
Rhode Island								
South Carolina								
South Dakota								
Tennessee								
Texas								
Utah								
Vermont								
Virgin Is.								
Virginia			See note					
Washington								
West Virginia								
Wisconsin								
Wyoming								

Note: As of March 17, 2006, legislation is awaiting Governor Kaine's signature which will meet criteria for a green rating.

TAB E

COORDINATION

OASD(LA)

Dan Wilmoit

March 21, 2006

11-L-0559/OSD/56782

~~FOUO~~

February 28, 2006

TO: David Chu
CC: Robert Wilkie
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Letter to Governors

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

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

Thanks.

DHR:ee
022806-12

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

~~FOUO~~

OSD 05153-06

11-L-0559/OSD/56783

SECFILES FULL RECORD DETAIL

Print Date: 3/30/2006

DOCUMENT TYPE: FRONT OFFICE DOC ATTACHMENT
OSD CONTROL OSD 05153-06 DOC 2/28/2006 DOR 3/30/2006 SIGNATURE CASE:
FROM SECDEF RUMSFELD TO UPR CHU
SUBJECT LETTER TO GOVERNORS
KEYWORDS SNOW FLAKE
COMMENTS CAF. COMBINE WITH OSD 05152-06
FN SEC U OCN 022806-12
REFERENCE DOCUMENTS OSD 05152-06
STATUS CODE DECISION DECISION DATE PRIORITY ACTION REPORT:
AGENCY ACTION ASSIGNED DOC SUSPENSE SUSPENSE
SUSPENSE COMPLETE ACD COORDINATION
PAGES 1 ENCLOSURES 0
SUSPENSE STATUS

PACKAGE VIEW:
FRONT OFFICE DOC
ACTION MEMO
RESPONSE

CREATED BY hawley-

DISTRIBUTION: OFFICE COPIES
ADC R

11-L-0559/OSD/56784



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

APR 10 2006

292

The Honorable Frank Murkowski
Governor of Alaska
Post Office **Box 110001**
Juneau, AK **99811-0001**

Dear Governor Murkowski,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Programs like Alaska's tuition assistance for the Guard and Reserve, in-state rates for non-resident service members and their families, and commitment to quality education for the children of military parents provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification, unemployment compensation for military spouses, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

10 Apr 06

28 Feb 06



OSD 05153-06

11-L-0559/OSD/56785



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

APR 10 2006

The Honorable Togiola Tulafono
Governor of American Samoa
Executive Office Building
Third Floor
Pago Pago, AS 96799

Dear Governor Tulafono,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like American Samoa's strong consumer protection statutes provide tangible manifestations of its commitment to service members' well-being. We hope to pursue other important issues, such as overseas voter assistance. The enclosure outlines our objectives.

Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



O S D 05153-06

11-L-0559/OSD/56786



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

APR 10 2006

The Honorable Janet Napolitano
Governor of Arizona
1700 West Washington
Phoenix, AZ 85007

Dear Governor Napolitano,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Arizona's tuition assistance for the Guard and Reserve and in-state rates for non-resident service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56787

OSD 05153-06



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

APR 10 2006

The Honorable Mike Huckabee
Governor of Arkansas
State Capitol, Room 250
Little Rock, AR 72201

Dear Governor Huckabee,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting **military** members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Arkansas' commitment to quality education for the children of military parents and strong consumer protection laws provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, teacher certification and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56788



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

APR 10 2006

The Honorable Arnold Schwarzenegger
Governor of California
State Capitol Building
Sacramento, CA 95814

Dear Governor Schwarzenegger,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like California's in-state rates for non-resident service members and their families, "Spouse-to-Teacher" licensure, and unemployment compensation support for military spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56789



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

APR 10 2006

The Honorable Bill Owens
Governor of Colorado
136 State Capitol
Denver, CO 80203-1792

Dear Governor Owens, *Bill -*

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Colorado's tuition assistance for the Guard and Reserve, in-state rates for non-resident service members and their families, and "Spouse-to-Teacher" licensure provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, unemployment compensation, payday lending, and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56790

OSD 05153-06



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

APR 10 2006

The Honorable M. Jodi Rell
Governor of Connecticut
State Capitol
210 Capitol Avenue
Hartford, CT 06106

Dear Governor Rell,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting **military** members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Connecticut's in-state rates for non-resident service members and their families, strong consumer protection laws and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification and unemployment compensation for military spouses. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06

11-L-0559/OSD/56791



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

APR 10 2006

The Honorable Ruth Ann Minner
Governor of Delaware
Tatnall Building
William Penn Street, 2nd Fl.
Dover, DE 19901

Dear Governor Minner,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Delaware's tuition assistance for the Guard and Reserve and their families and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56792

OSD 05153-06



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

APR 10 2006

The Honorable Jeb Bush
Governor of Florida
The Capitol
400 South Monroe Street
Tallahassee, FL 32399

Dear Governor Bush,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Florida's solid commitment to the well-being of service members and their families provides an example of what state governments can help accomplish. Florida has resolved all of the issues on the attached list. It is clear we have established a solid working relationship, with military members and their families reaping the benefits.

Dr. David Chu, Under Secretary for Personnel and Readiness, is available to discuss any issues that you may have (b)(6) Mr. George Schaefer will serve as your staff's point of contact, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56793



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

APR 10 2006

The Honorable Sonny Perdue
Governor of Georgia
Georgia State Capitol
Atlanta, GA 30334

Dear Governor Perdue,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Georgia's in-state rates for non-resident service members and their families, "Spouse-to-Teacher" licensure, unemployment compensation support for military spouses, and strong consumer protection laws provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56794



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

APR 10 2006

The Honorable Felix Camacho
Governor of Guam
Executive Chamber
Post Office Box 2950
Hagatna, GU 96932

Dear Governor Camacho,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Guam's strong consumer protection statutes provide tangible manifestations of its commitment to service members. We hope to pursue other important issues, such as overseas voter assistance. The enclosure outlines our objectives.

Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this with you. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56795



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

APR 10 2006

The Honorable Linda Lingle
Governor of Hawaii
Executive Chambers
State Capitol
Honolulu, HI 96813

Dear Governor Lingle,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Hawaii's tuition assistance for the Guard and Reserve open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56796



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

APR 10 2006

The Honorable Rod Blagojevich
Governor of Illinois
State Capitol
207 Statehouse
Springfield, IL 62706

Dear Governor Blagojevich,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting *military* members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in **this** essential effort.

Policies like Illinois' tuition assistance for Guard and Reserve members, and in-state rates for non-resident service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



080 05153-06

11-L-0559/OSD/56797



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

APR 10 2006

The Honorable Mitch Daniels
Governor of Indiana
206 State House
Indianapolis, IN 46204

Dear ~~Governor Daniels,~~ *Mitche* Daniels,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Indiana's tuition assistance for Guard and Reserve members, unemployment compensation support for military spouses, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



080 051 53 - 06

11-L-0559/OSD/56798



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

APR 10 2006

The Honorable Thomas Vilsack
Governor of Iowa
State Capitol
Des Moines, IA 50319-0001

Dear Governor Vilsack.

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting **military** members and their families. I want to thank you for the opportunity to **share** the Department of Defense perspective on our joint role in this essential effort.

Policies like Iowa's tuition assistance for Guard and Reserve members, in-state rates for non-resident service members and their families, and commitment to the voting rights of military members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) **Mr.** George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD:05153-06

11-L-0559/OSD/56799



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

APR 10 2006

The Honorable Kathleen Sebelius
Governor of Kansas
State Capitol
2nd Floor
Topeka, KS 66612-1590

Dear Governor Sebelius,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in **this** essential effort.

Policies like Kansas' tuition assistance for Guard and Reserve members, in-state rates for non-resident service members and their families, and commitment to quality education for the children of military parents provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification, payday lending and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your *staff's* point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56800



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

APA 10 2006

The Honorable Ernie Fletcher
Governor of Kentucky
The Capitol Building
700 Capitol Avenue, Suite 100
Frankfort, KY 40601

Dear Governor Fletcher,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Kentucky's tuition assistance for Guard and Reserve members, in-state rates for non-resident Service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, payday lending and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56801



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

APR 10 2006

The Honorable Kathleen Blanco
Governor of Louisiana
Post Office Box 94004
Baton Rouge, LA 70804-9004

Dear Governor Blanco,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Louisiana's in-state rates for non-resident service members and their families, and "Spouse-to-Teacher" licensure provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, unemployment compensation for military spouses, payday lending and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56802



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

APR 10 2006

The Honorable John Baldacci
Governor of Maine
1 State House Station
Augusta, ME 04333

Dear Governor Baldacci,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Maine's in-state rates for non-resident service members and their families, commitment to quality education for the children of military parents, unemployment compensation support for military spouses, and strong consumer protection laws provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, teacher certification and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss **this** initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56803



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

The Honorable Robert Ehrlich
Governor of Maryland
State House
100 State Circle
Annapolis, MD 21401

Dear Governor Ehrlich,

Bob

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Maryland's in-state rates for non-resident service members and their families, commitment to quality education for the children of military parents, strong consumer protection laws, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification and unemployment compensation for military spouses. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56804



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

APR 10 2006

The Honorable Mitt Romney
Governor of Massachusetts
State House
Room 360
Boston, MA 02133

Dear Governor ~~Romney~~, *Mitt*

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Massachusetts' strong consumer protection statutes provide tangible manifestations of its commitment to military members' well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation for military spouses and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56805

OSD 05153-06



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

APR 10 2006

The Honorable Jennifer Granholm
Governor of Michigan
Post Office **Box 30013**
Lansing, **MI 48909**

Dear Governor Granholm,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

We would like to work with Michigan to enhance state support of Guard, Reserve, and active duty service members and their families. The enclosed list outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56806



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

APR 10 2006

The Honorable Tim Pawlenty
Governor of Minnesota
130 State Capitol
75 Rev. Dr. Martin Luther King, Jr. Boulevard
St. Paul, MN 55155

Dear Governor Pawlenty,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Minnesota's tuition assistance for Guard and Reserve members provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56807



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

APR 10 2006

The Honorable Haley Barbour
Governor of Mississippi
Post Office Box 139
Jackson, MS 39205

Dear Governor ~~Barbour~~, *Haley*

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

We would like to work with Mississippi to enhance state support of Guard, Reserve, and active duty service members and their families. The enclosed list outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56808



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

APR 10 2006

The Honorable Matt Blunt
Governor of Missouri
Missouri Capitol Building
Room 216
Jefferson City, MO 65101

Dear Governor Blunt,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

We would like to work with Missouri to enhance state support of Guard, Reserve, and active duty service members and their families. The enclosed list outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56809

05D 05153-06



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

APR 10 2006

The Honorable Brian Schweitzer
Governor of Montana
Post Office Box 0801
Helena, MT 59620

Dear Governor Schweitzer,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Montana's commitment to the voting rights of service members and their spouses provide a tangible manifestation of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD, 05153-06

11-L-0559/OSD/56810



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

APR 10 2006

The Honorable Dave Heineman
Governor of Nebraska
Post Office Box 94848
Lincoln, NE 68509-4848

Dear Governor Heineman,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Nebraska's commitment to quality education for the children of military parents and to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, teacher certification, unemployment compensation for military spouses and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56811



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

APR 10 2006

The Honorable Kenny Guinn
Governor of Nevada
State Capitol
101 North Carson Street
Carson City, NV 89701

Dear Governor Guinn,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Nevada's tuition assistance for Guard and Reserve members, in-state rates for non-resident service members and their families, and unemployment compensation support for military spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, payday lending and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56812



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

APR 10 2006

The Honorable John Lynch
Governor of New Hampshire
State House, Room 208
107 N. Main Street
Concord, NH 03301

Dear Governor Lynch,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like New Hampshire's support of nationally recognized teacher certifications provide a tangible manifestation of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, unemployment compensation, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure: - -
As stated



OSD 05153-06

11-L-0559/OSD/56813



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

APR 10 2006

The Honorable Jon Corzine
Governor of New Jersey
125 West State Street
Post Office Box 001
Trenton, NJ 08625

Dear Governor Corzine,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like New Jersey's in-state tuition rates for non-resident service members and their families, commitment to quality education for the children of military parents, and strong consumer protection laws provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification, unemployment compensation for military spouses and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56814



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

APR 10 2006

The Honorable Bill Richardson
Governor of New Mexico
State Capitol
Fourth Floor
Santa Fe, NM 87501

Dear Governor Richardson,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want **to** thank you for the opportunity **to share** the Department of Defense perspective on our joint role in this essential effort.

Policies like New Mexico's in-state rates for non-resident service members and their families, and unemployment compensation for military spouses provide tangible manifestations of the state's commitment **to** their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. **Dr.** David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss **this** initiative. He can be reached at (b)(6) **Mr.** George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56815



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

APR 10 2006

The Honorable George Pataki
Governor of New York
State Capitol
Albany, NY 12224

Dear Governor Pataki, *George*

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like New York's strong consumer protection statutes and additional protections for members of the Guard and Reserve provide tangible manifestations of the state's commitment to service members' well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation for military spouses and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56816



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

APR 10 2006

The Honorable Michael Easley
Governor of North Carolina
20301 Mail Service Center
Raleigh, NC 27699-0301

Dear Governor Easley,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like North Carolina's tuition assistance for Guard and Reserve members, in-state rates for non-resident service members and their families, unemployment compensation support for military spouses, and strong consumer protection statutes provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56817



SECRETARY OF DE
1000 DEFENSE PENTAG
ASHINGTON, DC 2030

APR 10 2006

The Honorable John Hoeven
Governor of North Dakota
State Capitol
600 East Boulevard Avenue
Department 101
Bismarck, ND 58505-0001

Dear Governor Hoeven,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like North Dakota's commitment to the voting rights of Service members and their spouses provide tangible manifestations of its commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56818

OSD 05153-06



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

APR 10 2006

The Honorable Bob Taft
Governor of Ohio
77 South High Street
30th Floor
Columbus, OH 43215-6117

Dear Governor Taft,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Ohio's tuition assistance for the Guard and Reserve and in-state rates for non-resident service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



OSD 05153-06

11-L-0559/OSD/56819



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

APR 10 2006

The Honorable Brad Henry
Governor of Oklahoma
State Capitol Building
Suite 212
Oklahoma City, OK 73105

Dear Governor Henry,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Oklahoma's tuition assistance for the Guard and Reserve and in-state rates for non-resident Service members and their families, unemployment compensation for military spouses, strong consumer protection statutes, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children and teacher certification. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56820

OSD 05153-06



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

APA 10 2006

The Honorable Ted Kulongoski
Governor of Oregon
900 Court Street **NE**
Room 160
Salem, OR 97301-4047

Dear Governor Kulongoski,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Oregon's tuition assistance for Guard and Reserve members, in-state rates for non-resident service members and their families, education support for military children, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: teacher certification, unemployment compensation for military spouses and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56821

OSD 05153-06



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

APA 10 2006

The Honorable Edward Rendell
Governor of Pennsylvania
Room 225
Main Capitol Building
Harrisburg, PA 17120

Dear Governor Rendell,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Pennsylvania's commitment to unemployment compensation support for military spouses, support of nationally recognized teacher certifications, and strong consumer protection statutes provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56822

OSD 05153-06



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

APR 10 2006

The Honorable Anibal Acevedo-Vila
Governor of Puerto Rico
La Fortaleza
Post Office Box 9020082
San Juan, PR 00902-0082

Dear Governor Acevedo-Vila,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Puerto Rico's strong consumer protection statutes provide tangible manifestations of its commitment to service members. We would like to pursue other important issues, such as overseas voter assistance. The enclosure outlines our objectives.

Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact, and can be reached at (b)(6) (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56823



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

APR 10 2006

The Honorable Don Carcieri
Governor of Rhode Island
State House
Providence, RI 02903-1196

Dear Governor Carcieri,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in **this** essential effort.

Policies like Rhode Island's tuition assistance for Guard and Reserve members, unemployment compensation support for military spouses, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56824



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

APR 10 2006

The Honorable Mark Sanford
Governor of South Carolina
Post Office Box 12267
Columbia, SC 29211

Dear Governor Sanford,

MANC

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like South Carolina's commitment to the voting rights of service members and their spouses provide tangible manifestations of its commitment to their well-being. We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56825

OSD 05153-06



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

APR 10 2006

The Honorable Mike Rounds
Governor of South Dakota
500 East Capitol Avenue
Pierre, SD 57501

Dear Governor Rounds,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

South Dakota's support of Guard and Reserve members and their families residing within the state is a tangible manifestation of its commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56826

OSD 05153-06



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

APR 10 2006

The Honorable Phil Bredesen
Governor of Tennessee
State Capitol
Nashville, TN 37243-0001

Dear Governor Bredesen,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting **military** members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Tennessee's tuition assistance for Guard and Reserve members and in-state rates for non-resident service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56827

OSD 05153-06



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

APR 10 2006

The Honorable Rick Perry
Governor of Texas
Post Office Box 12428
Austin, TX 78711

Dear Governor Perry,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Texas' tuition assistance for the Guard and Reserve, in-state rates for non-resident service members and their families, "Spouse-to-Teacher" licensure, unemployment compensation support for military spouses, and commitment to the voting rights of service members and their spouses provide tangible manifestations of Texas' commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56828



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

APR 10 2006

The Honorable Jon Huntsman
Governor of Utah
East Office Building, Suite E220
Post Office ~~Box~~ 142220
Salt Lake City, UT 84114-2220

Dear Governor Huntsman,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Utah's in-state rates for non-resident service members and their families, and support of nationally recognized teacher certifications provide tangible manifestations of the state's commitment to those in uniform.

We hope to pursue other important issues for service members and their families: education support for military children, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56829



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

APA I O 2006

The Honorable James H. Douglas
Governor of Vermont
109 State Street
Montpelier, VT 05609

Dear Governor Douglas,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Vermont's strong consumer protection statutes provide tangible manifestations of its commitment to service members' well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, teacher certification, unemployment compensation for military spouses and overseas voter assistance. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56830



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

APR 10 2006

The Honorable Charles Tumbull
Governor of the Virgin Islands
Government House, 21-22 Kongens Gade
Charlotte Amalie
St. Thomas, VI 00802

Dear Governor Tumbull,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like the Virgin Islands' strong consumer protection statutes provide tangible manifestations of their commitment to service members' well-being. We would like to pursue other issues of importance to service members and their families, such as overseas voter assistance. The enclosure outlines our objectives.

Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact, and can be reached at (b)(6) (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56831



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

APR 10 2006

The Honorable Tim Kaine
Governor of Virginia
State Capitol, 3rd Floor
Richmond, VA 23219

Dear Governor Kaine,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Virginia's "Spouse-to-Teacher" licensure and the voting rights of service members and their spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: in-state tuition, education support for military children, unemployment compensation for military spouses and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56832



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

APR 10 2006

The Honorable Christine Gregoire
Governor of Washington
Post Office **Box 40002**
Olympia, WA **98504-0002**

Dear Governor Gregoire,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Washington's in-state rates for non-resident service members and their families, and unemployment compensation support for **military** spouses provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, overseas voters assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely

Enclosure:
As stated



11-L-0559/OSD/56833

OSD 05153-06



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

APR 10 2006

The Honorable Joe Manchin III
Governor of West Virginia
State Capitol Complex
Charleston, WV 25305-0370

Dear Governor Manchin,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to *thank you* for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like West Virginia's tuition assistance for the Guard and Reserve, in-state rates for non-resident service members and their families, strong consumer protection laws, and commitment to the voting rights of service members and their spouses provide tangible manifestations of the state's concern for their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification and unemployment compensation for military spouses. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56834



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON DC 20301-1000

APR 10 2006

The Honorable Jim Doyle
Governor of Wisconsin
State Capitol
115 East State Capitol
Madison, WI 53702

Dear Governor Doyle,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Wisconsin's tuition assistance for Guard and Reserve members and in-state rates for non-resident Service members and their families open doors for those who may not otherwise afford higher education, and also provides tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56835



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

APR 10 2006

The Honorable Dave Freudenthal
Governor of Wyoming
State Capitol Building
Room 124
Cheyenne, WY 82002

Dear Governor Freudenthal,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in **this** essential effort.

Policies like Wyoming's tuition assistance for Guard and Reserve members and in-state rates for non-resident Service members and their families open doors for those who may not otherwise afford higher education, and also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, overseas voter assistance and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for **this** effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated



11-L-0559/OSD/56836

OSD 05153-06



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

APR 10 2006

The Honorable Bob Riley
Governor of Alabama
State Capitol
600 Dexter Avenue
Montgomery, AL 36130

Dear Governor Riley,

Our discussions at the National Governors Association's winter meeting demonstrated your deep appreciation for the role states play in supporting military members and their families. I want to thank you for the opportunity to share the Department of Defense perspective on our joint role in this essential effort.

Policies like Alabama's tuition assistance for the Guard and Reserve and in-state rates for non-resident service members and their families not only open doors for those who may not otherwise afford higher education, but also provide tangible manifestations of the state's commitment to their well-being.

We hope to pursue other important issues for service members and their families: education support for military children, teacher certification, unemployment compensation for military spouses, and payday lending. The enclosure outlines our objectives.

I would like to broaden our partnership by sending a representative to meet with you. Dr. David Chu, Under Secretary for Personnel and Readiness, is prepared to discuss this initiative. He can be reached at (b)(6) Mr. George Schaefer will serve as your staff's point of contact for this effort, and can be reached at (b)(6) or george.schaefer@osd.mil.

Thank you again for your continued support of military families.

Sincerely,

Enclosure:
As stated

OSD 05153-06



11-L-0559/OSD/56837



Key Issues - The Department of Defense/States Military Partnership

The Department of Defense is grateful for the support provided by Governors, and looks forward to working with them to support Service members and their families.

1. **Care of the Guard:** Issue: The commitment of Guard members and families to the security of the nation demands a reciprocal level of support for their needs. Outcome: Connecting DoD, federal agency, state government, community resources and employers into a multi-disciplinary team fills in the gaps and extends support opportunities.
2. **Assistance to Severely Injured Service Members:** Issue: They have made life-altering sacrifices and deserve the support of the nation. Outcome: Through DoD and Veteran Affairs, the severely injured and their families receive uninterrupted care from battlefield to hometowns, where the continued support of communities can build the bridges they need to start new productive lives.
3. **In-State Tuition:** Issue: Service members and their families pay out of state rates, often as much as four times the in-state rate, due to frequent moves. Outcome: Allow in-state tuition for Service members and families where assigned, and continue these rates for students following the reassignment and departure of their parents.
4. **Military Children During School Transitions and Deployments:** Issue: Mobile military lifestyle creates tough challenges for children, who attend as many as thirteen schools in 12 years, plus endure the anxiety of parental separation during deployments. Outcome: States and military leaders are reviewing military transition challenges and addressing solutions on the state, local, and school district levels for the best educational opportunities for military dependent children.
5. **Spouse Employment:** Issue: Frequent moves, exacerbated by licensing requirements and limited advancement, inhibit career aspirations of military spouses and limit two income opportunities for military families. Outcome: DoD has identified licensing barriers and policy recommendations for high demand careers and jobs (includes teaching, nursing, real estate), and is encouraging states to sponsor model programs targeting military spouses.
6. **Unemployment Compensation:** Issue: Many states view a spouse leaving a job due to military reassignment as "voluntary," not qualifying for unemployment compensation. Outcome: Granting eligibility provides a much-needed financial bridge for military families, when – unlike the private sector – a move is mandated by military orders.
7. **Payday Lending:** Issue: Payday lending practices can create a cycle of debt for unsuspecting Service members and their families. Outcome: Limit to double-digit annual interest rates, longer minimum payment periods and restrictions on rollovers and multiple loans can cut the cycle of debt.
8. **Voting:** Issue: Continued improvements connecting Service members and spouses with election officials are warranted. Outcome: Coordinated support through electronic means to decrease the time needed to request and submit an absentee ballot. (Contact: Scott Wiedmann at (b)(6) www.fvap.gov)
9. **Foreign Language Requirements:** Issue: Foreign languages are important to the Global War on Terrorism. Outcome: States join the Department of Defense as we frame a national language strategy to address language issues. (Contact: Holly Brown at (b)(6))
10. **Child Care Support for Guard and Reserve:** Issue: Activated members need support, but existing child care is offered on or near an installation. Outcome: DoD is committed to making affordable child care available within their communities, through referral and limited child care fee support.

Staff point of contact: George Schaefer (b)(6) georae.schaefer@osd.mil

www.USA4MilitaryFamilies.org

11-L-0559/OSD/56838

~~FOUO~~

March 20, 2006

TO: Gordon England

FROM: Donald Rumsfeld

D.A.

SUBJECT: Airlift and NATO

Jaap de **Hoop** Scheffertells me that you are working on something for NATO concerning airlift that should be solved before the Riga meeting. Please let me know what it is.

Thanks.

DHR:dh
032006-28

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

~~FOUO~~

11-L-0559/OSD/56839

OSD 05163-06

FOUO

March 13,2006

TO: Fran Harvey
CC: Gordon England
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Letter of Apology to the Tillman Family

Attached is an article from the *Arizona Republic* on Tillman. I would think you or Pete would want to call and/or write a letter of apology to the family, and have it published. This situation has been handled very poorly. It is not acceptable, and you may want to say that. If you agree, you will need to set about fixing the system or process that produced this most unfortunate situation.

Please report back to me on what action you decide to take.

Thanks.

Attach **3/9/06** Arizona Republic article by E.J. Montini "If Tillman Were Your Son, Would You "Let This Thing Go?"

DHR:ss
03130614

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

FOUO

OSD 05173-06

11-L-0559/OSD/56840

Arizona Republic (Phoenix)
March 9, 2006

If Tillman Were Your Son, Would You 'Let This Thing Go'?

By E.J. Montini

Earlier this week a guy left a question on my voice mail that I am not qualified to answer, so I contacted one of the few people who is: **Mary Tillman**, Pat's mother.

Each time there is a new development in the Tillman case I hear from people like the man who telephoned. He said, "I see that you idiots in the news are going to make a big deal over Tillman's death - again. Why don't you just let this thing go? Let the poor guy rest in peace."

It had been announced over the weekend that the Defense Department's inspector general had ordered the Army to open a criminal inquiry into the death of Cpl. Tillman.

Tillman was killed by friendly fire in Afghanistan in 2004. There have been several military investigations into his death. None has satisfied his family. To them, too many unanswered questions remain, not just about Tillman's death but the possible cover-up that followed. We know now that the Army at first kept the fact that Tillman was killed by friendly fire from his own brother, who was a part of the same unit. Then the Army kept the news from his family. Then it kept the news from all of us, including Tillman's nationally televised funeral, to go forward based on a lie.

Even after all of that, people say that we in the media should let it go. So I asked Mary Tillman what she thought.

"I really object to people who say things like that," she told me. "If it were their child, they would not let it go. At least I hope not. And the fact that the government and the military have used Pat ever since he died is really a tragedy. Every family deserves the right to get the truth. Pat, more than any other soldier, has been exploited. No other soldier has been used the way Pat has been used. He was a very honorable person. He was very humble. He had an opportunity to leave military for millions to play football. But he stayed. Pat has a right and we have the right to know the truth. If they are lying about Pat, then they are insulting the soldier."

We don't want to believe that such things happen, but they do.

Young people with a sense of honor and patriotism have lost their lives in service to their country only to have representatives of that country denigrate its ideals by misrepresenting what happened to them.

For example, there is the story of Lt. Kenneth Ballard of the San Francisco area. More than a year after he died, the military said he was killed during a vicious firefight with insurgents in Iraq, she learned that he died after the machine gun on his own tank misfired.

And there is the story of Spec. Jesse Buryj of Ohio, whose parents were told that he died in a car accident when in fact he was killed by friendly fire, perhaps by troops from one of our allies. News reports about those incidents describe how the families of both soldiers had difficulty in getting the truth from the military.

In Tillman's case, Mary said that the family has known for some time about the inspector general's

investigation. They were surprised when news leaked about the criminal probe

She said that the family was trying not to speak publicly about the case until it was concluded, but she felt compelled at least to comment on the latest news.

"For anybody who knows Pat this has been heartbreaking," she said. "He was an extremely honest person. I don't think the kid ever lied. He would have wanted all of the truth to come out. The bad and the good. He deserves that muck"

Until that happens, none of us should be willing to "just let this thing go."



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

2006-03-30 A1 2459

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Corporal Tillman Issues

- This responds to the Secretary of Defense's Snowflakes dated March 13, and 15, 2006.
- Since Corporal Tillman's death in April of 2004, there have been five separate investigations and multiple senior leader contacts made with the Tillman Family by the Army. In addition, Acting Secretary Les Brown sent a condolence/apology letter to Mrs. Mary Tillman in October of 2004. None of these investigations or communications has been successful in convincing the family that there was neither a conspiracy nor a cover up by the Army. If anything, their position, particularly that of Mr. Tillman, has hardened over time.
- Based on this history and the fact that there is an on-going investigation, the Army General Council advises that neither you nor I should make contact with the Tillman family at this time and wait for the completion of the on-going criminal investigation.
- To date, there have been three officers and four Soldiers punished for their actions in Corporal Tillman's death including a Major, a Captain, a First Lieutenant, and a Staff Sergeant.
- Based on the Tillman, as well as other cases, in which spouses and parents have criticized the Army's casualty affairs processes, we have implemented a number of new procedures including:
 - A battalion commander or designated field grade officer must approve the initial casualty report. Follow-up reports are now required to ensure updated information is available at higher headquarters to better manage both next of kin notification and the casualty assistance process.
 - A 15-6 Investigation is required for every death. A copy of the investigation report must be forwarded to the Casualty and Mortuary Affairs Office at the Army Human Resources Command.

11-L-0559/OSD/56843

OSD 05173-06

SUBJECT: Corporal Tillman Issues

- When the parents are the secondary next of kin, a separate Casualty Assistance Officer is assigned to them.
- An honor guard meets the Soldier's casket when it is coming off the plane at his or her home airport.
- I firmly believe that any apology at this time would likely add to the Tillman family's mistrust and pain. However, if any ongoing or subsequent investigations reveal that the previous investigations were erroneous, then an apology will be rendered immediately.

COORDINATION: NONE

Attachments:

As stated

Prepared by: LTC Douglas L. Flohr, (b)(6)

Tab A

~~FOUO~~

March 13, 2006

TO: Fran Harvey
CC: Gordon England
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Letter of Apology to the Tillman Family

Attached is ~~an~~ article from the *Arizona Republic* on Tillman. I would think you or Pete would want to call and/or write a letter of apology to the family, and have it published. This situation has been handled very poorly. It is not acceptable, and you may want to say that. If you agree, you will need to set about fixing the system or process that produced this most unfortunate situation.

Please report back to me on what action you decide to take.

Thanks.

Attach: 3/9/06 Arizona Republic article by E.J. Montini "If Tillman Were Your Son, Would You "Let This Thing Go?"

DHR.sg
031306-14

Please Respond By 03/30/06

~~FOUO~~

OSD 05173-06

11-L-0559/OSD/56846

Arizona Republic (Phoenix)
March 9, 2006

If Tillman Were Your Son, Would You 'Let This Thing Go'?

By E.J. Montini

Earlier this week a guy le&a question on my voice mail that I am not qualified to answer, so I contacted one of the few people who is: Mary Tillman, plat's mother.

Each time there is a new development in the Tillman case I hear from people like the man who telephoned. He said, "I see that you idiots in the news ne going to make a big deal over Tillman's death - again. Why don't you just let this thing go? Let the poor guy rest mpeace."

It had been announced over the weekend that the Defense Department's inspector general had Ordered the Army to open a criminal inquiry into the death of Cpl. Tillman.

Tillman was killed by friendly fire in Afghanistan in 2004. There have been several military investigations into his death. None has satisfied his family. TO them, too many unanswered questions remain, not just about Tillman's death but the possible cover-up that followed. We know now that the Army at first kept the fact that Tillman was killed by friendly fire from his own brother, who was a part of the same unit. Then the Army kept the news from his family. Then it kept the news from all of us, allowing Tillman's nationally televised funeral to go forward based on a lie.

Even after all of that, people say that we in the media should let it go. So I asked Mary Tillman what she thought.

"I really object to people who say things like that," she told me. "If it were their child, they would not let it go. At least I hope not. And the fact that the government and the military have used Pat ever since he died is really a tragedy. Every family deserves the right to get the truth. Pat, more than any other soldier, has been exploited. No other soldier has been used the way Pat has been used. He was a very honorable person. He was very humble. He had an opportunity to leave the military for millions to play football. But he stayed. Pat has a right and we have the right to know the truth. If they are lying about Pat, then they are lying about other soldiers."

We don't want to believe that such things happen, but they do.

Young people with a sense of honor and patriotism have lost their lives in service to their country only to have representatives of that country denigrate its ideals by misrepresenting what happened to them.

For example, there is the story of Lt. Kenneth Ballard of the San Francisco area. More than a year after his mother was told that her son was killed during a vicious firefight with insurgents in Iraq, she learned that he died after the machine gun on his own tank misfired.

And there is the story of Spec. Jesse Buryj of Ohio, whose parents were told that he died in a car accident when in fact he was killed by friendly fire, perhaps by troops from one of our allies. News reports about those incidents describe how the families of both soldiers had difficulty in getting the truth from the military.

In Tillman's case, Mary said that the family has known for some time about the inspector general's

investigation. They ~~were~~ surprised when news leaked about the criminal probe.

She said *that* the family was trying not to speak publicly about the case until it was concluded, but she felt compelled at least to comment on the latest news.

"For anybody who ~~knows~~ Pat this has been heartbreaking," she said. "He was an extremely honest person. I don't think the kid ever lied. He would have wanted all of the truth to come out. The bad and the good. He deserves that much."

Until that happens, more of us should be willing to "just let this thing go."

FOUO

MAR 15 2006

TO: Fran Harvey
FROM Donald Rumsfeld 
SUBJECT Response to Death of Corporal Tillman

Here is an article on the death of Corporal Tillman. How in the world can that be explained?

Attach. Bookman, Jay. "TillmanDeath: Army Still Trips Over Cover-Up,"
Atlanta Journal-Constitution, March 13, 2006, p. 11.

DHR.dh
031406-02

.....
Please Respond By March 23, 2006

FOUO

OSD 05174-06

11-I-0559/OSD/56849

Atlanta Journal-Constitution
March 13, 2006
Pg. 11

Tillman Death: Army Still Trips Over Cover-up

By Jay Bookman

The honor code is carved into stone at the U.S. Military Academy at West Point: "A cadet will not lie, cheat, steal, or tolerate those who do."

The words express the integrity expected of those who lead our men and women into battle, and they have a purpose: Officers who cannot be trusted have no place in positions of responsibility, not when the consequences of such a character flaw can be death, not when the American people put such confidence in those in uniform.

But somehow, it is hard to square that admirable code of honor with the Army's behavior in the Pat Tillman case. It is not merely individual officers -- from lowly captains to three-star generals -- who apparently failed to tell the truth about what happened to the former NFL star in the hills of Afghanistan. The deception is so broad that it implicates the Army as an institution.

Tillman's story is heartbreaking. After the attacks of Sept. 11, 2001, he rejected a \$3.6 million contract from the NFL's Arizona Cardinals to enlist, along with his brother, as an Army Ranger. And while his decision drew widespread media attention, Tillman refused all interview requests. To him, it wasn't about the spotlight, it was about doing his duty.

But on April 22, 2004, Tillman was killed while on patrol with his unit near the Pakistan border. Immediately, the Army put out the word that he had died heroically, protecting his fellow soldiers in a firefight.

A week later, Lt. Gen. John Abizaid, the head of U.S. Central Command, told the press that a day earlier he had discussed "that firefight where Pat Tillman lost his life" with Tillman's platoon leader.

On April 30, the Army posthumously awarded Tillman the Silver Star for bravery, stating that Tillman died in a heroic charge up an enemy-held hill. "Corporal Tillman put himself in the line of devastating enemy fire. . . While mortally wounded, his audacious leadership and courageous example under fire inspired his men to fight with great risk to their own personal safety, resulting in the enemy's withdrawal and his platoon's safe passage from the ambush kill zone."

The truth, though, was that Tillman had been killed by three bullets to the forehead fired by American soldiers in a friendly fire accident, and Army officials knew it immediately. Officers on the scene knew it, which may be why they ordered that Tillman's body armor and uniform be burned. Abizaid knew it when he made those comments to the press a week after Tillman's death. The officers who drafted the false Silver Star citation knew it, too.

The truth, or at least some version of it, finally began to emerge on May 28, 2004. It's unlikely the concession came voluntarily, given the elaborate lies the Army had spread earlier. Army officials probably realized that the jig was up, that too many people knew the facts. Tillman's brother, for example, had been nearby when Tillman died, although he, too, had been lied to about what happened.

Eventually, seven soldiers in Tillman's unit were mildly punished for their role in **his** death. No one has been punished for lying to the American people. But last week, the Army inspector general recommended the launching of a fourth investigation into the tragedy. The goal is to explore possible charges of **gross** negligence leading to Tillman's death, and to determine how the public was **so** misled.

Mistakes made in the heat of battle, out in the field, **are** a **serious** thing. But they are also part of war. Calculated lies by military bureaucrats, aimed at the American public, are something else entirely.

And unfortunately, the **Tillman** case is just one of several cases raising **questions** about the credibility of senior military officials.

For example, Maj. Gen. Geoffrey Miller, the former **commander** at the Guantanamo Bay prison camp, **has** repeatedly denied that he exported Guantanamo-style torture to Abu Ghraib prison in Iraq. But now that two enlisted men **at** that facility are being tried for prisoner abuse, Miller refuses to repeat that claim **under** oath, citing **his** right not to incriminate himself.

In a related case, Lt. Gen. Ricardo Sanchez denied to Congress that he had authorized abusive interrogation techniques at Abu Ghraib. But later, a document surfaced **signed** by Sanchez directly contradicting that testimony.

In both cases, deception by general officers may be leaving their subordinates unfairly exposed to prosecution. That's a far more serious breach of military honor than the Tillman **affair**, a breach that strikes **at** the foundation of military discipline.

Jay Bookman is the deputy editorial page editor. His column appears Mondays and Thursdays.

~~FOUO~~

February 21, 2006

TO: Gordon England
FROM: Donald Rumsfeld
SUBJECT: Investigation re: Edwards AFB Test Pilot School

Attached is a note from Dr. Beth Chamberlain. I have no knowledge of any of it, nor do I know any of the people.

Please undertake the appropriate investigation and get back to me.

Thanks.

Attach. 2/3/06 Chamberlain ltr to SD

DHR.dh
022106-31

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

211

21 Feb 06

3 Mar 06

~~FOUO~~

OSD 05252-06

11-L-0559/OSD/56852

Dr. Beth Chamberlain

(b)(6)



Feb 3, 2006

(P)

Secretary Rumsfeld,

As a former Navy Pilot and now Secretary of Defense you may want your I.C. have a look into an incident at the USAF's Test Pilot School at Edwards AFB.

Apparently a Navy LT. was not allowed to graduate because of words between the pilot and a civilian employee of the "O" Club the night before.

Has P.C. gone too far? This event could have been noted in the LT's Fitness Report rather than destroying his career!

Warm Regards,
Beth

211

3Mar06

OSD 05252-06

3181
0455

INFO MEMO

March 24, 2006

To: SECDEF

Fr: Gordon England

Subj: Investigation re Edwards AFB Test Pilot School

Don,

You asked me to look into the note from Dr. Beth Chamberlain on the expulsion of the USN lieutenant from the USAF test pilot school.

The Air Force Inspector General conducted a report of inquiry that fully justifies the expulsion of the lieutenant based on a well documented series of incidents and misconduct. Based on the USAF IG report, I have asked the Navy to determine if further action is warranted. A copy of my response to Dr. Chamberlain is attached.



Enc.

211

24 Mar 06

334-06

OSD 05252-06

11-L-0559/OSD/56854



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

March 27, 2006

Dr. Beth Chamberlain

(b)(6)

Dear Dr. Chamberlain,

Secretary Rumsfeld has asked that I respond to your note of February 3 to him concerning a Navy lieutenant's disenrollment from the USAF Test Pilot School. As you suggested, the Air Force Inspector General's Office did conduct a detailed inquiry into the disenrollment action. Based on the Inspector General's findings and my own personal review of the facts as determined by the Inspector General, I must defer to the Commandant's decision to remove the lieutenant from the program.

Kindly note that the Department is obligated to comply with the Privacy Act. For this reason, any documentation regarding this investigation is not releasable to protect the privacy rights of subjects and witnesses.

Thank you again for your letter of concern, and I appreciate the opportunity to respond fully to you on this subject.

211

27mar06

3mar06

OSD 05252-06

~~FOUO~~

FEB 15 2006
I-04/002058
ES-5243

TO: Erio Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: MOD Visits to DC

NOI 117

I have not done a good job of thinking about who I would like to invite to Washington, D.C. in terms of Ministers of Defense from around the world.

Please put together a list of those who have visited here and those who I have visited in their country or elsewhere. Then come up with a list of those we might want to invite.

It takes a lot less time for them to come to D.C., than for me to go to them.

Thanks.

DRS
021366-15 (75) 004

.....
Please respond by March 14, 2006

15 FOL 02

~~FOUO~~

OSD 05256-06

~~FOUO~~

1:59 February 06, 2006

TO: David Chu
CC: Gen Pete Pace
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Sensitivity Training

If you think of what happened with the lie about the Koran causing riots in Pakistan -- including deaths, and what is now happening as a result of the Prophet Mohammed cartoons causing riots in Lebanon and elsewhere, I wonder if there ought to be some special program for the military where our folks are taught about the damage that can be done -- including lives lost, if something like that triggers riots.

There is a good deal of training about sexual assault, violence, etc., but I don't know how much training there is on this subject. Please look into it and let me know.

Thanks.

DHR:as
020606-09

.....
Please Respond By 03/07/06

~~FOUO~~

OSD 05272-06

11-L-0559/OSD/56857



PERSONNEL AND
READINESS

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

1:59



INFO MEMO

March 31, 2006 – 12:00 A.M.

FOR: SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, USD (P&R) *David S. C. Chu 3/31/06*

SUBJECT: Cultural Sensitivity Training – SNOWFLAKE (Attached)

- Each Military Service is embedding cultural sensitivity training in the range of training activities it conducts (on-line web based courses, formal classroom instruction, pre-deployment seminars, and theater of operations briefings). Even the Defense Equal Opportunity Management Institute now includes cultural sensitivity training in its curriculum.
- There is wide variance in approach and extent across the Services. We will incorporate metrics to track cultural training in our quarterly Status of Forces review, in which we evaluate the performance of personnel programs with the Military Departments. This will also give us the opportunity to exchange views on best practices.
- The Quadrennial Defense Review mandates that cultural training be included in the war colleges' curricula. This is beginning, and we will likewise track it.

Attachment:

As stated

Prepared by: Clarence A. Johnson, Principal Director, OUSD (EO)



11-L-0559/OSD/56858

OSD 05272-06

~~FOUO~~

1:57 February 06, 2006

TO: David Chu
CC: Gen Pete Pace
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Sensitivity Training

If you think of what happened with the lie about the Koran causing riots in Pakistan -- including deaths, and what is now happening as a result of the Prophet Mohammed cartoons causing riots in Lebanon and elsewhere, I wonder if there ought to be some special program for the military where our folks are taught about the damage that can be done -- including lives lost, if something like that triggers riots.

There is a good deal of training about sexual assault, violence, etc., but I don't know how much training there is on this subject. Please look into it and let me **know**.

Thanks.

DHR_{as}
020606-09

Please Respond By 03/07/06

~~FOUO~~

OSD 05272-06

11-L-0559/OSD/56859

TAB A

~~FOUO~~

April 05, 2006

TO: Fran Harvey
CC: Brad Berkson
FROM: Donald Rumsfeld *DR*
SUBJECT: Better Granularity on Berkson Memo

Attached is the Berkson memo I mentioned to you in this morning's Round Table. Please work with Brad or whomever you have to to give me better granularity on this. I would like to see the numbers that went to Iraq or Afghanistan -- percentage-wise, as opposed to GWOT. GWOT could be anywhere in the world, including Kuwait. I am interested in those two countries.

If you can give me anything that looks reasonable on the subject of voluntary and involuntary, I would like to see that too.

Thanks.

Attach: 3/30/06 DIR (PA&E) memo to SecDef

DHR:sa
040506-09

.....
Please Respond By April 27, 2006

~~FOUO~~



5/8/2006 10:24:32 AM

11-L-0559/OSD/56860



PROGRAM ANALYSIS
AND EVALUATION

OFFICE OF THE SECRETARY OF DEFENSE
1500 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1500



MAR 30 2006

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Brad Berkson, Director, PA&E *BB*

303

SUBJECT: GWOT

You asked what percentage of Army personnel have been deployed to GWOT. We found the following:

- Of the active-duty Army personnel in place at the end of September 2000 who were still in the **Army** at the end of 2005, **67%** have had at least one GWOT deployment.
- **43%** of the equivalent cohort of Army Reserve personnel has been deployed.
- **48%** of the equivalent cohort of Army National Guard personnel has been deployed.
- At a **unit** level, virtually all Army active-duty and National Guard combat brigades have been partially or fully deployed at least once in support of GWOT.

I am available to review these results in more detail at your request.

COORDINATIONS: None

cc:
DepSecDef
Chairman, JCS
USD(P&R)

Prepared by: Brad Berkson, (b)(6)



OSD 05275-06



PROGRAM ANALYSIS
AND EVALUATION

OFFICE OF THE SECRETARY OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, D.C 20301-1800



MAR 30 2006

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Brad Berkson, Director, PA&E

BB

003

SUBJECT: GWOT

You asked what percentage of Army personnel have been deployed to GWOT. We found the following:

- Of the active-duty Army personnel in place at the end of September 2000 who were still in the Army at the end of 2005, 67% have had at least one GWOT deployment.
- 43% of the equivalent cohort of Army Reserve personnel has been deployed.
- 48% of the equivalent cohort of Army National Guard personnel has been deployed.
- At a unit level, virtually all Army active-duty and National Guard combat brigades have been partially or fully deployed at least once in support of GWOT.

I am available to review these results in more detail at your request.

COORDINATIONS: None

cc:
DepSecDef
Chairman, JCS
USD(P&R)

Prepared by: Brad Berkson, (b)(6)



11-L-0559/OSD/56862

OSD 05275-06



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

15-05-2006 10:53

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey

SUBJECT: Army Deployments in Support of GWOT Operations

- This responds to Secretary of Defense's Snowflake dated April 05, 2006, Subject: Better Granularity on Berkson Memo (Tab A).
- Brad Berkson's memorandum was based on an OSD PA&E study on the turnover of Army personnel by examining the number of Soldiers in the FY00 cohort that are still in the service as of 30 September 2005. By definition, the FY00 cohort consists of all Soldiers on duty as of 30 September 2000. The percentage of Soldiers from this FY00 cohort remaining in the Army is Active 48%, ARNG 47% and USAR 43%. The deployment percentages for these remaining Soldiers for each component in Brad's memo (67% for the Active Component, 43% for the Reserves and 48% for the Guard) are accurate, but his memo does not provide any specificity or an analysis of other fiscal year cohorts.
- As of December 31, 2005, 34.8% (348,800 of 1,003,539) of the Soldiers currently in the Army have served in the OIF theater of operations (AC 40.9%, 197,252 of 482,143; ARNG 29.2%, 97,744 of 334,645; and USAR 28.8%, 53,804 of 186,751). We are unable to provide more specific granularity to separate out those who went to Iraq versus Kuwait because the hostile fire database tracks participation by theater, not by country served, and because Soldiers enter Iraq through Kuwait. Therefore, the initial data entry for hostile fire pay lists Kuwait rather than Iraq.
- As of December 31, 2005, 5.0% (50,815 of 1,003,539) of the Soldiers currently in the Army have served in the OEF theater of operations (AC 6.9%, 33,208 of 482,143; ARNG 3.7%, 12,471 of 334,645; and USAR 2.8%, 5,136 of 186,751).
- When all mobilizations are included, 53% (177,361 of 334,645) of Army National Guard Soldiers and 48% (89,640 of 186,751) of US Army Reserve Soldiers currently in uniform have been or are activated for a GWOT deployment since 9/11. The percentage rises to over 63% and 52% respectively, if the 54,700 ARNG Soldiers and 15,031 USAR Soldiers who are non-deployable at this time are factored out of the assigned strength as "not available to deploy." The "not available to deploy" status consists of a number of categories, including medical/dental issues, training shortcomings and administrative issues.

OSD 05275-06



5/8/2006 10:24:56 AM

11-L-0559/OSD/56863

SUBJECT: Army Deployments

- There is no clear record of how many of the Reserve Component Soldiers were voluntary versus involuntary mobilized for a duration of eighteen months or less. However, Soldiers who are mobilized beyond 18 months of Active Duty, or for a second mobilization, must volunteer (consent to mobilization). Therefore, all Reserve Component Soldiers who are mobilized beyond 18 months of Active Duty (and are paid from GWOT Supplemental appropriations) are volunteers.
 - o Cumulatively 47,443 (**ARNG** 31,671, USAR 15,772) Soldiers have volunteered for service in support of the GWOT. 4,663 Soldiers have volunteered for involuntary orders in the last six months
 - o There are 502 IRR Soldiers currently serving on voluntary active duty or awaiting to report.
- Additional Information:
 - o Over 78,671 current Active Component Soldiers have served **2** or more tours and on the average 40% of the Soldiers in the active duty BCTs that have returned to either Iraq or Afghanistan have gone for the second time.
 - o All AC BCTs, except the BCT in Korea and a new BCT that has just been activated at Fort Riley, have served in either Iraq or Afghanistan, or are slated to go in rotation 07-09. Every ARNG Maneuver Brigade (34 in total) has either been mobilized or contributed significantly (structure/ personnel) to GWOT requirements. To field a Reserve Component unit we must form them from across the force rather than as organized **due** to previous mobilizations.

COORDINATION: NONE

Prepared by: LTC John S. Kem, (b)(6)

TAB A

~~FOUO~~

April 05, 2006

TO: Fran Harvey
CC: Brad Berkson
FROM: Donald Rumsfeld *DR*
SUBJECT: Better Granularity on Berkson Memo

Attached is the Berkson memo I mentioned to you in this morning's Round Table. Please work with Brad or whomever you have to to give me better granularity on this. I would like to see the numbers that went to Iraq or Afghanistan -- percentage-wise, as opposed to GWOT. GWOT could be anywhere in the world, including Kuwait. I am interested in those two countries.

If you can give me anything that looks reasonable on the subject of voluntary and involuntary, I would like to see that too.

Thanks.

Attach: 3/30/06 DIR (PA&E) memo to SecDef

DHR:ca
040506-08

.....

Please Respond By April 27, 2006

~~FOUO~~



5/8/2006 10:24 51 AM



PROGRAM ANALYSIS
AND EVALUATION

OFFICE OF THE SECRETARY OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1800



MAR 30 2006

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Brad Berkson, Director, PA&E *BB*

3
03

SUBJECT: GWOT

You asked what percentage of Army personnel have been deployed to GWOT. We found the following:

- Of the active-duty Army personnel in place at the end of September 2000 who were still in the Army at the end of 2005, 67% have had at least **one** GWOT deployment.
- 43% of the equivalent cohort of Army Reserve personnel has been deployed.
- 48% of the equivalent cohort of Army National Guard personnel has been deployed.
- At a unit level, virtually all Army active-duty and National Guard combat brigades have been partially or fully deployed at least once **in** support of GWOT.

I am available to review these results in more detail at your request.

COORDINATIONS: None

cc:
DepSecDef
Chairman, JCS
USD(P&R)

Prepared by: Brad Berkson (b)(6)



OSD 05275-06

FOUO

FEB 24 2006

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Security Structure for the Persian Gulf

I-06/002369
ES-5262

Attached is a memo written by Ambassador Robert Hunter of RAND that was passed to Larry Di Rita after the security meetings in Munich.

I have not read it and have no opinion of the proposal. Please let me know what you think.

Thanks.

Attach. 2/15/06 Amb. Hunter memo to SD re: Security Structure for the Persian Gulf

DHR:ds
022300-08

.....
Please Respond By 03/23/06

~~FOUO~~

OSD 05276-06

24-02-06 12:51 PM

11 L 0559/OSD/56867

February 15, 2006

Memorandum for the Secretary of Defense

From: Ambassador Robert Hunter
Subject: Security Structure for the Persian Gulf

This is a proposal for a 6-month, \$500,000 RAND project to devise a long-term security structure for the Persian Gulf and beyond.

The United States is deeply engaged in Afghanistan and Iraq; it is locked in confrontation with Iran; and it is clearly committed for the foreseeable future to providing security in the Persian Gulf region and beyond. But we have so far not defined our long-term goals for the region, beyond the generalized concepts of "stability," "democracy," "nation building," and "defeating terrorism." At no other point in our modern history have we gotten this far into operations without *developing* and presenting publicly a clear concept of outcomes that will meet our long-term interests and requirements. Even with victory in Iraq, pacification of Afghanistan, nuclear **disarming** of Iran, and **marginalizing** of terrorists, we have not determined "what next?" in terms of the security of the region.

Current US involvements in the region reflect the implicit premise that we will be directly responsible for its security - militarily and otherwise - for the indefinite future, at high cost in resources, political attention, and foregone opportunities elsewhere.

There is a potential long-term alternative that could meet our needs and protect our interests, while also preserving US leadership and the lion's share of influence and control: to create a regional security structure that does not depend on an open-ended US military presence and our total dominance of the strategic landscape.

This regional security structure would need the following elements, among others:

- Potential involvement of all regional countries, provided they accept common security criteria (in time this would include Israel and Palestine);
- Reciprocal security commitments by regional states;
- US leadership in creation of the regional security structure, with formal commitments to its success, including security guarantees and military deployments (as much as possible "over the horizon");
- Engagement of other Western countries with their own security commitments and economic relationships, as well as some role for Russia;
- Armaments limitations for regional countries, including fully-inspected abstinence from weapons of mass destruction;
- Political mechanisms, including for dispute resolution;
- Conventional weapons management; and
- Linkages to political, economic, and social development, as well as regional resource management (hydrocarbons).

Proposing a well thought-out security system would have several benefits – even if its realization would take years or even decades:

- Provide a vision for the future -- a "big idea" -- to which current policies and tactics can be related;
- Indicate that the US is not seeking to "dominate" the region for the indefinite future;
- Set a standard for behavior of regional nations;
- Place requirements on allies (and gain political support from them);
- Tell the American people that our regional engagement can be reduced;
- Provide a security companion to the US democratization strategy;
- Show leadership (domestic and international);
- Link to past US initiatives at critical moments of history (Bretton Woods, United Nations, Marshall Plan, NATO, OECD);
- Foster bipartisanship.

Some fledgling mechanisms already exist, including NATO's Istanbul Cooperation Initiative and the EU's Barcelona Process; and there are models for security-related CBM mechanisms and transformation -- e.g., OSCE and Partnership for Peace. Experience (positive and negative) with NATO, SEATO, and CENTO can be drawn upon.

But there is no exact precedent or model for the security structure that would be needed for the Persian Gulf (and surrounding) region. This will require analysis of goals, criteria, conditions, methodologies, costs, commitments, and alternative approaches.

I propose that OSD commission the RAND Corporation to undertake a 6-month project to devise the basic framework for a workable regional security system (with alternatives and strategies) for the Persian Gulf and beyond. I estimate the cost to be \$500,000.

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

20060331 01 2:15

DSD
USDP ~~23~~MAR 31 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of State, ISA

SUBJECT: Security Structure for the Persian Gulf (signed) 2/24/06

- You asked for our thoughts on AMB Robert Hunter's RAND proposal for a study on the Security Structure of the Persian Gulf.
- Some of his ideas include:
 - A regional security structure that does not depend on a US military presence and our total dominance of the strategic landscape.
 - Reciprocal security commitments by regional states, bolstered by security commitments from other Western countries, and a role for Russia.
 - Armaments limitations, WMD abstinence, and conventional weapons management.
 - Linkages to political, economic, and social development, and regional resource management (hydrocarbons).
- The proposal may be too theoretical. It addresses a regional situation after resolution in Iraq, Afghanistan, Iran, and the war on terrorism.
 - There are too many unknowns in between.
- In addition, there is already a lot of thinking inside and outside the USG on the issues that AMB Hunter wants to address. For example:
 - RADM Moeller, Phil Zelikow, and State Assistant Secretary for Near East Affairs David Welch are conducting a series of meetings in the Gulf to discuss regional security.
 - The Stanley Foundation recently completed a study on "Forging a New Security Order for the Persian Gulf."



~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56870

OSD 05276-06

- In view of the ongoing efforts, and the hypothetical nature of AMB Hunter's proposal, I do not think that \$500K would be a wise or necessary investment.
 - I agree with AMB Hunter that as the situation in the region develops, we may want to develop new strategic policies.
 - A USG interagency process is the best mechanism to do this.

Prepared by Matthew Axelrod, OSD/ISA/NESA, (b)(6)

Coordination Page:

Mr. Barry Pavel, **DASD**, Strategy _____ ^{3/30/06}

Brig Gen Paula Thornhill, Principal Director, **NESA** _____ ^{3/30/06}

Ms. Mary Beth Long, **PDASD**, **ISA** _____

~~FOUO~~

~~FOUO~~ 24m

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT Security Structure for the Persian Gulf

I-06/002369
ES-5262

Attached is a memo written by Ambassador Robert Hunter of RAND that was passed to Larry Di Rita after the security meetings in Munich.

I have not read it and have no opinion of the proposal. Please let me know what you think.

Thanks.

Attach. 2/15/06 Amb. Hunter memo to SD re: Security Structure for the Persian Gulf

DHR:dh
022306-08

.....
Please Respond By 03/23/06

~~FOUO~~

24-02-06 16:58 10

11-L-0559/OSD/56873

February IS, 2006

Memorandum for the Secretary of Defense

From: Ambassador Robert Hunter
Subject: Security Structure for the Persian Gulf

This is a proposal for a 6-month, \$500,000 RAND Project to devise a long-term security structure for the Persian Gulf and beyond.

The United States is deeply engaged in Afghanistan and Iraq; it is locked in confrontation with Iran; and it is clearly committed for the foreseeable future to providing security in the Persian Gulf region and beyond. But we have so far not defined our long-term goals for the region, beyond the generalized concepts of "stability," "democracy," "W o n building," and "defeating terrorism." At no other point in our modern history have we gotten this far into operations without developing and presenting publicly a clear concept of outcomes that will meet OW long-term interests and requirements. Even with victory in Iraq, pacification of Afghanistan, nuclear disarming of Iran, and marginalizing of terrorists, we have not determined "what next?" in terms of the security of the region.

Current US involvements in the region reflect the implicit premise that we will be directly responsible for its security - militarily and otherwise - for the indefinite future, at high cost in resources, political attention, and foregone opportunities elsewhere.

There is a potential long-term alternative that could meet OW needs and protect our interests, while also preserving US leadership and the lion's share of influence and control: to create a regional security structure that does not depend on an open-ended US military presence, and our total dominance of the strategic landscape.

This regional Security structure would need the following elements, among others:

- o Potential involvement of all regional countries, provided they accept common security criteria (in time this would include Israel and Palestine);
- Reciprocal security commitments by regional states;
- o US leadership in creation of the regional security structure, with formal commitments to its success, including security guarantees and military deployments (as much as possible "over the horizon");
- Engagement of other Western countries with their own security commitments and economic relationships, as well as some role for Russia;
- Arms and limitations for regional countries, including Illy-inspected abstinence from weapons of mass destruction;
- Political mechanisms, including for dispute resolution;
- Conventional weapons management; and
- o Linkages to political, economic, and social development, as well as regional resource management (hydrocarbons).

Proposing a well thought-out *security system* would have several benefits -- even if its realization would take years or even decades:

- Provide a vision for the future -- a "big idea" -- to which current policies and tactics can be related;
- Indicate that the US is not seeking to "dominate" the region for the indefinite future;
- Set a standard for behavior of regional nations;
- Place requirements on allies (and gain political support from them);
- Tell the American people that *our* regional engagement can be reduced;
- Provide a security companion to the US democratization strategy;
- Show leadership (domestic and international);
- Link to past US initiatives at critical moments of history (Bretton Woods, United Nations, Marshall Plan, NATO, OECD);
- Foster bipartisanship.

Some fledgling mechanisms already exist, including NATO's Istanbul Cooperation Initiative and the EU's Barcelona Process; and there are models for security-related CRM mechanisms and transformation -- e.g., OSCE and Partnership for Peace. Experience (positive and negative) with NATO, SEATO, and CENTO can be drawn upon.

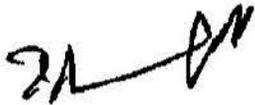
But there is no *exact* precedent or model for the security structure that would be needed for the Persian Gulf (and surrounding) region. This will require analysis of goals, criteria, conditions, methodologies, costs, commitments, and alternative approaches.

I propose that OSD commission the RAND Corporation to undertake a 6-month project to devise the basic framework for a workable regional security system (with alternatives and strategies) for the Persian Gulf and beyond. I estimate the cost to be \$500,000.

~~FOUO~~

JAN 03 2006

TO Gordon England
Eric Edelman
Tina Jonas
David Chu
Ken Krieg
Steve Cambone
Fran Harvey
Don winter
Mike Wynne
GEN Pete Schoomaker
Gen Buzz Moseley
ADM Mike Mullen
Gen Mike Hagee

FROM: Donald Rumsfeld 

SUBJECT Comparison of Defense Expenditures

Attached is a comparison of US defense expenditures to the defense expenditures of other countries. It is instructive.

Apparently, the US spends more per year than the next 15 countries combined. It is useful to keep this in mind.

Attach.

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

DHR:dh
122905-21 (78).doc

~~FOUO~~

KS/BMF
3 Jan 06



THE VICECHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9899

THE
DEFENSE
2005 NOV 18 PM 5:39
all
1/29

21 November 2005

MEMORANDUM FOR THE SECRETARY OF DEFENSE

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

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

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

Very respectfully,

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

Analytic

Attachments:

1. Defense Expenditures, Top 50 Countries, 2004.
2. Defense Expenditures as a Percent of GDP, Top 50 Countries, 2004.

Copy to: CJCS

OSD 22784-05

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

United States	1	455,808	3.8%
China (PRC)	2	62,539	3.7%
Russia	3	61,900	4.3%
France	4	51,698	2.5%
United Kingdom	5	49,618	2.3%
Japan	6	45,151	1.0%
Germany	7	37,790	1.4%
Italy	8	30,537	1.8%
Saudi Arabia	9	20,910	8.8%
India	10	19,647	3.0%
South Korea	11	16,398	2.4%
Australia	12	14,310	2.3%
Spain	13	12,588	1.2%
Canada	14	11,418	1.1%
Turkey	15	10,116	3.3%
Israel	16	9,882	8.2%
Netherlands	17	9,607	1.6%
Brazil	18	9,232	1.5%
Indonesia	19	7,553	2.9%
Taiwan	20	7,519	2.4%
Myanmar	21	6,230	9.0%
Ukraine	22	6,000	1.9%
Greece	23	5,866	2.8%
North Korea	24	5,500	25.0%
Sweden	25	5,307	1.5%
Singapore	26	5,042	4.7%
Poland	27	4,905	1.9%
Norway	28	4,431	1.8%
Belgium	29	4,361	1.2%
Iran	30	4,102	2.7%
Kuwait	31	3,996	7.8%
Switzerland	32	3,952	1.0%
Colombia	33	3,900	4.0%
Denmark	34	3,558	1.4%
Egypt	35	3,536	4.6%
Pakistan	36	3,337	3.5%
Vietnam	37	3,177	6.9%
South Africa	38	3,176	1.4%
Chile	39	3,159	3.6%
Algeria	40	2,844	3.6%
Portugal	41	2,530	1.6%
Mexico	42	2,771	0.4%
Malaysia	43	2,741	2.3%
Belarus	44	2,700	3.9%
UAE	45	2,588	2.8%
Oman	46	2,563	10.0%
Finland	47	2,483	1.3%
Uzbekistan	48	2,400	4.9%
Austria	49	2,222	0.6%
Qatar	50	2,060	7.2%

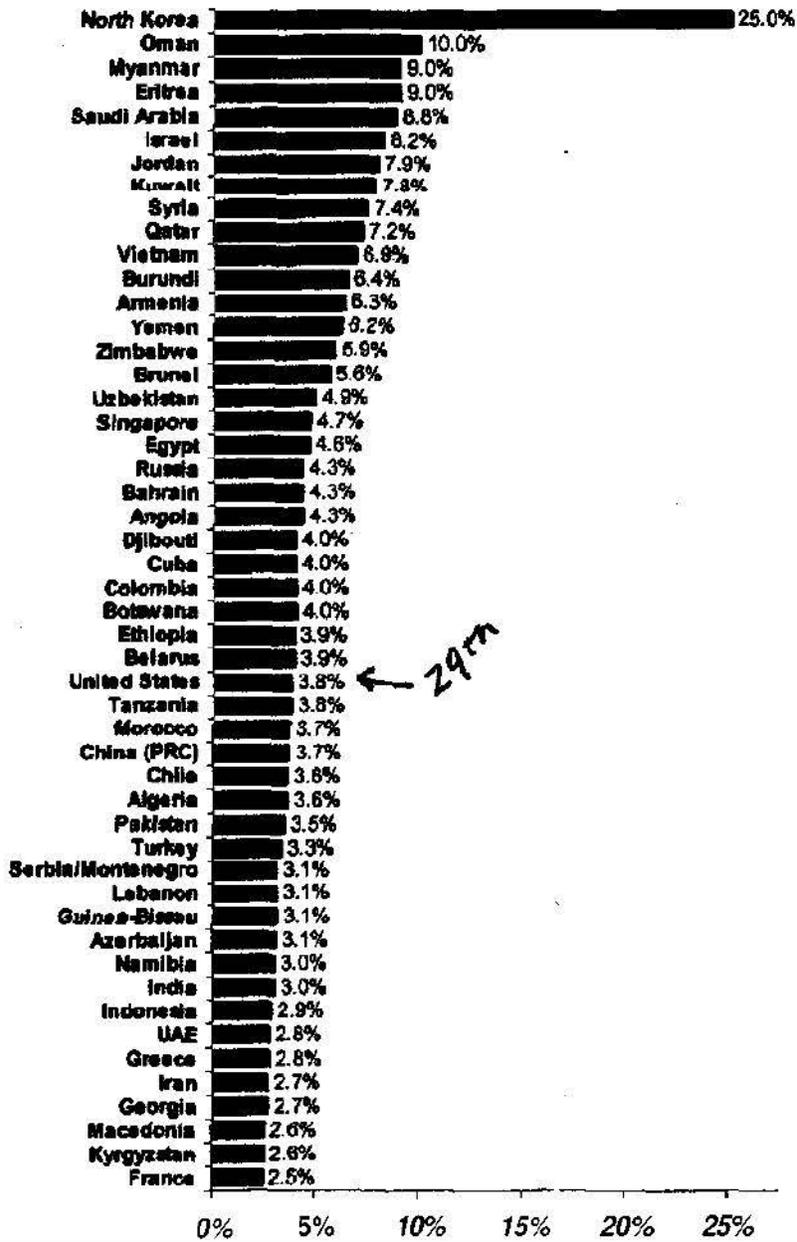
Attachment 1

Defense Expenditures as a % of GDP

Top 50 Countries, 2004

Source: ISS, "The Military Balance, 2005-2006"

Dark Blue = Countries also in Top 20 by Absolute Spending



Attachment 2

FOUO



December 12, 2005

TO: Eric Edelman
CC: Steve Bucci
(b)(6)
FROM: Donald Rumsfeld
SUBJECT: Update on Panama

D.R.

Panama

Please give me an update as to where we stand with Panama. I am concerned about the intelligence progress.

Thanks.

DHR:ss
121205-11

.....
Please Respond By 01/04/06

Sir,
Response attached.
✓N,
LTG/leaves
20 Dec 05

12/29

12 Dec 05

FOUO

11-L-0559/OSD/56880

~~FOUO~~



December 28, 2005

TO: Steve Cambone
FROM: Donald Rumsfeld *DR*
SUBJECT: Release of Unclassified "Iraqi Perspectives Project"

Please take a look at this note from Newt Gingrich on this project you're working on and tell me what you think

Thanks.

Attach.
12/26/05 Gingrich e-mails to SD re: Iraqi Perspectives Project

DHR:dh
122805-02 (TS).doc

.....
Please respond by January 12, 2006

~~FOUO~~

B-19-2

UVAJ

28 Dec 05

(b)(6)

ADM
12/27

From: (b)(6)
Sent: Tuesday, December 27, 2005 1:20 PM
To: (b)(6)
Subject: FW: declassifying saddam files-newt

Newt's response to ADM G's email...

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

From: Thirdwave2 [mailto:thirdwave2@speakinginrich.com]
Sent: Monday, December 26, 2005 7:28 PM
To: Giambastiani, EP, ADM, VCJCS; (b)(6)
Cc: Stavridis, James, VADM, OSD; Pace, Peter, Gen, JCS, CJCS; England, Gordon, CIV, OSD
Subject: RE: declassifying saddam files-newt

Newt

Declassifying the Iraqi Perspectives Project ought to include a significant news effort, it is a real achievement
It could be the prelude to the declassification and publishing on the internet of all the files now stored in Kuwait
newt

From: Giambastiani, EP, ADM, VCJCS [mailto:edmund.giambastiani@jcs.pentagon.mil]
Sent: Monday, December 26, 2005 2:45 PM
To: Thirdwave2; (b)(6)
Cc: Stavridis, James G @osd.mil [Stavridis, James, VADM, OSD]; Pace, Peter, Gen, JCS, CJCS; England, Gordon @osd.mil [England, Gordon, CIV, OSD]
Subject: RE: declassifying saddam files-newt

ADM
G

Newt--for info, we're on the verge of releasing the unclassified version of the "Iraqi Perspectives Project". We've worked through all the clearance issues and are now working out final details. Approximately 1000 pieces of info from the data base you've mentioned were used supplement interviews with Iraqis etc. The project report should be out in sometime in January. Ed

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

From: Thirdwave2 [mailto:thirdwave2@speakinginrich.com]
Sent: Monday, December 26, 2005 10:44 AM
To: (b)(6)
Cc: Stavridis, James G @osd.mil [Stavridis, James, VADM, OSD]; Pace, Peter, Gen, JCS, CJCS; England, Gordon @osd.mil [England, Gordon, CIV, OSD]; Giambastiani, EP, ADM, VCJCS
Subject: declassifying saddam files-newt

Newt

The following email relates to a topic where we have been consistently wrong. We captured millions of documents from the Saddam dictatorship.
We still have not been able to process them because they are so massive.
Every effort to make them public so people could review them and translate them have been blocked either by DIA or someone
This is an example of classification being counterproductive.

12/27/2005

B-19-3

If we simply photocopied the documents onto the web and created an open source game of translation and analysis we would be amazed how many people would participate.

This is worth forcing on the system to be more open
Newt

Here are a couple of articles that you may find interesting.

The first is Steve Hayes' piece from the Standard in which he describes the brick wall that he has run up against in his efforts to FOIA the *unclassified* documents captured from the Saddam regime. Among these is this interesting title:

Title: *Chemical, Biological Agent Destruction*

Short Description: *See Document for Remarks.*

Agency: *DIA*

Document Date: *Feb-09*

Document #: *BIAP-2003-004427*

The second article is an AP piece from the Washington Post entitled "Bill Would Shield DIA from FOIA."

I wonder if the two are related? Part of the intel community's regime change plan

12/27/2005

B-19-4

FOUO

JAN 03 2006

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Military Accomplishments

IRAQ

I would think we ought to find a way to get this unclassified "US Military Accomplishments" paper circulated rather widely. What kind of a program do you have ~~fa~~ it?

Thanks.

Attach.
12/21/05 "US Military Accomplishments"

DHR:dh
122905-28 (TS).doc

.....
Please respond by January 19, 2006

FOUO

OSD 05285-06

3 Jan 06
KS/Blmp

UNCLASSIFIED

21 December 2005

Subject **US Military** Accomplishments

- **The US military** continues to make significant contributions to **security and stability** in Iraq and **Afghanistan**. **Both countries** have held elections and **their citizens** now determine the *course* of their **respective** nations.

- Theater-wide achievements include:

- **Air tankers offloaded over 143,734,740 lbs of fuel in FY06** and surface ships transported over **18.97 billions lbs of fuel** for use in OEF and OIF.
- **4.6 billion gallons of fuel** consumed in OIF/OEF.
- Operating **81 dining facilities** serving **4 meals per day** for well over **212,360 personnel**.
- **Moved 2.65 million PAX** and **7 million tons of cargo** in and out of theater,

- The following results were achieved in Iraq to date:

- **113,337 strategic lift sorties flown.**
- **388,744 tons of ammunition have been destroyed; 23,961 additional tons of ammunition have been placed in depot for either destruction or reuse**
- **48 of 55 original DIA Black List leaders captured, killed or presumed killed.**
- **40 countries** have supported ground operations.
- **33 countries** (counting NATO) in addition to the US are supporting ongoing stability.
- **211,700 Iraqi Security Forces (ISF) trained and equipped** (99,500 Ministry of Defense (MOD) and **112,200 Ministry of Interior (MOI)**).
- **6,352 ISF in training** (2,088 MOD and 4,264 MOI) .

UNCLASSIFIED

1

19-2

UNCLASSIFIED

- The exchange ~~rate~~ remained stable the week ending **November 15** at **1,475 dinars per USD**. The **daily average amount** traded was **\$51,743,300**.
- There **are** over **4.8M** active **cellular** subscribers in Iraq. Landline telephone subscribers are **997,675**. Prior to OIF, there were approximately **833,000** landline subscribers and no cellular network.
- The **Wireless Broadband Network**, a **secure** network to provide **high** capacity data and **voice communications**, is now operating at **35** government **sites** in **Baghdad**. The **national Communications and Media Commission** will soon issue a Request for proposal for **wireless** local loop services, which will further **increase** the penetration of **telecommunication services** in Iraq.
- For the week ending **3 Nov**, the **average peak** generation was **4,200** megawatts (MW) while **total** average generation increased to **9** 1,000-megawatt hours (MWh) **per day**. Average **hours** of power nationwide increased to **14** this week.
- **Oil** production currently at **1.80** million barrels per day (**exports** are **1.12** million barrels per day).
- **2004** crude oil **export** revenues totaled just **over \$17B**. As of **16 November 2005** revenues totaled **over \$20.8B**.
- The **project and Contracting Office (PCO)** has completed **96** water treatment projects to **date** and has **105 more** underway. Under the **Accelerated Iraq Reconstruction Program (AIRP)**, **51** water treatment projects **have been** completed there **are a further 4** under construction.
- **Over 14,000** students will be enrolled in the **Accelerated Learning Program**, during **this** academic year. **in** central and **southern Iraq**. **Expecting openings** in the north **later this** month.

The following results were achieved in Afghanistan to date:

- **78,527** strategic lift **sorties** flown.

UNCLASSIFIED

2

UNCLASSIFIED

- Approximately 26,400 *Afghan* National Army Soldiers, 46,200 *Afghan* National Police, and 4,500 Border Police have been trained.
 - 22 Provincial Reconstruction Teams (PRTs) extend the influence of the national government in the provinces by building local governance capacity, constructing infrastructure, and enhancing security.
 - 40 countries in addition to the US are supporting ongoing stability operations in Afghanistan, 4 OEF and 20 ISAF, with 16 supporting both ISAF/OEF.
- Tactical Wheeled Vehicle Armor Summary:
- Current total of vehicles by level for USCENTCOM AOR (on hand vs. required)
 - Level I (Up-Armored HMMWVs): 11,073 of 13,125
 - Level II (Steel and Ballistic Glass): 28,375 of 30,128
 - Production:
 - The Army has delivered 165 of 872 Armored Security Vehicles (ASV) in Iraq. The ASV was procured specifically for convoy protection, *military police and road reconnaissance.*
-
- Installation:
 - Navy and Air Force augmentation continues through November 05 to complete installation of Level II armor requirement.
 - USMC has completed over 95% (2,447 of 2,563) of their HMMWV Marine Armor Kit installation, with completion in Nov 05.
 - Afghanistan now has increased capacity for armor kit installation by 30 percent since last month and now has ³

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1271-4

UNCLASSIFIED

three installation sites operational. **Nine** installation sites are operational in theater-

- * The **US military** continues to make **significant** contributions to **Hurricane Katrina disaster** relief,
 - **Medical** treatment provided to 30,021 people; **2,593** air evacuated
 - In support of Hurricanes Katrina, Rita and Wilma, there were 29.94M meals and 28.04M commercial meals provided
- The **US military** continues to make significant contributions to the Pakistan earthquake disaster relief.
 - **159** STRAT airlift missions in support of Pak Relief Efforts have occurred to date totaling 1095 STONs HA supplies, 726 STONs and 53 STONs of medical supplies.
 - DoD contributions to date: 365,058 blankets, 3,538 tents, 600 heaters and 118 pallets of medical consumables.
 - Helicopters: **1,494** sorties and 3,707 STONs of HA supplies delivered, 13,057 Pakistani and non-Pakistani personnel transported. Task Force Eagle at Qasim AB: 21 x CH-47s and 2 x UH-60s. Qasim Air Base ramp extension project is 60 percent complete and is expected to achieve full operational capability on 21 Nov.
 - 212th MASH providing Level III medical support at Muzaffrabad, treating 123 patients in last 24hrs with 21 surgeries. 38 of 84 beds occupied.

Total number of patients treated to date 2,336.
 - USMC B Co / 3rd MEF Medical Battalion Surgical Company providing Level II medical support at Shinkhari. FOC 16 November 2005.
 - Forward Relief Base in Shinkhari expected to achieve Full Operational Capability on 19 Nov. Upon completion, site will be able to deliver 20K gallons of fuel

UNCLASSIFIED

4

29-5

~~FOUO~~

March 31, 2006

2006-3-31 8:05

TO: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *DR*
SUBJECT: Andy Card Farewell

335 SL

What do you think of the idea of the two of us hosting a farewell party for Andy Card, before he winds up? Let me know what you *think*.

Thanks.

DHR:ss
033106-03

3/MAR/06

~~FOUO~~

OSD 05294-06

11-L-0559/OSD/56889

AB-2

~~FOUO~~

Rec'd 3/14/06

0308 MAR 10 2006

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Office for Building Partnership Capacity?

030806-31

Eric, I received your attached thoughts on building partnership capacity, which I found to be on the mark. Please move out on them.

Do we need to have an office to drive this effort, like we have for detainee affairs?

Thanks.

Attach. 2/21/06 USD(P) memo to SD re: Building Partnership Capacity [OSD 02784-06]

DHR.dh
030806-31

.....
Please Respond By March 30, 2006

~~FOUO~~

OSD 05306-06

11-L-0559/OSD/56890

~~FOUO~~

2006 FEB 22 PM 2

February 07, 2006
I-06/001663
ES-5201

TO: Gordon England

CC: Gen Pete Pace
Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT Building Partner Capacity

We need to find a way to organize the Department so we can do a better job on a continuing basis of helping to build "partner capacity."

What do you propose?

Thanks.

DHR:bp
020406-24

.....
Please Respond By 03/02/06

JD
3/8

Sir,
Response attached.

WJ
Lt Col Leung

MAR 01 2006

~~FOUO~~

OSD 02784-06

4/23/05
2/23
3/20

~~FOR OFFICIAL USE ONLY~~

Handwritten: Alice
Stamp: FEB 21 2006 13:51
Handwritten: 008 3/8

INFO MEMO

DSD _____

Handwritten: Robert Rangel
FOR SECRETARY OF DEFENSE

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

Handwritten: [Signature]
FEB 21 2006

SUBJECT: Building Partnership Capacity

- You asked me for some proposals regarding how we organize the Department to build partnership capacity (Tab A).
- Together with RADM Bill Sullivan (VJ-S), I am leading a QDR Roadmap effort on this topic.
- Building on the QDR, the roadmap will examine improvements in DoD and interagency processes to increase partnership capacity. Some of the innovations we intend to examine are:
 - Improving civilian planning capacity and planning integration, such as through the creation of a National Security Planning Guidance;
 - Transforming the National Defense University into a National Security University, with an expanded curriculum and broader USG representation;
 - Creating a National Security Officer Corps composed of military and civilian personnel with expertise in integrated interagency approaches in Washington and in the field; and
 - Retooling DoD's security cooperation processes and better integrating our security cooperation approach with others in the USG. We will begin doing this at the conference we are co-sponsoring with State in April on security cooperation.

Prepared by: Kathleen Hicks, Director for Strategy/Chief of Staff, QDR IPT 3 (Roles, Mission, and Orgs.) (b)(6)

~~FOR OFFICIAL USE ONLY~~

IAA SD	3/18	SMA DSD	
TSA SD	2/23	SA DSD	DC EUC
EXEC SEC	1/24		SPB 2/20
ESR MA	2/23		



OSD 02784-06

11-L-0559/OSD/56892

~~FOR OFFICIAL USE ONLY~~

- In addition to these organization and process improvements, the roadmap will address ways to expand USG and international partner capabilities in key mission areas, such as stability operations, irregular warfare, and homeland security. Some examples are:
 - Assessing how DoD can assist the African Union and NATO in developing stability operations capabilities;
 - Supporting State Department and USAID efforts to become more expeditionary; and
 - Improving homeland defense and consequence management cooperation with Canada and Mexico.
- Ultimately, our efforts to build partnership capacity should reduce the number of circumstances in which US military forces will be called upon to perform national and homeland security missions.
- I will keep you apprised of our efforts as the roadmap progresses.

COORDINATION: None

Attachment: As Stated

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56893

INFO MEMO

9:08

DSD _____

FOR SECRETARY OF DEFENSE

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

MAR 31 2006

SUBJECT: Office for Building Partnership Capacity

- You asked me whether we need to have an office to drive the building partnership capacity effort.
- We have essentially created such an office through our Building Partnership Capacity Roadmap effort, which RADM Bill Sullivan, J-5, and I oversee.
 - This effort is spearheaded by Jeb Nadaner, DASD, Stability Operations, and his J-5 counterpart, Col Scott Norwood.
 - Jeb and Scott have created a "virtual" organization, combining assets from Policy and the Joint Staff to manage the full range of partnership challenges, both foreign and domestic.
- Other efforts to build domestic and foreign partner capabilities generally fall within the purview of two additional organizations.
 - For foreign partners, these efforts are spearheaded by Policy's Office of Coalition Affairs, under Peter Rodman.
 - For domestic partners, our building partnership capacity expertise lies with Paul McHale's office.
- Both Coalition Affairs and Homeland Defense play key roles in the Building Partnership Capacity effort and are working closely with Jeb Nadaner to integrate their efforts.

Prepared by: Kathleen Hicks, Director for Strategy (b)(6)

OSD 05306-06



11-L-0559/OSD/56894

- This matrix-management approach has been working well, ensuring cohesion across the wide range of partnership challenges while leveraging expertise in place.
 - It has also served as a model for Policy-J-5 interaction.

COORDINATION: None

Attachment: Secretary of Defense Memorandum, *Office for Building Partnership Capacity?*, 10 March 2006

FOUO

Rec'd 3/14/06

10:03 MAR 10 2006

TO: Eric Edelman

030806-31

FROM: Donald Rumsfeld *DR*

SUBJECT: Office for Building Partnership Capacity?

1-MD

Eric, I received your attached **thoughts** on building partnership capacity, which I found to be on the mark. Please move **out** on them.

Do we need to have **an** office to drive **this** effort, like we have for detainee **affairs**?

Thanks.

Attach. 2/21/06 USD(P) memo to **SD** re: Building Partnership Capacity [OSD 02784-06]

DHR.dh
030806-31

.....
Please Respond By March 30, 2006

FOUO

OSD 05306-06

11-L-0559/OSD/56896

~~FOUO~~

2006 FEB 22 11 3: 51

February 07, 2006
I-06/001663
ES-5201

TO: Gordon England

CC: Gen Pete Pace
Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Building Partner Capacity

We need to find a way to organize the Department so we can do a better job on a continuing basis of helping to build "partner capacity."

What do you propose?

Thanks.

DER:bp
020406-24

.....
Please Respond By 03/02/06

DD
3/8

Sir,
Response attached.

m/r
Lt Col Lenzel

MAR 01 2006

~~FOUO~~

OSD 02784-06

11-L-0559/OSD/56897

~~FOR OFFICIAL USE ONLY~~

Hicks
2/23
1700

add
3/8

Need office
file to meet

INFO MEMO

2008 FEB 21 3:51

DSD _____

Robert Rangel
FOR SECRETARY OF DEFENSE

R2
2/28

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

FEB 21 2006

SUBJECT: Building Partnership Capacity

- You asked me for some proposals regarding how we organize the Department to build partnership capacity (Tab A).
- Together with RADM Bill Sullivan (VI-5), I am leading a QDR Roadmap effort on this topic.
- Building on the QDR, the roadmap will examine improvements in DoD and interagency processes to increase partnership capacity. Some of the innovations we intend to examine are:
 - Improving civilian planning capacity and planning integration, such as through the creation of a National Security Planning Guidance;
 - Transforming the National Defense University into a National Security University, with an expanded curriculum and broader USG representation;
 - Creating a National Security Officer Corps composed of military and civilian personnel with expertise in integrated interagency approaches in Washington and in the field, and
 - Retooling DoD's security cooperation processes and better integrating our security cooperation approach with others in the USG. We will begin doing this at the conference we are co-sponsoring with State in April on security cooperation.

Prepared by: Kathleen Hicks, Director for Strategy/Chief of Staff, QDR IPT 3 (Roles, Mission, and Orgs.) (b)(6)

~~FOR OFFICIAL USE ONLY~~

MA SD	3/18	SMA DSD	
TSA SD	2/27/06	SA DSD	(Dr. Bur)
EXEC SEC	MTC	12/15	SPB/1/06
ESR MA	2005-08-14		



OSD 02784-06

11-L-0559/OSD/56898

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- o In addition to these organization and process improvements, the roadmap will address ways to expand USG and international partner capabilities in key mission areas, such as stability operations, irregular warfare, and homeland security. Some examples are:
 - Assessing how DoD can assist the African Union and NATO in developing stability operations capabilities;
 - Supporting State Department and USAID efforts to become more expeditionary; and
 - Improving homeland defense and consequence management cooperation with Canada and Mexico
- Ultimately, our efforts to build partnership capacity should reduce the number of circumstances in which US military forces will be called upon to perform national and homeland security missions.
- I will keep you apprised of our efforts as the roadmap progresses.

COORDINATION: None

Attachment: As Stated

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/56899

FOUO

11:20

February 21, 2006

TO: Fran Harvey
CC: Gen Pete Pace
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Analysis on Stress

I am told the Marines are doing same analysis on stress, and they find that it hits 8 or 9 months into a tour. You ought to get with the Marines and find what their data shows, and see if the Army has similar experiences. If so, it may argue for somewhat shorter tours -- like the Marines have. What do you think?

Thanks.

DHR:ss
022106-24

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

~~FOUO~~

11-L-0559/OSD/56900

HSD 05385-06



SECRETARY OF THE ARMY
WASHINGTON

2006-04-04 A08:56

7:20

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Analysis on Stress

- This responds to Secretary of Defense's Snowflake dated February 21, 2006, subject as above (Tab A).
- The most recent Army Mental Health (MH) data (May 2003-May 2004) from the Post Deployment Health Assessment for Operation Iraqi Freedom shows a slight increase in stress for Soldiers deployed between six and twelve months when compared to those deployed for six months or less. Mental Health data for Soldiers and Marines deployed for six months or less are just about the same.
- In June 2003, the Army Deputy Chief of Staff for Operations and Plans directed a study to determine the optimal tour length to prosecute the wars in Iraq and Afghanistan while minimizing stress on our All Volunteer Army and their families. The study evaluated multiple tours lengths including seven, nine, and/or twelve months. The conclusion was that twelve months provided the optimal tour length the Army needed to fight both wars in Southwest Asia, sustain peace missions in the Balkans and the Sinai Desert, and prepare for any future operations.
- Twelve-month rotations allow our forces time to build trusting relationships with Iraqi and Afghan citizens. These civilian and military relationships are absolutely essential in rebuilding these nations and defeating our enemies. Additionally, under the current tactical conditions, a number of commanders in Iraq commented that they believe longer tour lengths would result in fewer casualties over an extended period of time because of fewer beginning and ending transition periods.
- On the other hand, I believe that shorter tour lengths would definitely be preferred by Soldiers and their families based on a number of conversations that I had with Soldiers during the last year. General Schoomaker also is in favor of shorter tour lengths. We both believe this will be feasible when the security situation in Iraq becomes more stable. In the meantime, I believe a good metric of the Soldiers ability to cope with the stress is the retention rate of deployed units. To date, the rate has been equal to or higher than those for units that are not deployed. I will continue to pay close attention to retention rates.

COORDINATION: TAB B

Attachments:
As stated

Prepared By: LTC John Kem, (b)(6) [redacted]
11-L-0559/OSD/56901

OSD 05385-06

Tab A

~~FOUO~~

11:20

February 21, 2006

TO: Fran Harvey

CC: Gen Pete Pace

FROM: Donald Rumsfeld *DA.*

SUBJECT: Analysis on Stress

I am told the Marines are doing some analysis on stress, and they find that it hits 8 or 9 months into a tour. You ought to get with the Marines and find what their data shows, and see if the Army has similar experiences. (If so, it may argue for somewhat shorter tours -- like the Marines have. What do you think?'

Thanks.

DHR:ss
022106-24

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

~~FOUO~~

11-L-0559/OSD/56903

OSD 05385-06

Tab B

COORDINATION

United States Army G-1, Well-Being; Walter Reed Army Institute of Research and
Headquarter Marine Corps, Combat Operation Stress Control

11-L-0559/OSD/56905

~~FOR OFFICIAL USE ONLY~~

ACTION MEMO

2006 APR 13 10 2:10

FOR SECRETARY OF DEFENSE

FROM Eric Edelman, Under Secretary of Defense for Policy

EE

APR 13 2006

SUBJECT: Recommendation List of Countries to Visit

- You asked for thoughts on how to **address** your list of countries with other Cabinet secretaries so they could consider it in their travel plans (note next under).
- We agree that Cabinet-level visits to targeted countries that have, for example, worked closely with the United States in the GWOT would be a **useful** way to reinforce U.S. **support** for these countries.
- Your list is comprehensive and covers many of the priority countries for the Department. Given the relative success of its recent democratic elections in March, we propose adding Ukraine to the list **as** well.
- You might want to consider sending the list directly to your Cabinet colleagues. A draft letter from you is at Tab A. We have also added short explanations about why each country **deserves** Cabinet-level attention.
- Because of her unique travel schedule, you might consider sharing this list directly with Secretary Rice, perhaps at one of your monthly luncheons with the Vice President and the National Security Advisor.

RECOMMENDATION: That you approve the draft letter to your Cabinet colleagues at Tab A.

Approve: _____ Disapprove: _____ Other: _____

33350

13 APR 06

27 Feb 06

~~FOR OFFICIAL USE ONLY~~



11-L-0559/OSD/56906

OSD 05412-06

~~FOR OFFICIAL USE ONLY~~

ACTION MEMO

3:52

FOR SECRETARY OF DEFENSE

FROM: Eric Edelman, Under Secretary of Defense for Policy

EE APR 0

SUBJECT: Recommendation List of Countries to Visit

- You asked for my thoughts on a list of countries to which other cabinet secretaries might travel in order to enhance our relations with them (note at Tab A).
- All of the countries you listed merit visits from cabinet secretaries. Below are our thoughts on each country, plus Ukraine, which you might consider adding to your list.
- It could be useful to provide this list to Secretary Rice and then share it with the other cabinet secretaries when you have the Cabinet to the Pentagon.

- Tunisia

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

- Algeria

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

- Pakistan

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

- India

- Recommend cabinet-level visits to build the broadest-possible strategic relationship with the Indians.

333 SD

4 APR 06

27 FEB 06

~~FOR OFFICIAL USE ONLY~~



11-L-0559/OSD/56907

OSD 05412-06

- **Mongolia**

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

- **Kazakhstan**

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

- **Azerbaijan**

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

- **Georgia**

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

- **Ukraine**

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

- **Colombia**

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

- **Central America Countries**

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

- **Vietnam**

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

- **Indonesia**

- o Indonesia is a strategically important Muslim country. President Yudhoyono is investing significant capital in defining the U.S. relationship. We recently announced a new mil-mil policy and lifted legislative restrictions on security assistance. While any high-level visits would be useful, the key to success for Indonesia is economic development and trade. We need more visits from Departments/agencies to focus on these economic issues (e.g. Commerce, USTR). Other agencies that have already visited (Homeland Defense, FBI, Justice), and Secretary Rice was in Jakarta 14-15 March.

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

5 April, 2006

Memorandum for the Office of the USD(P)

Subject: Tasking,

All,

Please draft a letter for the SecDef which he can send to his Cabinet Colleagues. The letter should refer to an enclosure which has the suggested countries which they might visit. Also, and more importantly, please include in the body of the letter a few suggestions on activities in which the Cabinet officials might engage. Thanks for the help.

Suspense is COB Wed, 12 Apr.

V/R, Dr. B



33359

5 APR 06

27 FEB 06

APR 6 06 10:32

1-L-0559/OSD/56910

OSD 05412-06

~~FOUO~~

February 27, 2006

TO: Eric Edelman

FROM: Donald Rumsfeld *D.A.*

SUBJECT: Recommendation List of Countries to Visit

I had lunch with Secretary Carlos Gutierrez last week. During the course of it, I gave him the attached list of countries and said I thought it would be useful for him to try to visit them, that he could do our country a lot of good and be a part of our global engagement strategy. He was pleased and is interested. He has visited one or two of them and will try to visit some of the others.

What do you think about the idea of my discussing this list of countries when I have the Cabinet over to the Pentagon? I could talk to them about the countries, and tell them why I think it's important that they visit, and how it could be helpful to us.

Why don't you take a **look** at this list and tell me how you would address it. I can explain why I have each one on the list.

Thanks.

Attach: 2/23/06 SecDef MFR

DIR ss
022306-28

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

333 SD

27 Feb 06

~~FOUO~~

OSD 05412-06

11-L-0559/OSD/56911

~~FOUO~~

February 23, 2006 |

SUBJECT List of Countries

Countries I would like other Cabinet Officers to visit include:

- Tunisia
- Algeria
- Pakistan
- India
- Mongolia
- Kazakhstan
- Azerbaijan
- Georgia
- Colombia
- Central American Countries
- Vietnam
- Indonesia

DHR.ss
022306-20

~~FOUO~~

11-L-0559/OSD/56912