



CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, DC 20318-9999

ACTION MEMO **CH-1544-04**
23 February 2004

FOR: SECRETARY OF DEFENSE DepSec Action _____

FROM: General Richard B. Myers, CJCS *RBMyers*

Iraq
24 Feb 04
23 Feb 04

And Sec Def

- 1 March - USJFCOM delivers OIF Operational MCO Lessons Learned Report to Joint Staff.
- 8 March - Joint Staff provides final OIF EXSUM and USJFCOM MCO combined report to OSD for review.
- 31 March - OIF EXSUM

RECOMMENDATIONS:

a. Submit to Congress the ~~combined~~ OIF Strategic Lessons Learned EXSUM and USJFCOM OIF MCO Lessons Learned Report as a classified interim response on 31 March.

Approve DA Disapprove _____ Other _____

FEB 24 2004

b. Provide classified and unclassified OIF final reports in July.

Approve _____ Disapprove _____ Other _____

COORDINATION: NONE

OSD 02612-04



ACTION MEMO

CW-1544-04
23 February 2004

FOR: SECRETARY OF DEFENSE DepSec Action _____

FROM: General Richard B. Myers, CJCS *RBM/2/04*

SUBJECT: Defense Authorization Conference Report

- **Issue.** You asked for a timetable for putting together a response to the Defense Authorization Conference Report requirement
- **Answer.** Deliver the Joint Staff prepared Operation IRAQI FREEDOM (OIF) Strategic Lessons Learned Executive Summary (EXSUM) combined with US Joint Forces Command's (USJFCOM) OIF Major Combat Operations (MCO) Lessons Learned Report on 31 March as an interim response.
- Proposed Timeline:
 - 26 February - Brief OIF Strategic Lessons Learned EXSUM to DepSecDef and USDP.
 - To be determined on 26 February - Brief SecDef.
 - 1 March - USJFCOM delivers OIF Operational MCO Lessons Learned Report to Joint Staff.
 - 8 March - Joint Staff provides final OIF EXSUM and USJFCOM MCO combined report to OSD for review.
 - 31 March - OIF EXSUM and USJFCOM MCO classified report submitted to Congress by OSD as interim response.
 - July - Final classified and unclassified versions of OIF reports delivered to Congress, with responses to congressional requirements not previously addressed.

RECOMMENDATIONS:

a. Submit to Congress the combined OIF Strategic Lessons Learned EXSUM and USJFCOM OIF MCO Lessons Learned Report as a classified interim response on 31 March.

Approve _____ Disapprove _____ Other _____

SecDef edited + on a

b. Provide classified and unclassified OIF final reports in July.

Approve _____ Disapprove _____ Other _____

copy. JS

COORDINATION: NONE

Attachment:
As stated

copy to:
Dep SecDef
USDP

Prepared By: Colonel(P) Thomas Maffey, USA; Vice Director, J-7;

(b)(6)

February 8, 2004

691

TO: Gen. Dick Myers
Paul Wolfowitz

CC: LTG John Craddock
Powell Moore
Dave Patterson *DP*

FROM: Donald Rumsfeld

SUBJECT: Defense Authorization Conference Report

I would like to see a timetable pulled together **as to** how we respond to this Defense **Authorization** Conference **Report** requirement.

In my **view** there is practically no **way** in the world we can respond by March 31. Maybe the first thing to do would be to ask for an extension.

In any event, let's **try** to get it done, since it is already February 8 and I just **saw** this thing. We **have** a problem. Put together a team to do it, create **a** timetable and let me see it.

John Craddock, please schedule me sometime this week to get briefed on who is going to do what to respond to this.

Thanks.

Attach.

FY04 Defense Authorization Conference Reoport 108-354 pp. 764-765

DHR:db
020804-76

.....
Please respond by 2/10/04 ^{v2}

Sir,
Snowflake response
attached.
v/r. LTC Swope 2

SECDEF - ~~for your information~~
CJCS was action lead to pull together

FY04 Defense Authorization Conference Report 108-354 pp. 764-765
Section 1202. Report on the Conduct of Operation Iraqi Freedom

(a) **REPORT REQUIRED.** (1) Not later than March 31, 2004, the SECDEF shall submit to the *congressional* defense committees and the Permanent Select Committee on Intelligence of the House of Representatives and the Select Committee on Intelligence of the Senate a report on the preparation for and conduct of military operations under Operation Iraqi Freedom from March 19, 2003, to May 1, 2003.

(2) The report shall be prepared in consultation with the CJCS, the commander of US CENTCOM, and such other officers and officials as the Secretary considers appropriate.

(b) **CONTENT.** The report shall include a discussion, with a particular emphasis on accomplishments and shortcomings and on near-term and long-term corrective actions to address those shortcomings, of the following:

- (1) The military objectives of the international coalition conducting Operation Iraqi Freedom, the military strategy selected to achieve the objectives, and an assessment of the execution of the *military* strategy.
- (2) The deployment process, including *the* adaptability of the process to unforeseen contingencies and changing requirements.
- (3) The effectiveness of the reserve component forces used in Operation Iraqi Freedom, including the reserve component mobilization process, the timeliness of mobilization notification, training, operational effectiveness in theater, and subsequent demobilization.
- (4) The use and performance of major items of US military equipment, weapon systems, and munitions (including items classified under special access procedures and items drawn from prepositioned stocks) and any expected ~~eff~~ — of the **experience** with the use and performance of those *items* on the doctrinal and tactical employment of such items and on plans for continuing the acquisition of such items.
- (5) The effectiveness of joint air operations, including the doctrine for the employment of close *air* support in the varied environments of Operation Iraqi Freedom, and the effectiveness of attack helicopter operations.
- (6) The use of special operations forces, including operational and intelligence uses classified under special access procedures.
- (7) The scope of logistics support, including support from other nations.
- (8) The incidence of accidental fratricide, together with a discussion of the effectiveness of the tracking of friendly forces and of the combat identification systems in mitigating friendly fire incidents.
- (9) The adequacy of spectrum and bandwidth to transmit all necessary information to operational forces and assets, including unmanned aerial vehicles, *ground* vehicles, and individual soldiers.
- (10) The effectiveness of information operations, including the effectiveness of Commando Solo and other psychological operations assets, in achieving established objectives, together with a description of technological and other restrictions on the use of psychological operations capabilities.
- (11) The adequacy of the US and coalition intelligence and counterintelligence systems and personnel, including contributions regarding bomb damage assessments

and particularly including the US tactical intelligence and related activities (TIARA) programs and the Joint Military Intelligence Program (JMP), as well as the adequacy of such support to facilitate searches for weapons of mass destruction.

(12) The rapid insertion and integration, if any, of developmental but mission-essential equipment during all phases of the operation.

(13) The most critical lessons learned that could lead to long-term doctrinal, organizational, and technological changes (including new equipment, weapons, systems, and munitions) and the probable effects that an implementation of those changes would have on current visions, goals, and plans for transformation of the Armed Forces and for joint and combined operations.

(14) The role of the law of armed conflict in the planning and execution of military operations by US forces and the other coalition forces and the effects on operations of Iraqi compliance or noncompliance with the law of armed conflict.

(15) The policies and procedures relating to the media, including the use of embedded media.

(16) The results of a study, carried out by the Secretary of Defense, regarding the availability of family support services provided for the dependents of members of the National Guard and other reserve components of the Armed Forces who are called or ordered to active duty.

(17) The direct and indirect cost of military operations, including an assessment of the total incremental expenditures made by the DoD as a result of Operation Iraqi Freedom.

(c) FORMS OF REPORT. The report shall be submitted in unclassified form with a classified annex, if necessary,

TAB

February 8, 2004

691

TO: Gen. Dick Myers
Paul Wolfowitz

CC: **LTG** John Craddock
Powell Moore

FROM: *Dave Patterson* 
Donald Rumsfeld

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Attach.

FY04 Defense Authorization Conference Report 108-354pp. 764-765

DHR:dh
020804-76

.....
Please respond by 2/12/04

ITR 09

8 Feb 04

23 Feb 04

OSD 02612-04

Tab

11-L-0559/OSD/40261

SECDEF - ~~for your information~~
CJCS has action lead to pull together
C

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Tab



7201
2004 FEB 23 11:05
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CW-1546-04

23 February 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBM/2/21*

SUBJECT: Directives

- **Question.** "Where do we stand on getting all of the Joint Staff and Chairman of the Joint Chiefs' directives reviewed and updated to reflect where we are today?" (TAB)
- **Answer.** From January through March 2003, the Joint Staff conducted a special review of all 263 CJCS instructions and manuals to address the impact of organizational and policy changes. A total of 179 directives were identified for revision or cancellation action. To date, 127 (71 percent) of these actions are complete. Actions on the remaining 52 (29 percent) are scheduled for completion by May 2004.
- **Analysis.** The special review encompassed all CJCS directives, including those already undergoing a regularly scheduled assessment at the time. My staff continues to manage this regular scheduling system to keep guidance current, while monitoring the remaining out-of-cycle updates.

COORDINATION: NONE

Attachment:
As stated

Prepared By: MG Michael D. Maples, USA; Vice Director, Joint Staff;

(b)(6)

TO: Gen. Dick Myers
CC: Paul Wolfowitz
cc: Ray DuBois
FROM: Donald Rumsfeld *DR*
DATE: January 31, 2004
SUBJECT: Directives

Where **do we** stand on getting all of the joint staff and chairmen of the joint chiefs' directives reviewed and updated to reflect where we **are** today?

Thank you.

DHR/azn
103104.12

Respond by: _____ 2/12/04

300.8

31 Jan 04
5 Feb 04

OSD 01776-04

INFO MEMO

DepSecDef _____

FOR SECRETARY OF DEFENSE

1-04/002818

EF-8656

FROM: Ryan Henry, Principal Deputy ~~Under~~ Secretary of Defense for Policy *[Signature]* APR 8 2004

SUBJECT: OSD Review of Joint Staff Directives

- This responds to your question about the desirability of an OSD review of Joint Staff Directives.
- The Chairman transmits policy, procedures and guidance through CJCS instructions, manuals, notices, guides, handbooks, and pamphlets. Although not currently required by DoD Directive, a recent Joint Staff data call indicated that about two-thirds of these documents were coordinated with OSD prior to publication.
- As the Chairman mentioned to you, there is an ongoing effort to update CJCS publications, analogous to the OSD endeavor. Along those lines, Joint Doctrine Publications are staffed with OSD at the action officer level during the update process.
- There is a broad effort underway to update JCS and OSD instructions to reflect the post-9/11 environment and the transformation vision as it applies to existing capabilities.
- CJCS publications that apply to the Services, combatant commands, and Defense agencies are required to be formally coordinated with those organizations during update/revision.
- I believe that the formal and informal staff coordination that occurs throughout the review process provides requisite OSD visibility and oversight over Joint Staff publications.

Attachments: As stated.

Prepared by: Pam Mirelson, WHS/Executive Services and Directives (b)(6)
Steven Netishen, OPDUSD(P), (b)(6)

02613-04 ~~XXXXXXXXXX~~

300.8
8 APR 04 23 Feb 04

for reply refer to EF-8656 & 04/002818-ES

4:05 AM

TO: Pad Wolfowitz
Doug Feith

DATE: February 24, 2004

SUBJECT: Directives

Attached is a memo I sent to Dick Myers and his response.

I wonder if we ought to think about having OSD review the Joint Staff Directives.
If so, who do you think ought to do it?

Thanks.

DHR/wzn
0202404.01ts

Attach: Info Memo from Gen Myers to SD 2/23/04 Re: Directives

Please respond by: _____

3/5

01-03-04 15:11 IN

11-L-0559/OSD/40267



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-0000

INFO MEMO

CH-1546-04

23 February 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS

SUBJECT: Directives

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COORDINATION: NONE

Attachment:
As stated

Prepared By: MC Michael D. Maples, USA; Vice Director, Joint Staff;

(b)(6)

TO: Gen. Dick Myers
CC: Paul Wolfowitz
cc: Ray Dubois
FROM: Donald Rumsfeld *DR*
DATE: January 31, 2004
SUBJECT: Directives

684 C1 *4/4*

Where do we stand on getting all of the joint staff and chairmen of the joint chiefs' directives reviewed and updated to reflect where we are today?

Thank you.

300.8

DFR/aa
103104.12

Respond by: 2/12/04

Handwritten notes:
...
...
...

31 Jan 04
5 Feb 04

OSD 01776-04

Bianco, Pat TSgt WHS/ESCD

From: Archard, Darrell, TSgt, OSD
Sent: Thursday, May 27, 2004 16:51
To: Bianco, Pat TSgt WHS/ESCD
cc: DepSecDef Workflow
Subject: FW; Priority Action Report 052704

2004 MAY 27 11 02 AM
MAIL ROOM

300.8

TSgt Bianco,

The items marked in red have been closed.

v/r
TSgt Darrell L. Archard
Admin Assistant
Office of the Deputy Secretary of Defense
(b)(6)
Fax: (b)(6) DSN (b)(6)

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

From: Bianco, Pat TSgt WHS/ESCD
Sent: Thursday, May 27, 2004 7:13 AM
To: Archard, Darrell; Bryant, Michael; DSD Workflow
Subject: Priority Action Report 052704

See attached,



par2_dsd.rtf

26 FEB 04

23 FEB 04

Report Date: 5/27/2004

Deputy Secretary of Defense Priority Actions Report

<u>Control Number</u>	<u>FROM</u>	<u>SUBJECT</u>	<u>TYPE ACTION</u>	<u>ACTION AGY</u>	<u>DOC</u>	<u>DOR</u>	<u>SUSPENSE DATE</u>	<u>STATUS</u>
OSD 04252-04	DEPSEC HAGEROTT	MAD NOTE REF: MEDIA STRATEGY - IRAQ	AMN	USI	312312004	3/24/2004	4/14/2004	ORIGINAL SUSPENSE WAS 03/29/04; ES APPROVED EXTENSION TO 04/07/04 ON 04/01/04; ES APPROVED EXTENSION TO 04/14/04 ON 04/09/04
OSD 04040-04	DEPSEC GANYARD	MAD NOTE REF: ARABIC MEDIA MONITORING	AMN	USI	3/18/2004	3/18/2004	4/8/2004	ORIGINAL SUSPENSE WAS 03/25/04; ES APPROVED EXTENSION TO 04/08/04 ON 04/05/04
OSD 04048-04	DEPSEC GANYARD	MAD NOTE REF: PROSECUTION OF MUNITIONS CRIMES	AMN	CPA	3/18/2004	3/18/2004	3/25/2004	
OSD 03987-04	DEPSEC GANYARD	MAD NOTE REF: SADR	AMN	USI	3/17/2004	3/17/2004	4/8/2004	ORIGINAL SUSPENSE WAS 03/23/04; ES APPROVED EXTENSION TO 04/08/04 ON 04/05/04
OSD 03770-04	DEPSEC GANYARD	MAD NOTE REF: LETTER TO MOC CONCERNING LACK OF FEDERAL RECOGNITION AS A BRIGADIER GENERAL BY GEORGE D. SHULL	AMN	LA	3/11/2004	3/15/2004	3/25/2004	
OSD 75703-04	DEPSEC WOLFOWITZ	DSD NOTE REF: TALKING POINTS FOR THE ATTORNEY GENERAL ON DETAINEE REVIEW PROCESSES		USP	3/15/2004	3/16/2004	3/23/2004	
OSD 03698-04	DEPSEC HAGEROTT	MAD NOTE REF: METRICS AND MEASURES OF IMPROVEMENT	AMN	SN	3/12/2004	3/12/2004	3/24/2004	
OSD 03569-04	DEPSEC GANYARD	MAD NOTE REF: ZARQAWI TRAINING TAPE	ADN	USI	3/9/2004	3/10/2004	4/9/2004	ORIGINAL SUSPENSE WAS 03/26/04; ES APPROVED EXTENSION TO 04/09/04 ON 04/05/04
OSD 03379-04	DEPSEC HAGEROTT	ROLLOUT ON REBALANCING	AMN	UPR	3/8/2004	3/8/2004	3/24/2004	
OSD 03329-04	DEPSEC GANYARD	DSD NOTE REF: START-UP COMPANY	AMN	CPA	3/5/2004	3/8/2004	3/11/2004	
OSD 75625-04	DEPSEC GANYARD	MAD NOTE REF: LICENSES	AMN	USI	3/1/2004	3/1/2004	3/5/2004	
OSD 02613-04	DEPSEC HAGEROTT	DSD NOTE REF: DIRECTIVES	AMN	ADM	212612004	212612004	3/2/2004	

12

7:35 PM

Handwritten: Feldell

TO: Powell Moore
CC: Paul Wolfowitz
cc: DAVID CHU
FROM: Donald Rumsfeld *DR*

DATE: February 18, 2004

SUBJECT: Congressman Tiart

701

Congressman Tiart talked about a fellow who lost \$4,000 because of a gap in his healthcare. Would you please check that out **and** get me the precise details?

Thanks.

DHR/azn
021804.09

a/a7

Please respond by: _____

(b)(6)

Handwritten: Brad Ayres -
Medical POC

18 Feb 04

OSD 02616-04

February 21, 2004

TO: Jerry Bremer
CC: Gen. Dick Myers
Paul Wolfowitz
Doug Feith
Gen. John Abizaid
Reuben Jeffery

FROM: Donald Rumsfeld



SUBJECT: Assignment of a Headquarters Commandant for the Green Zone in Baghdad

Iraq

A consistent recommendation of the Assessment Teams that we sent to assist with transition planning has been to establish a Headquarters Commandant to integrate the Palace and Green Zone requirements, including resource accountability, billeting, dining, security and other housekeeping functions. CENTCOM could be tasked to provide a commander who would remain for some time beyond the June 30, 2004 transition to assist the Department of State facility managers.

I strongly endorse this recommendation, and will discuss this with you upon my arrival on Monday.

Thanks.

DHR:dh
022104-10

.....
Please respond by _____

21 Feb 04

RSS - SecDef CablesESO

From: Rodriguez, Carlos R. [rodriguezco@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 11:01 PM
To: RSS - SecDef CablesESO; McCormack, Brian V. (GS-13); Executive Secretariat CPA; Adler, Michael J. (FS-02); Norwood, Scott
Subject: RE: Two Memos from Secretary Rumsfeld

CLASSIFICATION: UNCLASSIFIED

*CPA-B received and will send in to LPB.
Thanks*

SGT Carlos R. Rodriguez
Executive Assistant
Office of the Executive Secretariat
Coalition Provisional Authority, Baghdad
DSN: (b)(6)
Mobile: (b)(6)

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

From: RSS - SecDef CablesESO [mailto:CablesESO@osd.smil.mil]
Sent: Sunday, February 22, 2004 6:07 AM
To: McCormack, Brian V. (GS-13); Executive Secretariat CPA; Adler, Michael J. (FS-02); Norwood, Scott
Subject: Two Memos from Secretary Rumsfeld

Classification: ~~FOR OFFICIAL USE ONLY~~

Sir, please find two memos from Secretary Rumsfeld attached.

v/r

MAJ Burley

COMPLETED



RSS - SecDef CablesESO

From: Administrator [Administrator@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 10:03 PM
To: RSS - SecDef CablesESO
Subject: Delivery Status Notification (Success)



ATT51399.TXT



Secretary Rumsf...

Your message

To: Brian McCormack (E-mail); Executive Secretariat CPA (E-mail);
Mike Adler (E-mail); Scott Norwood (E-mail)
Subject: Two Memos from Secretary Rumsfeld
Sent: Sun, 22 Feb 2004 06:07:14 +0300

was delivered to the following recipient(s):

McCormack, Brian V. (GS-13) on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Adler, Michael J. (FS-02) on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Norwood, Scott on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Look for Classification Marking in Message Body

RSS - SecDef CablesESO

From: Administrator [Administrator@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 10:03 PM
To: RSS - SecDef CablesESO
Subject: Delivery Status Notification (Success)



ATT51395.TXT



Two Memos from
Secretary Rumsf...

Your message

To: Brian McCormack (E-mail); Executive Secretariat CPA (E-mail);
Mike Adler (E-mail); Scott Norwood (E-mail)
Subject: Two Memos from Secretary Rumsfeld
Sent: Sun, 22 Feb 2004 06:07:14 +0300

was delivered to the following recipient(s):

Rodriguez, Carlos R. on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Ponzini, Stephen M. (TSgt/E-6) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Fritschle, Elizabeth A. (FS) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Schneider, Caroline M. (CIV) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Bruno, Emily K. (FS-03) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Adler, Michael J. (FS-02) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
Clarke, Kethurah on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)

UNCLASSIFIED

2/21/2004 5:39:23 PM

**OFFICE OF THE
SECRETARY OF DEFENSE
CABLES DIVISION**

FAX TRANSMISSION COVER SHEET

Telephone: Comm: (b)(6) DSN: (b)(6) **Facsimile:** (b)(6)

To: General Abizaid

Facsimile #: (b)(6)

From: Secretary Donald Rumsfeld

Office/Desk: SecDef Cables

Subject: Assignment of a Headquarters Commandant for the Green Zone in Baghdad

Number of Pages Including Cover: 2

Note:

SECDEF CABLES DISTRIBUTION

SECDEF /	DISSEC	SEC AID	SECDEF	USDP
USDI	CABD	CCD	CABLES	PLR

UNCLASSIFIED

11-L-0559/OSD/40277

* * * TRANSMISSION RESULT REPORT (IMMEDIATE TX) (FEB. 21. 2004 5:45PM) * * *

FAX HEADER:

DATE	TIME	ADDRESS	MODE	TIME	PAGE	RESULT	PERSONAL NAME	FILE
FEB. 21.	5:43PM	COMPATIBLE	3-S	1'33"	P.	2 OK		194

(b)(6)

RCVD

: BATCH
M : MEMORY TX
S : STANDARD
* : PC
2- : ASYNC MODE

C : CONFIDENTIAL
L : SEND LATER
D : DETAIL
+ : ROUTING
1- : MIL STD MODE

S : TRANSFER
Φ : FORWARDING
F : FINE
Q : RECEPT. NOTICE REQ.
3- : RICOH-MG3/COMPATIBLE MODE

P : POLLING
E : ECM
) : REDUCTION
A : RECEPT. NOTICE

February 21, 2004

TO: Jerry Bremer
FROM: Donald Rumsfeld
SUBJECT: Admiral Redd



Jerry—

I just met with Admiral John Redd, who is coming out to take Keith Kellogg's place. He seems terrific. I think he is going to do a great job for you.

Thanks.

DHR:dh
022104-11

.....
Please respond by _____

020 CPA

21 Feb 04

RSS - SecDef CablesESO

From: Rodriguez, Carlos R. [rodriguezr@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 11:01 PM
To: RSS - SecDef CablesESO; McCormack, Brian V. (GS-13); Executive Secretariat CPA; Adler, Michael J. (FS-02); Norwood, Scott
Subject: RE: Two Memos from Secretary Rumsfeld

CLASSIFICATION: UNCLASSIFIED

*CPA-B received and will send in to LPB.
Thanks*

SGT Carlos R. Rodriguez
Executive Assistant
Office of the Executive Secretariat
Coalition Provisional Authority, Baghdad
DSN: (b)(6)
Mobile: (b)(6)

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

From: RSS - SecDef CablesESO [mailto:CablesESO@osd.smil.mil]
Sent: Sunday, February 22, 2004 6:07 AM
To: McCormack, Brian V. (GS-13); Executive Secretariat CPA; Adler, Michael J. (FS-02); Norwood, Scott
Subject: Two Memos from Secretary Rumsfeld

Classification: ~~FOR OFFICIAL USE ONLY~~

Sir, please find two memos from Secretary Rumsfeld attached.

v/r

MAJ Burley

COMPLETED

FCIN/

SECDEF CABLE DISTRIBUTION				
DATE	TIME	CLASS	STATUS	BY
2/22/04	11:00	CPA	CPA	CPA

RSS - SecDef CablesESO

From: Administrator [Administrator@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 10:03 PM
To: RSS - SecDef CablesESO
Subject: Delivery Status Notification (Success)



ATT51399.TXT

Secretary Rumsf...

Your message

To: Brian McCormack (E-mail); Executive Secretariat CPA (E-mail);
Mike Adler (E-mail); Scott Norwood (E-mail)
Subject: Two Memos from Secretary Rumsfeld
Sent: Sun, 22 Feb 2004 06:07:14 +0300

was delivered to the following recipient(s):

McCormack, Brian V. (GS-13) on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Adler, Michael J. (FS-02) on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Norwood, Scott on Sun, 22 Feb 2004 06:03:16 +0300

(b)(6)

Look for Classification Marking in Message Body

RSS - SecDef CablesESO

From: Administrator [Administrator@orha.centcom.smil.mil]
Sent: Saturday, February 21, 2004 10:03 PM
To: RSS - SecDef CablesESO
Subject: Delivery Status Notification (Success)



ATT51395.TXT Two Memos from
Secretary Rumsf...
Your message

To: Brian McCormack (E-mail); Executive Secretariat CPA (E-mail);
Mike Adler (E-mail); Scott Norwood (E-mail)
Subject: Two Memos from Secretary Rumsfeld
Sent: Sun, 22 Feb 2004 06:07:14 +0300

was delivered to the following recipient(s):

- Rodriguez, Carlos R. on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Ponzini, Stephen M. (TSgt/E-6) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Fritschle, Elizabeth A. (FS) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Schneider, Caroline M. (CIV) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Bruno, Emily K. (FS-03) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Adler, Michael J. (FS-02) on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)
- Clarke, Kethurah on Sun, 22 Feb 2004 06:03:17 +0300
(b)(6)

TAB A



SPB
AC
30

DEC 29 2008

926

TO: Gen Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: UAVs

I get the impression the Army needs more UAVs out in Iraq. Please see if that is true and, if it is, what do we do about it.

Thanks.

DDForm
122704-33

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

SIC
Response Attached

2/8

OSD 02709-05

Tab A

US2R

27 DEC 07

Sherrod, Jimmy, CIV, WHS/ESCD

From: Wittman, Gregory J, CDR, OSD
Sent: Wednesday, May 12, 2004 3:56 PM
To: Sherrod, Jimmy, CIV, WHS/ESCD
Subject: RE: snowflake

~~322~~
322

Jimmy,
Close out this package. No action taken per SecDef. He readdressed the issue in snowflake 030204-25.
Thanks.
Slim

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

From: Sherrod, Jimmy, CIV, WHS/ESCD
Sent: Tuesday, May 11, 2004 3:41 PM
To: Wittman, Gregory J, CDR, OSD
Subject: RE: snowflake

Package was tasked under 02766-04. As you can see on the attached, we received the JCS memo on 25 Feb. Our records show it went as far as ExecSec (which means it more than likely went on in to Mr. DiRita).

js

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

From: Wittman, Gregory J, CDR, OSD
Sent: Tuesday, May 11, 2004 3:32 PM
To: Sherrod, Jimmy, CIV, WHS/ESCD
Subject: snowflake

Jimmy,
See what you've got filed under snowflake # 011204-28 dated 1/12/2004 subject "Civil Affairs" from DR to CJCS. The CJCS responded with an action memo but the JS shows no indication of it coming back to them with a decision. Judd's office has hard copy files back to February, but not January.
Thanks,
Slim

CDR Greg "Slim" Wittman
Navy Military Assistant
OSD Executive Secretariat
Pentagon - RM 3D853

(b)(6)
DSN (b)(6)

~~011204-28~~
24 FEB 04

02766-04
~~02776-04~~



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

SE
11
7
CO
10/11/04

ACTION MEMO

CM-1555-04
24 February 2004

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: General Richard B. Myers, CJCS

RBMyers/2/24

SUBJECT: Civil Affairs (CA) as part of Special Operations Forces

- **Issue.** "Let's talk about whether or not all the Civil Affairs ought to be in SOF. I'm inclined to *think* not." (TAB A)
- **Answer.** We need to study first how CA will fit into transformation initiatives.
- **Analysis.** An executive *summary* is provided at TAB B for key points.

RECOMMENDATIONS: Recommend approval of the following steps:

- a. Continue current combatant command assignments of CA units and personnel.

Approve _____ Disapprove _____ Other _____

- b. Retain USSOCOM as the proponent for joint CA functional issues.

Approve _____ Disapprove _____ Other _____

- c. Direct a study, modeled on the PDM SOF study, of future command relationships and employment of CA in light of other transformation programs and concepts.

Approve _____ Disapprove _____ Other _____

COORDINATION: TAB C

Attachments:

As stated

Prepared By: Lt Gen N. A. Schwartz, USAF; Director, J-3;

(b)(6)

TAB B

20 February 2004

POSITION PAPER - EXECUTIVE SUMMARY

Subject: Assigning Integration of Civil Affairs (CA) to USSOCOM

- US Code, Title 10, Section 167, assigns USSOCOM the responsibility for “organizing, training and equipping” special operations forces, including CA.
- In June 1987, then-CJCS ADM Crowe wrote to then-SecDef Weinberger, “While the missions of PSYOP and CA are broader than special operations, these forces should benefit from the resource advocacy that General Lindsay (first USSOCOM commander) will provide as a unified commander.... Additionally, the close relationship that PSYOP and CA forces have with special operations forces in area orientation and language training should foster mutual benefits.”
 - GEN Lindsay endorsed this position in a Tank session on 29 September 1987 and Secretary Weinberger approved assignment of CA forces to USSOCOM.
 - The reasons given by the CJCS and Commander, USSOCOM, in 1987 remain valid. By design, USSOCOM is more capable of providing operationally focused, unconventionally oriented military forces than either geographic combatant commanders (GCCs) or Joint Forces Command.
- The study of Special Operations Forces (SOF) directed by PDM FY 2004-09 found that “While the focus of CA differs from that of SOF ‘operators,’ CA contributes to the War on Terrorism best by remaining within USSOCOM.”
- GCCs retain responsibility for command of CA activities and missions in their AORs, unless the President or SecDef directs otherwise.
- The Services are currently studying their CA organizations, AC-RC mixes, and major force structure changes (such as the Army’s Unit of Action). A follow-on study should focus on how to best provide command and control for CA forces operating with these future forces; evaluate the advantages and disadvantages of CA units being under the combatant command of USSOCOM, USJFCOM, or GCCs; and consider the related issue of how best to provide CA staff to maneuver units and higher headquarters as they transform.
- Keeping CA as a part of SOF ensures that CA keeps its “unconventional” core. CA needs to continue cultivating innovative operators who possess skills outside normal military training, and think in terms of winning the war by finesse, not firepower. This is best done by leaving USSOCOM as the functional proponent for CA as well as the primary force provider for CA units.

Tab B

11-L-0559/OSD/40286

TAB C

COORDINATION PAGE

USA	Colonel Chappell	4 February 2004
USN	Captain Thompson	3 February 2004
USAF	Colonel Ball	3 February 2004
USMC	Colonel Brier	4 February 2004
USCENTCOM	MajGen Sattler	7 February 2004
USEUCOM	Captain Lindsay	6 February 2004
USJFCOM	Colonel Milburn	11 February 2004
USNORTHCOM	Mr. Johnson	26 January 2004
USPACOM	Colonel Wallace	5 February 2004
USSOUTHCOM	Captain Turner	5 February 2004
USSOCOM	Captain Bourne	6 February 2004
USSTRATCOM	Captain Oliver	22 January 2004
USSTRANSCOM	Mr. Smithey	28 January 2004
ASD(SOLIC)	Colonel Romano	23 January 2004

Tab C

TAB A

January 12, 2004

TO: Gen. Dick Myers
CC: Paul Wolfowitz
FROM: Donald Rurnsfeld *DR*
SUBJECT: Civil Affairs

Let's talk about whether or not all the Civil Affairs ought to be in SOF. I am inclined to think not.

Thanks.

DHR:dh
011204-28

.....
Please respond by

1/21/04

322

12 Jan 04
24 Feb 01

11-L-0559/OSD/40288

OSD 02766-04
Tab A

7201



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MAY 21 2004

Lieutenant Colonel Philip Rivers
791 EAES/CC
PSC 2 Box 50000
APO AE 09012

201.22

Dear Colonel Rivers:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that you, along with your aircrew and others, assisted the *Times* correspondent Christian Kraul.

I commend you for a job well done.

Regards,

Lawrence Di Rita
Principal Deputy Assistant
Secretary of Defense for
Public Affairs

21 May 04

6 Feb 04

Enclosure: As stated



OSD 02797-04



THE SECRETARY OF DEFENSE
WASHINGTON

Lieutenant Colonel Frank Fuller
89 AS/CC
Wright Patterson Air Force Base, OH 45433

Dear Colonel Fuller:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that you, along with your aircrew and others, assisted the *Times* correspondent Christian Kraul by transporting him from Baghdad to Ramstein Air Force Base in Germany.

I commend you for a job well done.

Regards,

Enclosure: As stated

Lieutenant Colonel Frank Fuller
89 AS/CC
Wright Patterson Air Force Base, OH 45433
~~Ohio 45493~~

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Regards,

Enclosure: As stated.

(b)(6)

From: Lohse, John A, CIV, OSD
Sent: Monday, May 10, 2004 8:15 AM
To: (b)(6)
Subject: FW: LA Times Reporters

fyi

John Lohse
Director, Executive Services
Phone: (b)(6)
Fax: (b)(6)
Room 1A1071

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

From: Ayers, Carl G, LTC, OSD
Sent: Monday, May 10, 2004 7:50 AM
To: Generous, Monica, CIV, OSD; Lohse, John A, CIV, OSD
Subject: FW: LA Times Reporters

John and Monica pls pass on to Carrie Sue. Last information I have received on letters to send to those who assisted the LA Times reporters.

C. Glenn Ayers
LTC, USA
Military Asst./ Trip Coordinator
OSD EXEC SEC
(b)(6)
DSN (b)(6)

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

From: Daly Judith Lt Col TACC/XOGA [mailto:Judith.Daly@scott.af.mil]
Sent: Tuesday, May 04, 2004 4:11 PM
To: Carl.Ayers@osd.mil
Cc: Evans Clarence Col TACC/XOG; Boynton Sharon GS-14 TACC/XOG
Subject: FW: LA Times Reporters

Glenn

Here is the information that I have obtained. As per our conversation only one of the reporters traveled on an AMC mission (Christian Kraul). The mission number was XLWRE60ER003 from Bagdad to Ramstein. The aircrew was from the 445 AW, 89AS at Wright Patterson. The 89 AS/CC is Lt Col Frank Fuller. The AE crew was from the 791EAES located at Ramstein. The 791 EAES/CC is Lt Col Philip Rivers. Hopefully this will help in the writing of those Congratulatory letters--these units do great jobs for us everyday.
Thanks

Judy

Ohio
Germany
APP AE

Judith M Daly, Lt Col, USAF, NC
Chief, AE Division
DSN (b)(6)

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

From: Ayers, Carl G, LTC, OSD [mailto:Carl.Ayers@osd.mil]
Sent: Thursday, April 29, 2004 3:03 PM
To: Daly Judith Lt Col TACC/XOGA
Subject: RE: LA Times Reporters

Judy,
Glenn Ayers here thanks very much for the assist.

C. Glenn Ayers
LTC, USA
Military Asst./ Trip Coordinator
OSD EXEC SEC
(b)(6)
DSN (b)(6)

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

From: Cox, Sam, Col, OSD
Sent: Thursday, April 29, 2004 3:31 PM
To: 'Judith.Daly@scott.af.mil'
Cc: Ayers, Carl G, LTC, OSD
Subject: LA Times Reporters

Judy,

Thanks for helping to track down the info, The name are: Christian Kraul, Tracy Wilkinson and Ann Simmons,

LTC Glenn Ayers will be running with thishe is CC'd above. His number is DSN (b)(6)

Glenn....meet Lt Col Judy Daly -- DSN (b)(6)

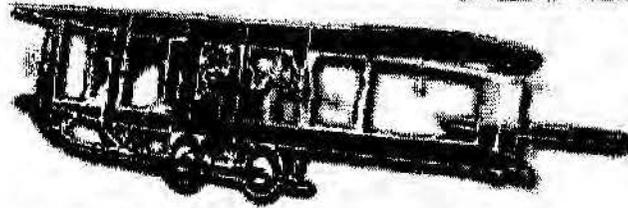
Again, thank you.

SC
Col Sam Cox, USAF
Deputy Executive Secretary
Office of the SecDef
DSN (b)(6)
Comm (b)(6)
STU III (b)(6)

The Birthplace, Home, and Future of Aerospace

Wright-Patterson AFB,

Ohio 45433



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- 74 MDG
- 311 HSW
- HQ AFMC
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- Admin Guidance
- K-12 Educational Prgrms
- Common Access Card
- AF Climate Survey
- WPAFB Home

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 Email: webmaster@wpafb.af.mil
 Commercial: (b)(6)
 DSN: (b)(6)

Last Updated: 10 May 2004



THE SECRETARY OF DEFENSE
WASHINGTON

Lieutenant Colonel Philip Rivers
791 EAES/CC
PSC 2 Box 50000
APO AE 09012

Dear Colonel Rivers:

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Enclosure: As stated

(b)(6) **OSD**

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Sent: Monday, May 10, 2004 8:15 AM
To: (b)(6) OSD
Subject: FW: LA Times Reporters

fyi

John Lohse
Director, Executive Services
Phone: (b)(6)
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(b)(6)

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LTC, USA
Military Asst./ Trip Coordinator
OSD EXEC SEC
(b)(6)
DSN (b)(6)

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Judy

Ohio
Germany
APD AE

Judith M Daly, Lt Col, USAF, NC
 Chief, AE Division
 DSN (b)(6)

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Sent: Thursday, April 29, 2004 3:03 PM
To: Daly Judith Lt Col TACC/XOGA
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 LTC, USA
 Military Asst./ Trip Coordinator
 OSD EXEC SEC
 (b)(6)
 DSN (b)(6)

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To: 'Judith.Daly@scott.af.mil'
Cc: Ayers, Carl G, LTC, OSD
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LTC Glenn Ayers will be running with thishe is CC'd above, His number is DSN (b)(6)

Glenn....meet Lt Col Judy Daly -- DSN (b)(6)

Again, thank you,

SC
 Col Sam Cox, USAF
 Deputy Executive Secretary
 Office of the SecDef
 DSN (b)(6)
 Comm (b)(6)
 STU III (b)(6)

(b)(6) **OSD**

From: Sanchez Marco A Maj 791 EAES/SGO [marco.sanchez@ramstein.af.mil]

Sent: Monday, May 17, 2004 10:04 AM

To: (b)(6)

Subject: Information/Address

Hello (b)(6)

LTC Rivers' mailing address at Ramstein **AB** GE is

LTC Philip Rivers
791 **EAES**

(b)(6)

If you should have any questions, please don't hesitate to give me a call at DSN (b)(6)

Thanks,
M

MAJMARCO A. SANCHEZ, USAF

Director of Support Services

791st EAES, Ramstein AFB

DSN (b)(6)



THE SECRETARY OF DEFENSE
WASHINGTON

Colonel Beverly Pritchett
28th Combat Support Hospital
Fort Bragg, NC 28310

Dear Colonel Pritchett:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that you, along with others, expertly assisted a group of *Times* correspondents in the military hospital at Ibn Sina in Baghdad.

I commend you for a job well done.

Regards,

Enclosure: As stated

Colonel Beverly Pritchett
28th Combat Support Hospital
Fort Bragg, NC 28310

Dear Colonel Pritchett:

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Regards,

Enclosure: As stated



XVIII Airborne Corps & Fort Bragg

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Welcome

Our Mission is to maintain the XVIII Airborne Corps as a strategic crisis response force, manned and trained to deploy rapidly by air, sea and land anywhere in the world, prepared to fight upon arrival and win.

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 Commanding General
 XVIII Airborne Corps & Fort Bragg
 Fort Bragg, NC 28310

For Family and Media Information

Family Wellness

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**All American Week
 (24-28 May 04)**

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New Deployment Center Available Online.

(b)(6) OSD

⑤ Col Beverly Pritchett (in Baghdad)
CF Bragg
try for initial report

From: Ayers, Carl G, LTC, OSD
Sent: Thursday, April 29, 2004 9:05 AM
To: Lohse, John A, CIV, OSD
cc: (b)(6) OSD; Generous, Monica, CIV,
Subject: FW: Information
Importance: High

Folks
per your request yesterday the below information is given
Hospital (CSH) that helped the journalists.

More to follow on the Air Medevac Squadron who evacuated

C. Glenn Ayers
LTC, USA
Military Asst./ Trip Coordinator
OSD EXEC SEC

(b)(6)
DSN (b)(6)

Subject: RE: Information

COL Doby -- The 28th Combat Support Hospital from Fort Bragg, NC operated the hospital at Ibn Sina in Baghdad from Jun 03 until Feb 04. The Commander is Col Beverly Pritchett. You can probably get an address from the Fort Bragg Web Page.

I'm not sure about Lt Col Krivos, but will forward to our USAFAir Evac Liaison team. (Craig, can you identify Lt Col George Krivos) or thank you note.)

Hope this helps and thanks for this opportunity to have folks recognized.

Col Jim Bruckart, CJTF-7 Surgeon

LTC Shally,

Could you help me out with some information??

The Los Angeles Times sent a thank you note to the Secretary of Defense for the help our military provided to several journalists who either died or were injured in Iraq. Mark Fineman died of a heart attack in Iraq in Sep 03. The Chief of the emergency room was Dr. Fred Brennan. Do you know which CSH he is a part of and the name of the commander?

USAF staff in Baghdad and Lt Col George Krivos who helped transport the body. Which office or unit would this be?

Christian Kraul, Tracy Wilkinson and Ann Simmons all of the LA times

4/29/2004

11-L-0559/OSD/40303

were wounded on New Years eve. Once again treated at military hospital in Baghdad. Which CSH was this?

Finally, if you can find the Air Evac Squadron who did the trip to Landstuhl that would be great.

The Secretary would like to send some thank you notes.

Thank you!

KEVIN WESTBERG, TSgt, USAF
Superintendent, CPO Immediate Office
Baghdad, Iraq
mobile: (b)(6)

Life is an echo. What you send out comes back!

March 3, 2004

TO: LTG John Craddock
FROM: Donald Rumsfeld *DR*
SUBJECT: Commendable Service

*5/19 1000
Mr BURGE*
LTG CRADDOCK HAS APPROVED
THESE. REQUEST SOM
APPROVAL
*Please lead for
Dillon signature
as PA
1/1/04*
LARRY DI RITA
5/19 5/20

All-

Here are the additional letters requested by the attached snowflake of 3/3/04. FYI I did not see this snowflake until 4/27. Have already written to:

- attached* <
- 1) General Abizaid
 - 2) General Schromaker
 - 3) John Camoli

*CSC - FIND UNIT
CDE'S LETTERS TO
FROM - USE ESR
TO HOLD
F, M*

This packet includes

- 1) LTZ Ph
- 2) LTZ F
- 3) Col B

CSC

REDO FOR DIRITA'S SIGNATURE

*Other Commanders
ed here. do this
needed?
THANK*

Thank

DR 5/18/04

F, M

*DONE
5/21*

CSC

*CALL ME
- M*

4/27

Los Angeles Times

Secretary of Defense



SA0033992

JOHN S. CARROLL
EDITOR AND EXECUTIVE VICE PRESIDENT

February 6, 2004

The Honorable Donald H. Rumsfeld
Secretary of Defense
Department of Defense
1000 Defense Pentagon
Washington, DC 20520

Dear Mr. Secretary:

Greetings from one of your old haunts, Tribune Company. I am writing to pass along our thanks for help we at the Los Angeles Times have received from the U.S. armed forces.

One of our correspondents, Mark Fineman, died of a heart attack last September, despite excellent emergency treatment at the military hospital. The chief of the emergency room team was Dr. Fred Brennan, who did an exemplary job. Centcom went beyond the call in offering to ship Mark's body home via the Air Force. Coalition spokesman Lt. Col. George Krivos and the USAF staff in Baghdad were instrumental in the repatriation of the remains. The staff at Dover AFB were extremely solicitous of Mark's family. We are grateful to all involved..

File + FRS

Three other Times correspondents, Christian Kraul, Tracy Wilkinson and Ann Simmons, were wounded in the New Year's Eve car bombing in Baghdad. They received outstanding treatment at the military hospital. Kraul underwent surgery that helped save a badly damaged eye. He was subsequently sent by military medevac to Germany.

Handwritten notes and initials

There are undoubtedly many people to thank whose names did not make it to my desk, but let me mention a few. The head of the Landstuhl public affairs office, Marie Shaw, arranged for correspondent Tyler Marshall to be at the base when Chris arrived. Sgt. Phil Breedlove escorted the reporter to the emergency room. Capt. Fisher, a nurse on corridor 14, helped us deal with medical issues. Maj. Christopher Allen, the duty ophthalmologist, saw Chris within an hour of his arrival and made a quick decision to send him to the nearby eye clinic for special treatment--a decision that allowed us to transfer him home the following day.

We at the Los Angeles Times are grateful for all this and more. Our best wishes to you and your subordinates here and abroad.

Sincerely,

OSD 02797-04

Mr. John S. Carroll
Editor and Executive Vice President
Los Angeles Times
202 West First Street
Los Angeles, CA 90012

Dear ~~Mr.~~ ^{John} Carroll:

^{So much} Thank you for your ^{Thank} kind letter regarding your ^{folks} experiences with our armed forces in Iraq. I am pleased that everyone was so helpful and will pass along your comments.

Sincerely,

Kevin

They are totally a superb group of young men and women.



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MAY 21 2004

Colonel Beverly Pritchett
28th Combat Support Hospital
Fort Bragg, NC 28310

Dear Colonel Pritchett:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that you, along with others, expertly assisted a group of *Times* correspondents in the military hospital at Ibn Sina in Baghdad.

I commend you for a job well done.

Regards,

Lawrence Di Rita
Principal Deputy Assistant
Secretary of Defense for
Public Affairs

Enclosure: As stated



OSD 02797-04

11-L-0559/OSD/40308

201.22

Almayor 6 Feb 01



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 18 2004

201.22

General Peter J. Schoomaker
Chief of Staff, United States Army
1000 Defense Pentagon
Washington, DC 20310

Dear Pete:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that Ms. Marie Shaw, Sgt. Phil Breedlove, Capt. Fisher, and Maj. Christopher Allen, along with the other folks at Landstuhl, did fine work assisting some *Times* correspondents.

18 MAR 04

Please pass along my appreciation.

Regards,

Enclosure: As stated

6 FEB 04

OSD 02797-04

11-L-0559/OSD/40309

Los Angeles Times

277-7000
277-7706
Secretary of Defense



SA0033992

JOHN S. CARROLL
EDITOR AND EXECUTIVE VICE PRESIDENT

February 6, 2004

The Honorable Donald H. Rumsfeld
Secretary of Defense
Department of Defense
1000 Defense Pentagon
Washington, DC 20520

Dear Mr. Secretary:

Greetings from one of your old haunts, Tribune Company. I am writing to pass along our thanks for help we at the Los Angeles Times have received from the U.S. armed forces.

One of our correspondents, Mark Fineman, died of a heart attack last September, despite excellent emergency treatment at the military hospital. The chief of the emergency room team was Dr. Fred Brennan, who did an exemplary job. Centcom went beyond the call in offering to ship Mark's body home via the Air Force. Coalition spokesman Lt. Col. George Krivos and the USAF staff in Baghdad were instrumental in the repatriation of the remains. The staff at Dover AFB were extremely solicitous of Mark's family. We are grateful to all involved.

Three other Times correspondents, Christian Kraul, Tracy Wilkinson and Ann Simmons, were wounded in the New Year's Eve car bombing in Baghdad. They received outstanding treatment at the military hospital. Kraul underwent surgery that helped save a badly damaged eye. He was subsequently sent by military medevac to Germany.

There are undoubtedly many people to thank whose names did not make it to my desk, but let me mention a few. The head of the Landstuhl public affairs office, Marie Shaw, arranged for correspondent Tyler Marshall to be at the base when Chris arrived. Sgt. Phil Breedlove escorted the reporter to the emergency room. Capt. Fisher, a nurse on corridor 14, helped us deal with medical issues. Maj. Christopher Allen, the duty ophthalmologist, saw Chris within an hour of his arrival and made a quick decision to send him to the nearby eye clinic for special treatment--a decision that allowed us to transfer him home the following day.

We at the Los Angeles Times are grateful for all this and more. Our best wishes to you and your subordinates here and abroad.

Sincerely,

OSD 02797-04

202 WEST FIRST STREET / LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 237-7000 / FAX (213) 237-7706

11-L-0559/OSD/40310

General Peter J. Schoomaker
Chief of Staff, United States Army
1000 Defense Pentagon
Washington, DC 20310

Army Di Rite

3/12

Dear General Schoomaker:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the Los Angeles Times. I understand that Ms. Marie Shaw, Sgt. Phil Breedlove, Capt. Fisher, and Maj. Christopher Allen, along with the other folks at Landstuhl,

job.

u

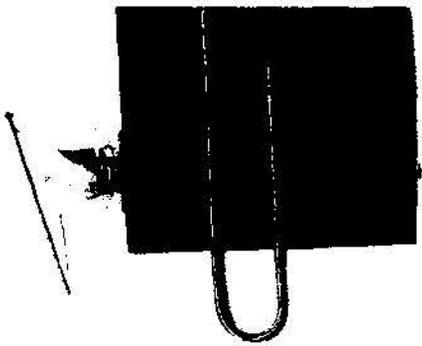
did fine work assisting Bone Times correspondents

I am pleased that everyone was so helpful. Keep up the good work.

Please pass along my appreciation.

Regards,

Enclosure: As stated



THE SECRETARY OF DEFENSE
WASHINGTON

Mr. John S. Carroll
Editor and Executive Vice President
Los Angeles Times
202 West First Street
Los Angeles, CA 90012

Dear John:

Thank you so much for your thoughtful letter regarding your folks' experiences with our armed forces in **Iraq.**

I am pleased that everyone was so helpful and will pass along your comments. They are truly a superb group of young men and women.

Regards,

11-L-0559/OSD/40312

Y

Jm

DATE FOR

3/18

as follows:

"Don" 

"DR"

Approved

Disapproved

"With best wishes"



William P. Marriott
CAPTAIN, USN

02792-04

04021-04

CSC

CALL ME ON TRALS

1 M 3/4

TO: LTG John Craddock

FROM: Donald Rumsfeld *DR*

SUBJECT: Commendable Service

Here is a letter commending the service of a number of military personnel.

How do we pass along this expression of appreciation to their commanders?

Thanks.

Attach.

2/6/04 LA Times ltr to SecDef

DHR:dh
030304-11

.....
Please respond by 3/12/04

Tom —
Pls see me as
to how we "endorse"
this to all the folks/
units mentioned
C 3/4

2

3 MARCH 04

6 FEB 04

OSD 02797-04



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 16 2004

201.22

General John Abizaid
Commander
U.S. Central Command
7115 South Boundary Boulevard
MacDill, AFB, FL 33621-5101

Dear John:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that Dr. Fred Brennan and Lt. Col. George Krivos, along with his USAF Staff in Baghdad and many others, did a superb job in assisting some *Times* correspondents.

Please pass along my appreciation.

Regards,

16 MAR 2004

Enclosure: As stated

OSD 02797-04

6 FEB 04

2004 FEB 06 15 30 15

Los Angeles Times

Secretary of Defense



SA0033992

JOHN S. CARROLL
EDITOR AND EXECUTIVE VICE PRESIDENT

February 6, 2004

The Honorable Donald H. Rumsfeld
Secretary of Defense
Department of Defense
1000 Defense Pentagon
Washington, DC 20520

Dear Mr. Secretary:

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One of our correspondents, Mark Fineman, died of a heart attack last September, despite excellent emergency treatment at the military hospital. The chief of the emergency room team was Dr. Fred Brennan, who did an exemplary job. Centcom went beyond the call in offering to ship Mark's body home via the Air Force. Coalition spokesman Lt. Col. George Krivos and the USAF staff in Baghdad were instrumental in the repatriation of the remains. The staff at Dover AFB were extremely solicitous of Mark's family. We are grateful to all involved.

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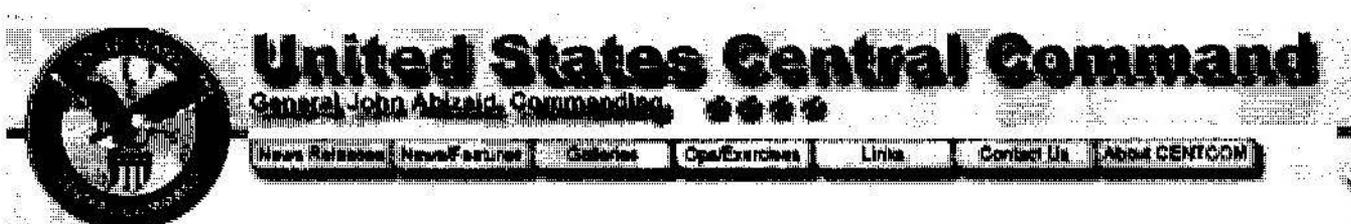
We at the Los Angeles Times are grateful for all this and more. Our best wishes to you and your subordinates here and abroad.

Sincerely,

OSD 02797-04

202 WEST FIRST STREET / LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 237-7000 / FAX (213) 237-7706

11-L-0559/OSD/40316



General John Abizaid



[Download High Res Portrait](#)

[Lt Gen Lance L. Smith
Deputy Commander](#)

[MG R. Steven Whitcomb, Chief
of Staff](#)

[CMSgt Curtis L. Brownhill,
Command Chief](#)

[CDR's Strategy](#)

General Abizaid assumed duties as the Commander, U.S. Central Command on July 7, 2003.

General Abizaid was commissioned a second lieutenant of Infantry upon graduation from the United States Military Academy in June 1973. He started his career with the 504th Parachute Infantry Regiment at Fort Bragg, North Carolina, where he served as a rifle and scout platoon leader. He commanded companies in the 2nd and 1st Ranger Battalions, leading a Ranger Rifle Company during the invasion of Grenada.

General Abizaid commanded the 3rd Battalion, 325th Airborne Battalion combat Team in Vicenza, Italy, during the Gulf crisis and deployed with the battalion to Kurdistan in Northern Iraq. His brigade command was the 504th Parachute Infantry Regiment of the 82nd Airborne Division. He served as the Assistant Division Commander, 1st Armored Division, in Bosnia-Herzegovina. Following that tour, he served as the 66th Commandant at West Point. Later, he commanded 1st Infantry Division, the "Big Red One," in Wurzburg which provided our first ground forces into Kosovo. He served as the Deputy Commander (Forward), Combined Forces Command, US Central Command during Operation IRAQI FREEDOM.

Staff assignments include a tour with the United Nations as operations officer for Observer Group Lebanon and a tour in the Office of the Chief of the Staff, U.S. Army. European staff tours include assignments in both the Southern European Task Force and Headquarters, U.S. Army Europe. General Abizaid also served as Executive Assistant to the Chairman of the Joint Chiefs of Staff, Director of Strategic Plans and Policy (J5) on the Joint Staff and Director of the Joint Staff.

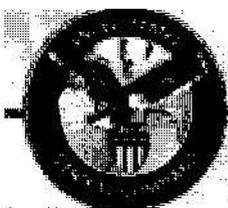
General Abizaid's military education includes Infantry Officer Basic and Advanced courses, Armed Forces Staff College, and a U.S. Army War College Senior Fellowship at the Hoover Institution, Stanford University. In his civilian studies, he earned a Master of Arts degree in Area Studies at Harvard University, and was an Olmsted Scholar at the University of Jordan in Amman, Jordan.

His decorations include the Defense Distinguished Service Medal with one Oak Leaf Cluster, the Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit with five Oak Leaf Clusters and the Bronze Star. He earned the Combat Infantryman's Badge, Master Parachutist Badge with Gold Star, Ranger Tab and the Expert Infantryman's Badge

Commander United
States Central
Command



[Print version of this page](#)



United States Central Command

General John Abizaid, Commanding

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Contact US



Headquartered at MacDill Air Force Base in Tampa, Florida, United States Central Command (USCENTCOM) is one of nine Unified Combatant Commands assigned operational control of U.S. combat forces.

[Learn More About](#)

[MacDill Air Force Base](#)

[Unified Combatant Commands](#)

[Coalition Provisional Authority](#)

Command Address

Commander
U.S. Central Command
7115 South Boundary Boulevard
MacDill, AFB, FL 33621-5101

Public Affairs

Phone: (813) 827-5894
Fax: (813) 827-2211
DSN: 651-5894
E-Mail:
pao@centcom.mil

Other Key Phone Numbers

CJTF-7 Coalition Joint Task Force Seven (Baghdad, Iraq)
914-360-5082/89
cpic.pressdesk.iraq@us.army.mil

Reserve Affairs
813-827-6619

Base Info
813-828-1110

CPA Coalition Provisional Authority (Baghdad, Iraq)
781-280-6204/6207

Command Center
813-828-5696

U.S. Department of Defense Public Affairs
703-697-5131

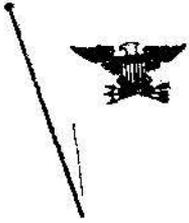
CENTCOM Chaplain
813-827-1723

Enduring Freedom Coalition Public Affairs
Coalition Partner OEF Inquiries Only! +1-813-827-1716
OEFPublicAffairs@yahoo.com
The Enduring Freedom Coalition is not involved with Operation Iraqi Freedom.

FAQ

[Humanitarian Assistance](#) | [OEF Coalition Forces in Iraq](#) | [Forces in Afghanistan](#) | [Iraqi Security](#)

[External Link Notice](#) | [Privacy and Security](#) | [MacDill Air Force Base](#)



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 12 2004

Mr. John S. Carroll
Editor and Executive Vice President
Los Angeles Times
202 West First Street
Los Angeles, CA 90012

Dear John:

Thank you so much for your thoughtful letter regarding your folks' experiences with our armed forces in Iraq.

I am pleased that everyone was so helpful and will pass along your comments. They are truly a superb group of young men and women.

Regards,

OSD 02797-04

11-L-0559/OSD/40319

201.22

12 MAR 04

6 FEB 04

Los Angeles Times

JOHN S. CARROLL
EDITOR AND EXECUTIVE VICE PRESIDENT

Secretary of Defense



SA0033992

February 6, 2004

The Honorable Donald H. Rumsfeld
Secretary of Defense
Department of Defense
1000 Defense Pentagon
Washington, DC 20520

Dear Mr. Secretary:

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We at the Los Angeles Times are grateful for all this and more. Our best wishes to you and your subordinates here and abroad.

Sincerely,

OSD 02797-04

202 WEST FIRST STREET / LOS ANGELES, CALIFORNIA 90012
TELEPHONE (213) 237-7000 / FAX (213) 237-7706

11-L-0559/OSD/40320



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

MAY 21 2004

Lieutenant Colonel Frank Fuller
89 AS/CC
Wright Patterson Air Force Base, OH 45433

Dear Colonel Fuller:

I am pleased to enclose a letter of appreciation from Mr. John Carroll, Editor and Executive Vice President of the *Los Angeles Times*. I understand that you, along with your **aircrew** and others, assisted the *Times* correspondent Christian Kraul by transporting him from Baghdad to Ramstein Air Force Base in Germany.

I commend you for a job well done.

Regards,

Lawrence Di Rita
Principal Deputy Assistant
Secretary of Defense for
Public Affairs

Enclosure: As stated



OSD 02797-04

11-L-0559/OSD/40321

201,22

210-ay04

6Feb04

January 12, 2004

TO: Larry Di Rita *Kay Hibon*
FROM: Donald Rumsfeld *DR*
SUBJECT: Marty Hoffmann

Is Mrty Hoffmann getting paid anything by the Pentagon for all he is doing?'

Thanks.

DHR:jh
011204-6



Please respond by 1/14/04



OSD 02804-04



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

201 FEB 04 11 54 AM

ADMINISTRATION AND
MANAGEMENT

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DeBois, Director, Administration and Management

SUBJECT: Marty Hoffmann

Ray DeBois 2/24/04

- In the attached snowflake dated January 12, 2004, you asked if Marty Hoffmann was getting paid by the Department for all the work he is doing.
- He is not being paid for his work, nor has he filed vouchers to collect his travel expenses.
- He was appointed as an unpaid consultant to the Office of the Secretary of Defense on January 10, 2001. The appointment expired at the end of one year (January 9, 2002) and was not renewed. *→ at his request.*
- I have asked my staff to work with him to ensure he is covered by an appropriate employment status. A number of different types of Federal appointments were discussed to include: Non-Career Senior Executive Service, Limited Term Senior Executive Service, and consultant/expert.
- He has expressed his desire to be appointed as a consultant (without compensation). Even though he will not receive pay under this arrangement, he will be entitled to reimbursement for travel and subsistence while working.
- His appointment has been vetted through the White House Liaison Office and has been approved. He is currently working on completing the necessary employment forms (e.g. financial disclosure, etc.). Once they are returned, he will be appointed immediately.

COORDINATION: None

Attachments: As stated

Prepared by: Linda Roper,

(b)(6)

OSD 02804-04



January 12, 2004

TO: Larry Di Rita *Kay Hibark*
FROM: Donald Rumsfeld *DR*
SUBJECT: Marty Hoffmann

Is Mrty Hoffmann getting paid anything by the Pentagon for all he is doing?

Thanks.

DHR:jh
011204-6

.....
Please respond by 1/16/04



OSD 02804-04

11-L-0559/OSD/40324

2/11/04
123
2807

February 8, 2004

TO: David Chu
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Comparing Costs

Larry Di Rita
3/1

As we gather data, we ought to know how much more expensive the Guard and Reserve are today relative to the Active force, because of Congressional add-ons to their compensation, retirement, health care and the like. We need to calculate that.

2/11/04

At some point, if it keeps going on, Congress could make it less desirable to have guard and reserve forces compared to the cost of Active forces.

Please develop a way to look at this that compares the usage of active forces vs. reserve and guard forces per dollars spent.

8 2/11/04

Thanks.

DHR:db
020804-100

.....
Please respond by 2/18/04

2/27
Sec Def - Charts & Data
attached. Also, Zakheim
has some interesting ones attached
- Thought: Enclose charts in letter
to Warner/Hunter and ask
for ~~meeting~~ a
meeting to discuss. D, R, G

2/6 2/6/04

osa 02931-04

11-L-0559/OSD/40325

2/20/04

7:35 PM

TO: David Chu
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
DATE: February 18, 2004
SUBJECT:

Where are the charts?

Thanks.

DHR/azn
021804.08

Please respond by: ~~2/27~~ 2/23/04

292

18 Feb 04

26 Feb 04

OSD 02931-04

0123
1700Z

OFFICE OF THE
SECRETARY OF DEFENSE
204 577 27 11/03



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

INFO MEMO

Feb 26, 2004, 17:00 PM

PERSONNEL AND
READINESS

FOR: SECRETARY OF DEFENSE
FROM: David S. C. Chu, Under Secretary of Defense (Personnel and Readiness)
David S. C. Chu
SUBJECT: Growth of Entitlements

- Last week we sent you a chart that displayed the growth of entitlements. Tab A contains a refined version of that chart (1) with additional charts (2-3) that enable a comparison of entitlements growth from recently enacted legislation, growth if the current legislation is extended, and potential growth if additional entitlements legislation is approved. Chart 4 cuts the data at a more macro level and shows the existing and potential costs.
- A major portion, about half, of the growth in entitlements derives from increased healthcare benefits. Tab B provides more detail on the growth of healthcare entitlements. Chart 4 shows a breakdown of Tricare growth generated from increased accruals, expanded benefits, and the growing number of claimants. Chart 5 displays the potential growth of the Reserve Healthcare benefits already enacted as well as those that may be enacted.
- Tab C shows the expansion of non-mobilized costs of Reserve personnel due to recently enacted legislation.

RECOMMENDATION: Information Only

Attachment:
As stated

Prepared by: Col Mayo, (b)(6)

2/29
Sec Def -
A Thought. Short!
letter to Warner/Kevin, Hunter/Skelton
Include charts. Ask for hearings.

Note See Related Jakheim charts,
D. Rita

SPL ASSISTANT DI RITA	2/28
SP4 MA CRADDOCK	
SP4 BRIDGE	
SP4 MARRIOTT	2/27

attached

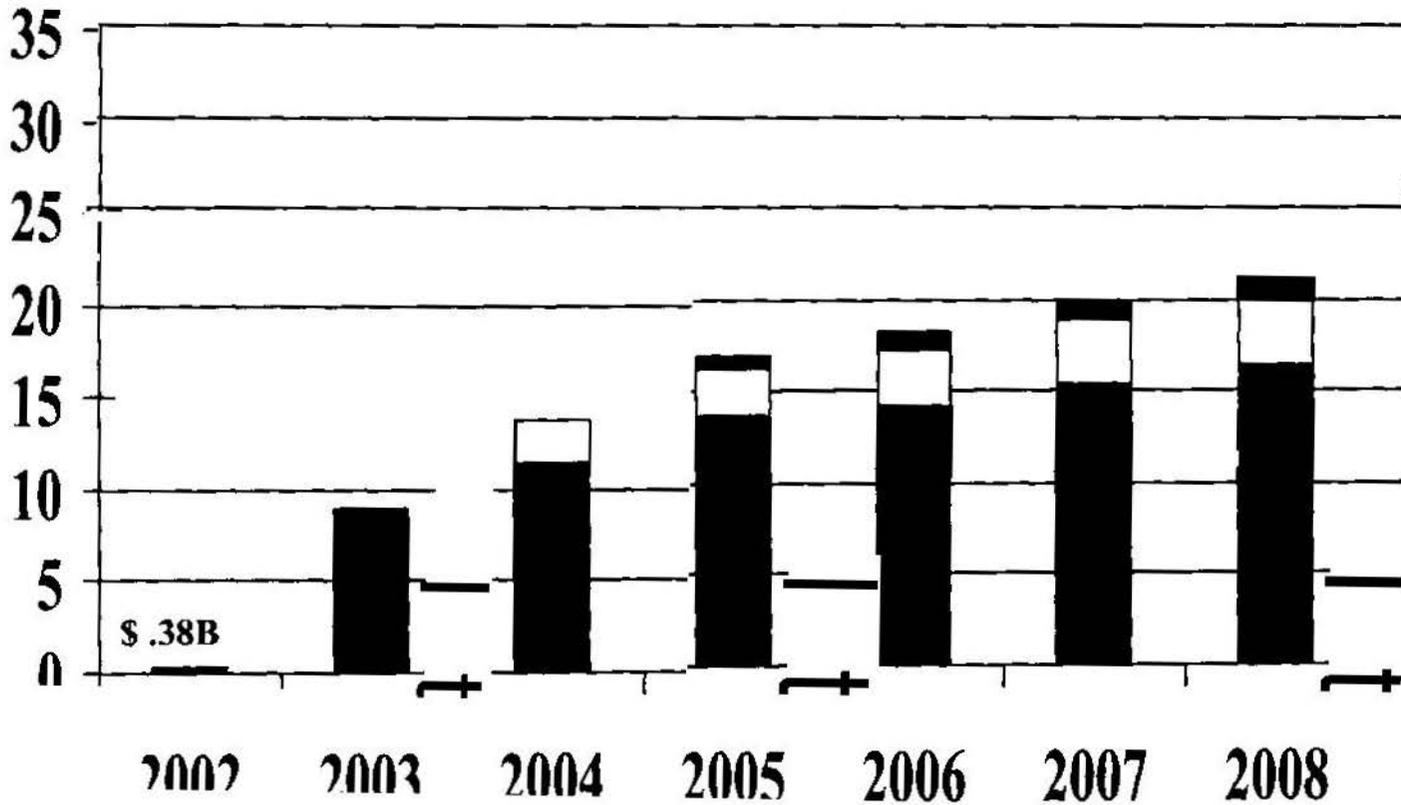


OSD 02931-04

Personnel & Readiness

Entitlements Growth from Congressional Action

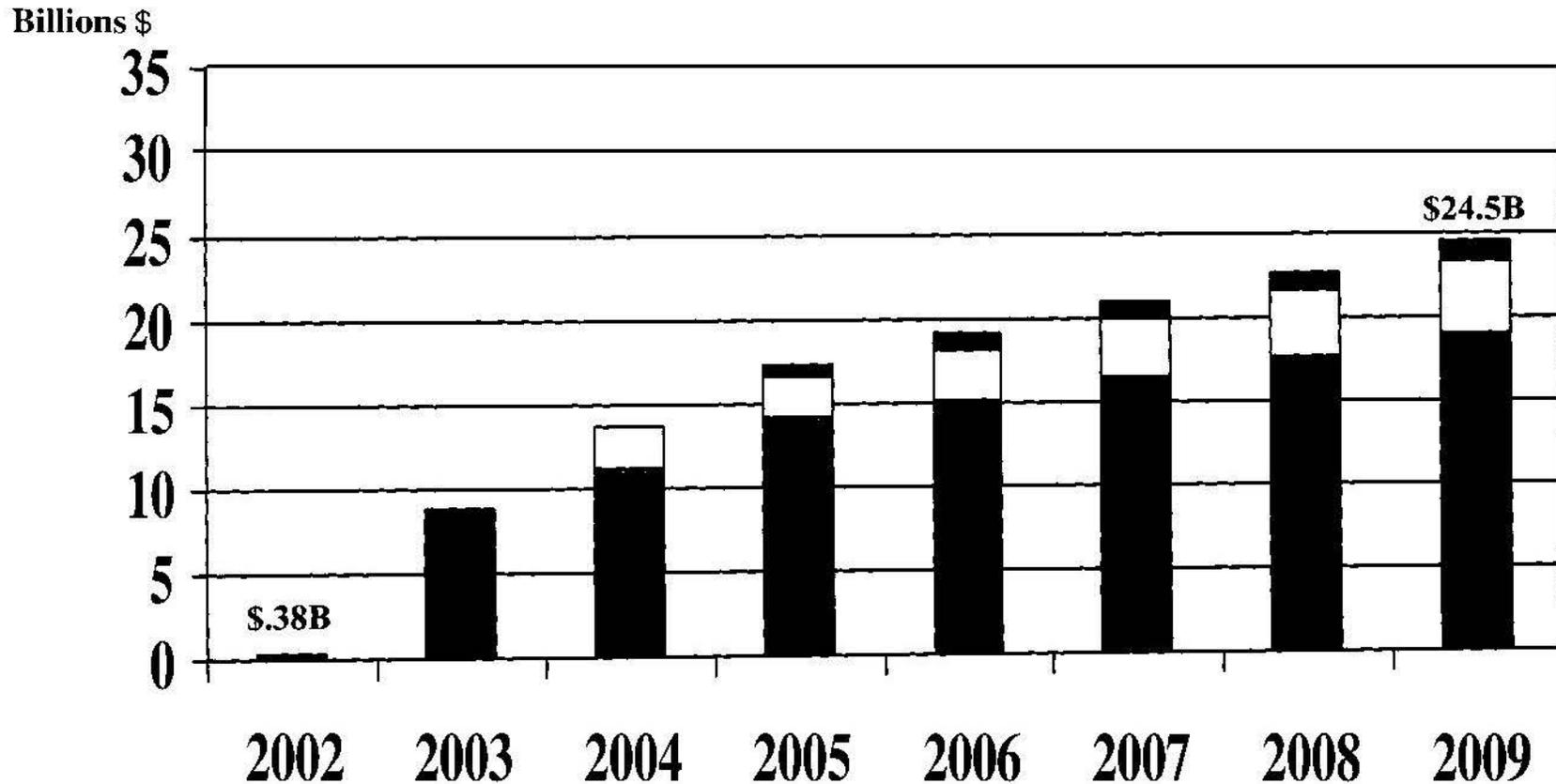
Billions \$



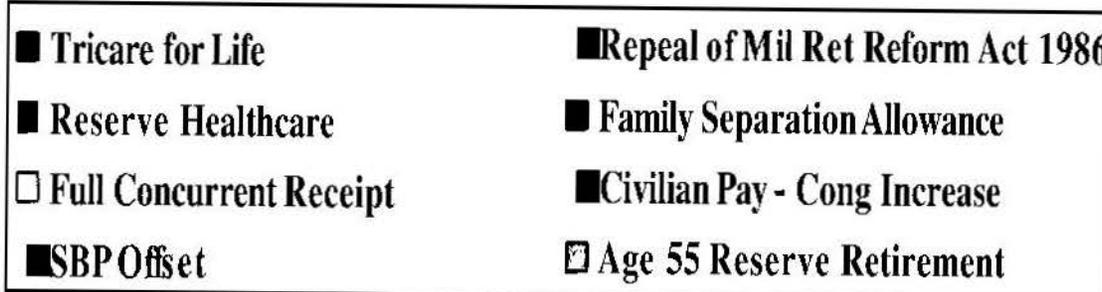
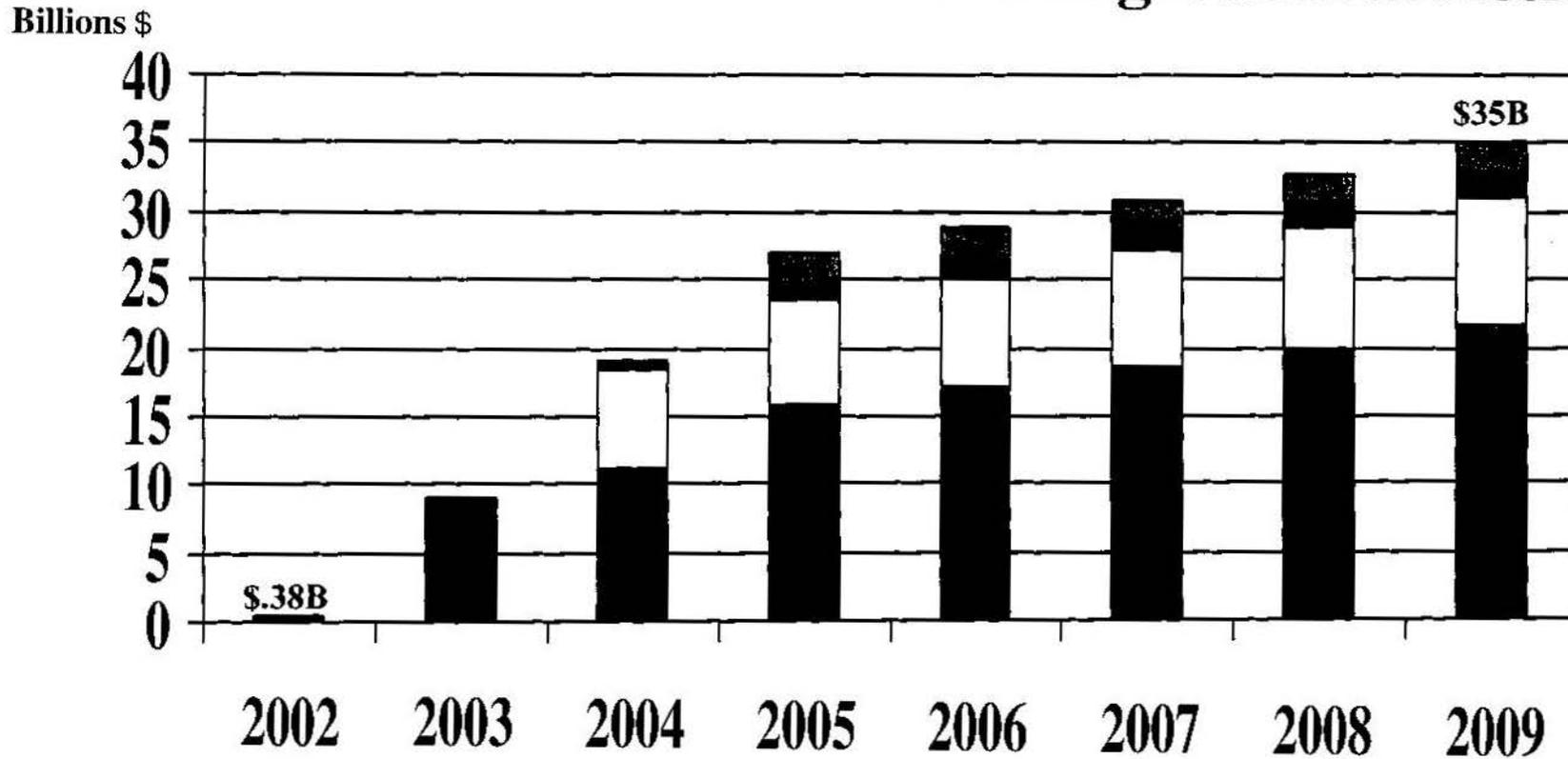
■ Tricare for Life	■ Repeal of Mil Ret Reform Act 1986
■ Defense Healthcare	■ Family Separation Allowance
■ Dental Component Doc	■ Civilian nav - Cong Increase

11-L-0559/OSD/40328

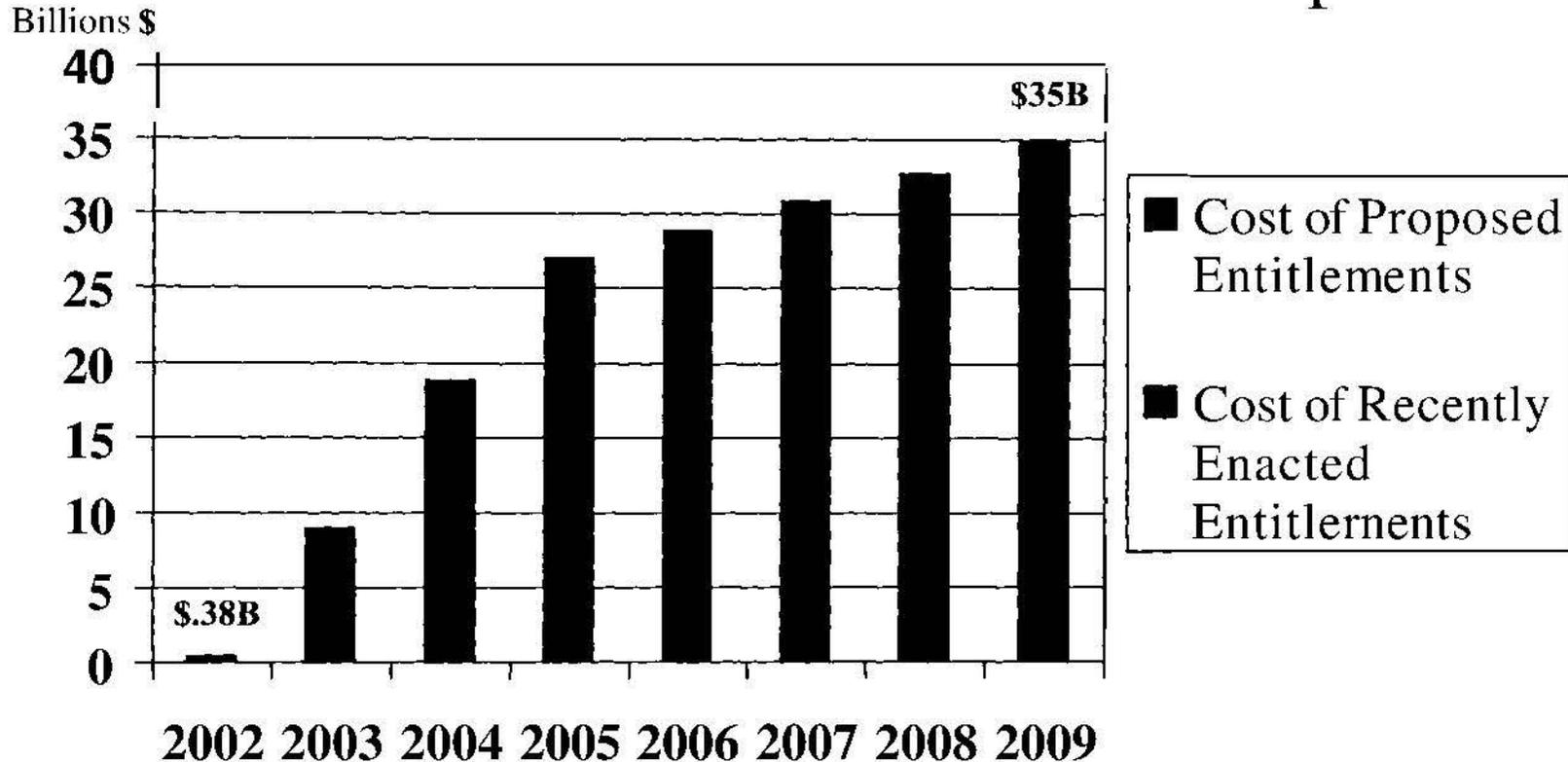
Entitlements Growth if Recent Congressional Action is Extended



Entitlements Growth from Past and Potential Congressional Action



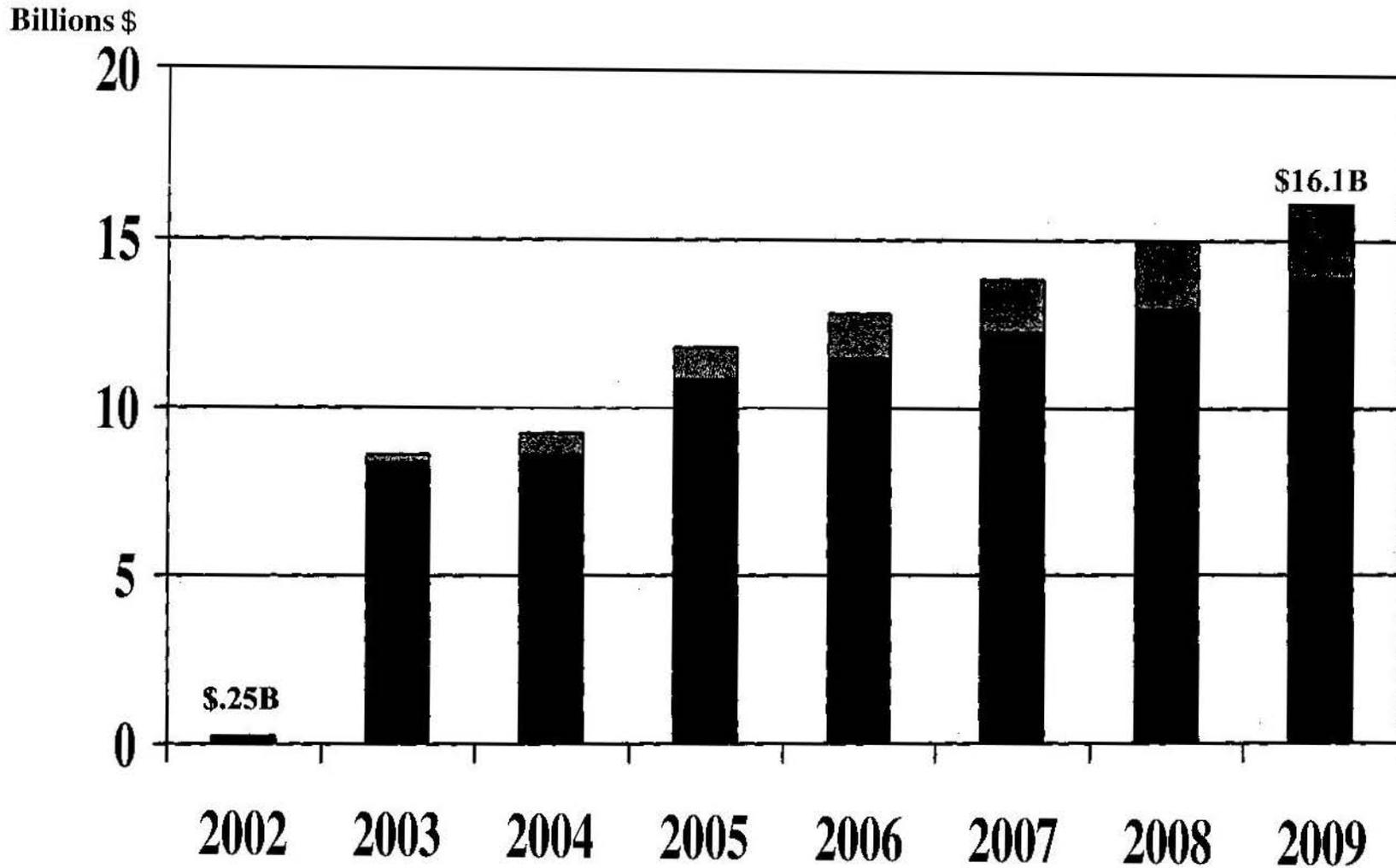
Entitlements Growth Enacted vs Proposed



Cost of Non-DoD Proposed Entitlements - Includes TFL lowered pmts, TFL new claimants, OMB estimates for enhanced Res healthcare, FSA, Age 55 RA retirement, SBP offset, full concurrent receipt-change in accruals&outlays, & civ pay plus up.

Cost of Recently Enacted Entitlements - Includes TFL lowered pmts, TFL new claimants, estimates to extend currently enacted Res healthcare, 2004 NDAA concurrent receipt- change in accruals&outlays, & civ pay plus up.

Growth of Tricare Entitlements

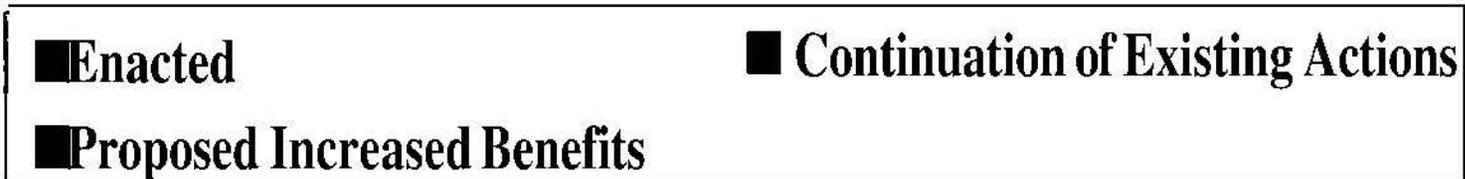
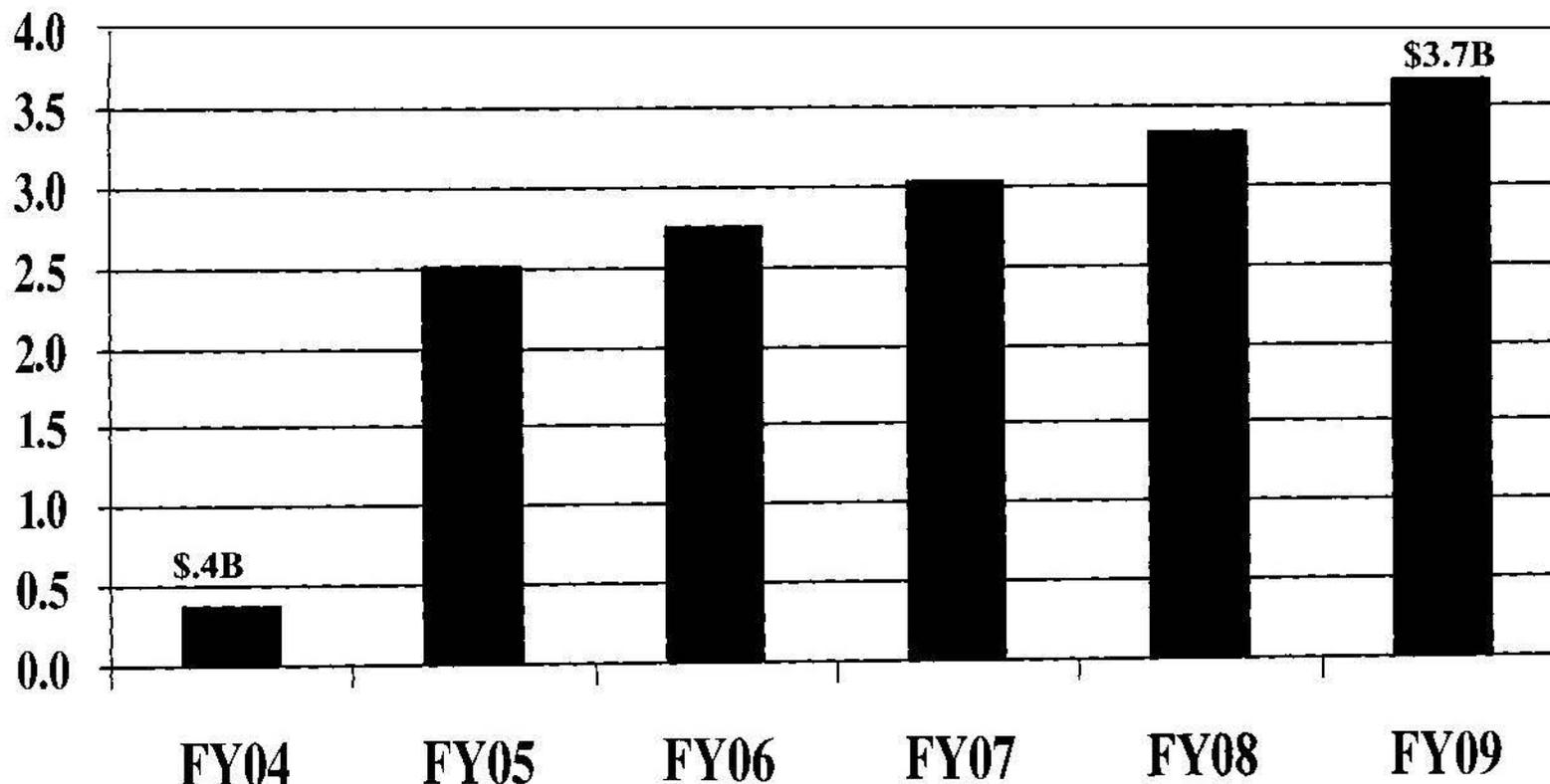


■ Tricare for Life Accruals ■ TLF - Enhanced Benefits ■ Est Cost of New Claimants

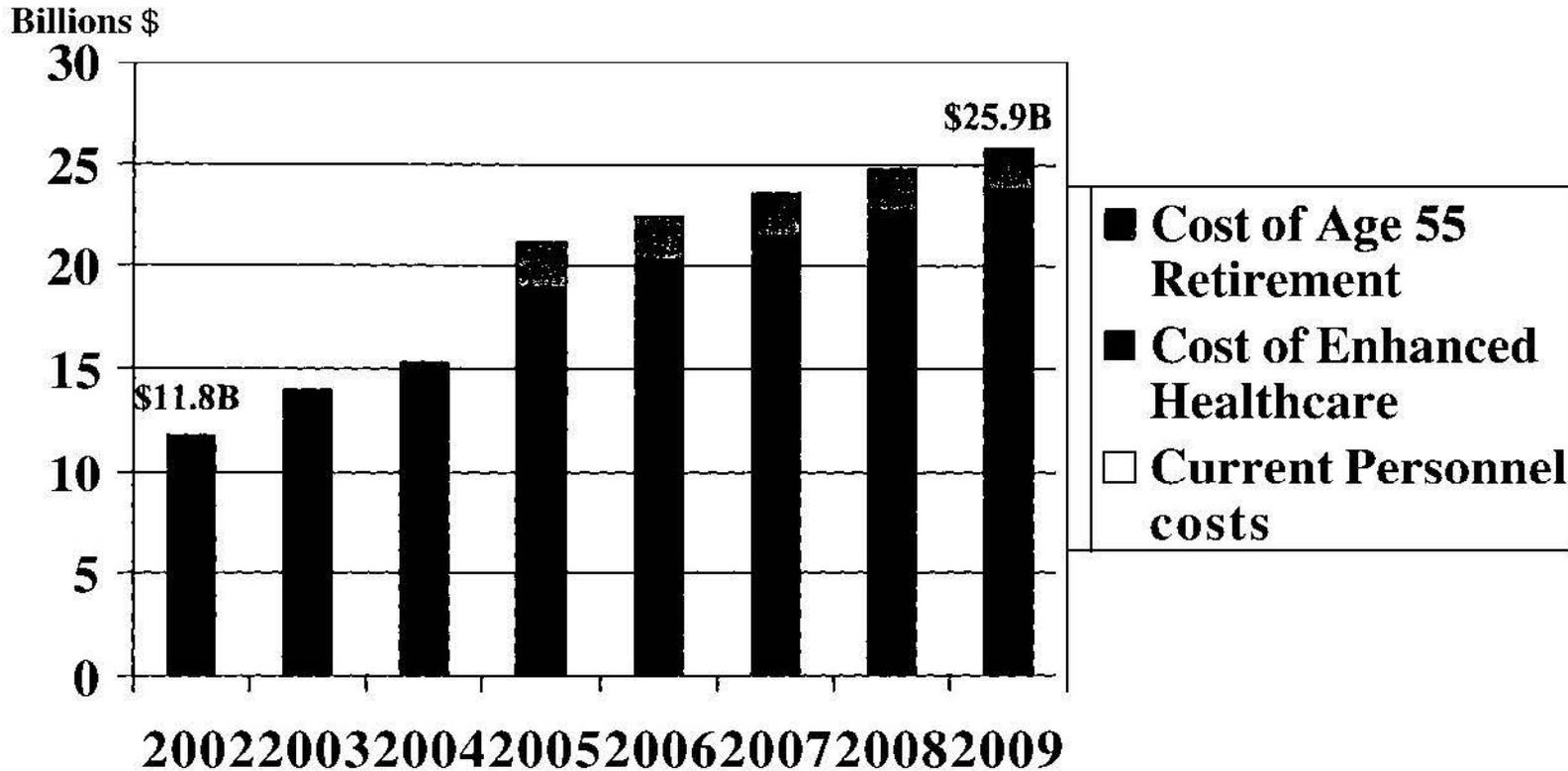
Personnel & Readiness

Estimates for Reserve Health Care Expansion

\$ Billions



Increasing Cost of Non-Mobilized Reserve Personnel



Current Personnel Costs - FY02 data based on FYDP as of March 03; FY03-09 based on CIS database as of Feb 2004.

Cost of Enhanced Healthcare - Estimated costs reflect extension of previously enacted benefits as well as potential approval of enhanced benefits.

Cost of Age 55 Retirement - Estimated cost of increased outlays due to change in Reserve retirement age.

2/24
1400

SECRETARY OF DEFENSE
2004 FEB 25 03:03



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

INFO MEMO

COMPTROLLER

February 25, 2004, 3:00 PM

FOR: SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM: Dov S. Zakheim

SUBJECT: Military Personnel Appropriation Funding Trends

- The attached charts group military personnel costs into nine categories and shows funding levels for these categories for fiscal years (FY) 2000 – 2005. FY 2003 and FY 2004 data excludes Supplemental costs.
- The charts highlight funding trends and illustrate the increasing size of Military Personnel appropriation costs. The most notable points include:
 - The Military Personnel cost per member grew 44.2% from FY 2000 to FY 2005. At the same time, the Consumer Price Index for Urban Wage Earners and Clerical Workers only increased 10.3% (Tab A).
 - Total Military Personnel costs grew by 45.7% during this time, while End Strength remained basically stable (Tab B).
 - Total base pay grew by 39.7%, and all other compensation grew by 51.6% from FY 2000 to FY 2005 (Tab C).

COORDINATION: None.

Attachments:
As stated

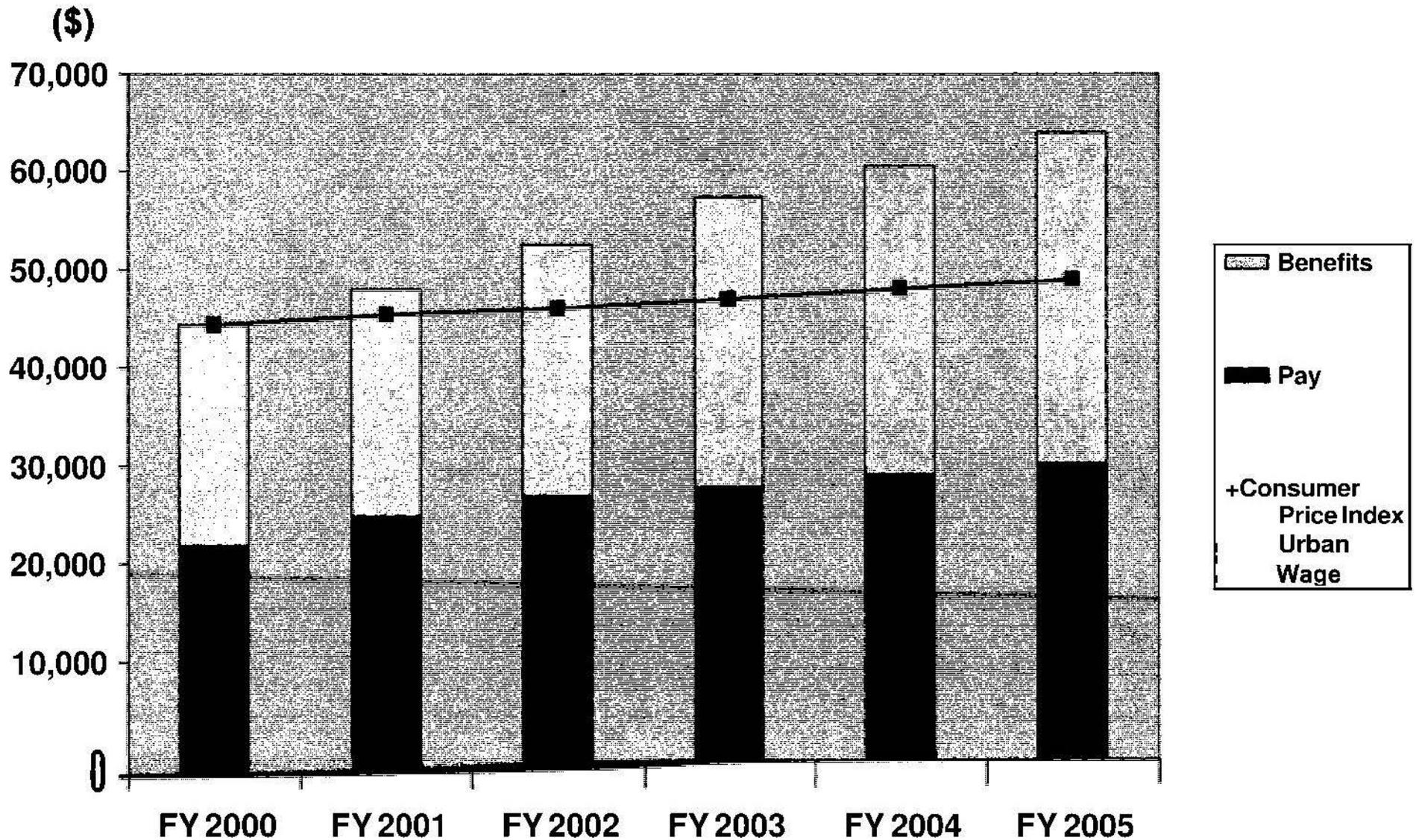
Prepared By: John Evans, (b)(6)

2/29
Do you know how does the

6PL ASSISTANT DIR
BR MA CAC/AGUS
MA B/C
EXCEL

2/26

Average MilPers Appropriated Funded Pay & Benefits *ACTIVE ONLY*

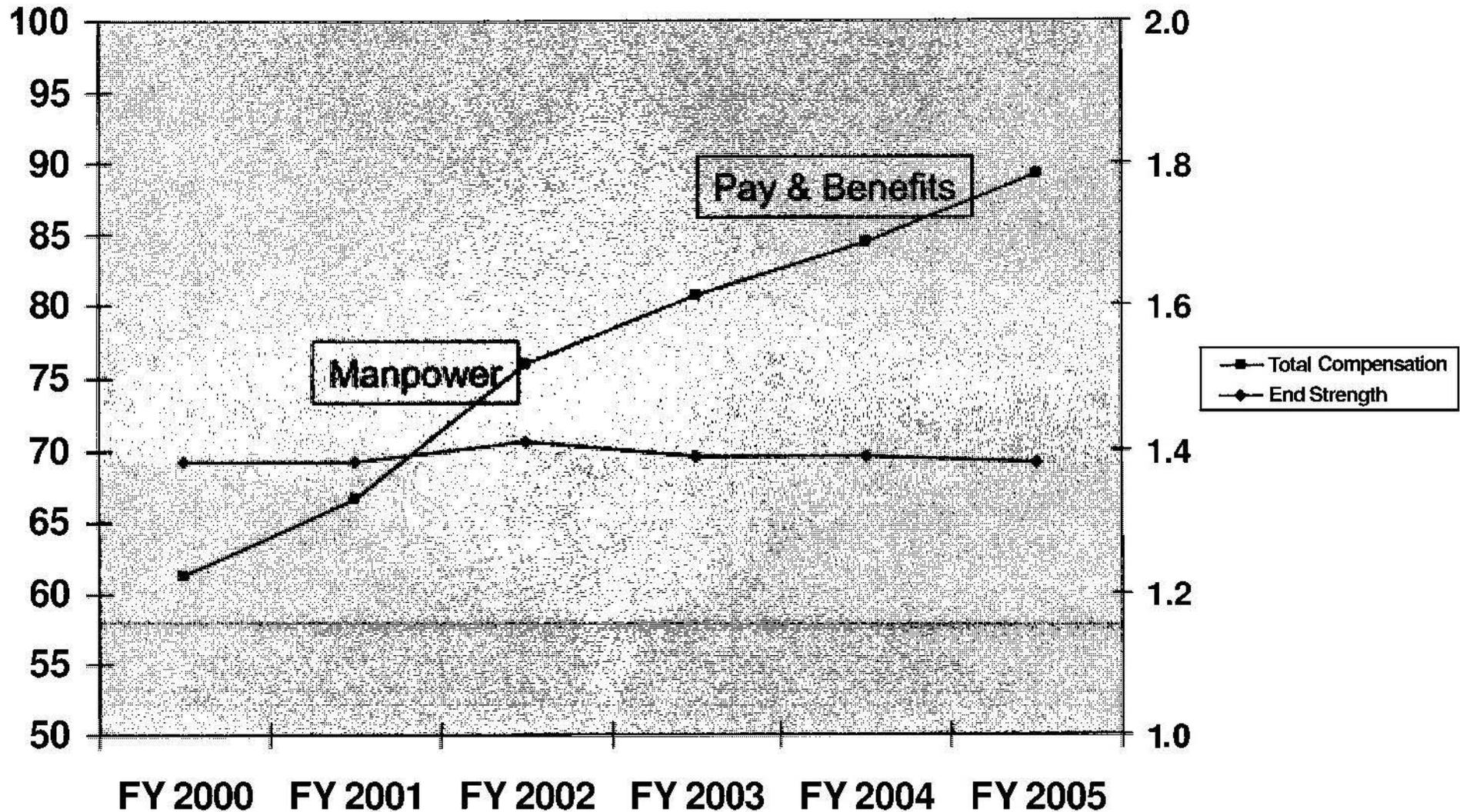


Relationship of Funding and Manpower

ACTIVE ONLY

\$ in B

Manpower in M



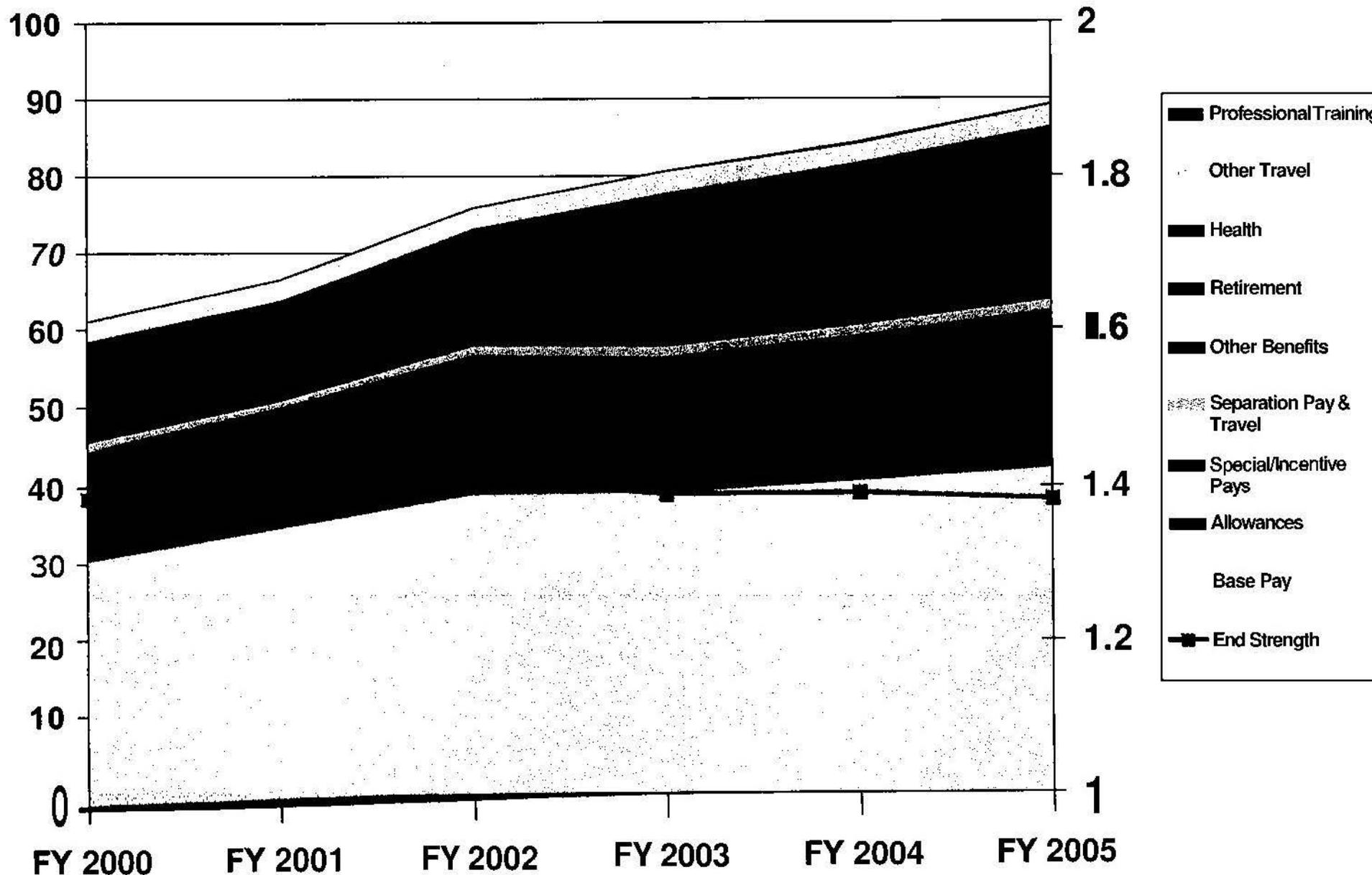
*Total Active Military Appropriation Costs

Military Personnel Appropriation Funded Pay & Benefits

ACTIVE ONLY

Manpower in M

\$ in B



8:30 AM

TO: President George W. Bush
FROM: Donald Rumsfeld *DR*
DATE: February 25, 2004
SUBJECT: Attached Article

Mr. President:

Attached is an article from *The New York Post* which is worth reading.

Respectfully,

DHR/azn
022504.06

Attach: New York Post 2/24/04 "The Best We've Got," by R. Peters

Trag

25 FEB 04

OSD 02945-04

New York Post
February 24, 2004

The Best We've Got

By Ralph Peters

Over the coming weeks, a quarter of a million U.S. troops will move into or out of Iraq. The logistics of such a transfer would be formidable even under peaceful conditions in a country with Western-quality infrastructure. No other power in the world could do it in Iraq - or anywhere else.

Our military is going to execute the mission with such skill that it *won't* make headlines. There'll be brief reports buried in the back pages of our newspapers and a few human interest stories on TV. But the only way this massive event will get onto the front page will be if terrorists pull off a stunt during the operation.

They'll try. There are no guarantees of safety where peace is still being made. And the terrorists desperately want to be the lead story at the top of the hour again. But even if a bomb or a missile takes American lives, the real story will remain how much our military can do - and how much our troops have accomplished over the past year.

Recall how the pundits insisted that our troops were bound to fail, that Iraq was another Vietnam, a quagmire that would only worsen. Shamelessly, American ideologues who had been too good to serve in uniform themselves pretended that their only concern was the safety of our soldiers, who they wished to bring home immediately. Morale was going to break down, civilian "experts" insisted, our military would dissolve.

It wasn't just going to be Vietnam. It was going to be Oliver Stone's Vietnam.

Our soldiers' response? They broke the back of the Ba'athist insurgency. They captured Saddam. That deck of cards? Saddam and the boys were playing on credit - and G.I. Joe called 'em.

When our soldiers were attacked, they hit back with such ferocity, precision and determination that even hardline al Qaeda operatives in Iraq have admitted to the masters of terror that the U.S. Army cannot be dislodged.

But our soldiers didn't only fight. They built. The contractors with their snouts in the Iraqi trough have a mixed record, but our soldiers have been consistently effective - and economically efficient - in their own reconstruction efforts. And yes, damn it. Our soldiers *did* win hearts and minds. And they continue to do so.

Terrorists rushed to Iraq, dreaming of a quick triumph that would send the Great Satan fleeing back to America's shopping-mall Hell.

Well, al Qaeda's intelligence failure dwarfed any errors the CIA ever made. Far from discouraging anyone, the terrorists only stiffened the resolve of Iraq's Kurds, Shi'as and even many Sunnis not to let foreign assassins shape their future.

Operationally, the skills and fortitude of the American soldier quickly forced the terrorists to shift their efforts to targeting our allies - in an attempt to drive them from the Coalition - or to strike Iraqis

committed to rebuilding and reclaiming their own country.

That hasn't worked, either. Iraq is moving forward. Our Coalition allies have shown admirable resolve - and adaptability. After a few early successes against our partners, recent terrorist attacks have failed. A sophisticated suicide bombing a few weeks ago didn't even penetrate the Polish compound it targeted, but only killed civilians.

Does anyone imagine that the terrorists are winning hearts and minds?

Iraq remains a brutally dangerous place, a country that will struggle for years with its disastrous past. Progress will be imperfect. Success will be inconsistent. Disappointments will intoxicate the media. But, when all is said and done, Iraq is now the only major country in the Middle East with hope for a better future.

Our soldiers created that hope.

Far from the crude babykiller of campus legend, the American soldier has proved that he is as humane as he is competent, as creative as he is valorous, and as optimistic as the best traditions of his - or her - country. Our troops have tracked down war criminals, turned the tables on ambushers, faced countless roadside bombs - and built schools, created jobs, picked up garbage and set an example that even those Iraqis anxious for us to leave will not forget.

The American soldier has an immeasurably greater impact than American bombs.

For the soldiers themselves - including our superb Marines - conducting this massive "relief in place" in Iraq, the on-the-ground reality will often be frustrating. Especially to the soldier heading home, the complexities of such a huge transfer of forces will have a hurry-up-and-wait side that will draw out the enlisted man's blackest reserves of humor.

But the new troops will go in, the veterans will come home, intelligence and operational techniques will be handed off, the "newbies" will master the local environment and this great campaign for freedom will continue to march.

Iraq *is* working. Attacks on our troops and American casualties are down. No Iraqis argue about whether the old regime should return - only about the rules for future statehood. A broken country is recovering from a generation of shock and misery. Their hopes may take a number of different directions, but the peoples of Iraq *have* hope.

I only wish that those Americans so anxious to use our soldiers as political pawns in election campaigns actually *knew* our troops. Not as an abstract concept, but as people.

The American soldier is a historical anomaly - not a grasping conqueror, but a man or woman of courage and good heart who wishes only to do what must be done, and then go home. Our troops are inspiring in ways that no campaign speech or campus rally will ever rival. They live the virtues - courage, patriotism, love of freedom, self-sacrifice, honor - of which their critics are embarrassed to speak.

They have a wicked sense of humor. They're exuberantly politically incorrect. They're part of the most thoroughly integrated, representative American institution - our military. And when the American people and our leaders stand behind them, they can do any job on earth.

11- L-0559/OSD/40341

Defying countless predictions of disaster, our soldiers have accomplished more in Iraq than we had any right to expect. And they did it not because of some brilliant master plan - there was none - but because they took a look at the bloody mess they inherited, rolled up their sleeves and went to work to fix it.

They're the best we've got.

Ralph Peters is a retired Army officer and the author of "Beyond Baghdad."

DEC 20 2004

701

TO: Gen Dick Myers

CC: Fran Harvey
Gordon England
Jim Roche

FROM: Donald Rumsfeld



SUBJECT: Team to Monitor Troops

I think we ought to put together a team to see that the Services take care of their troops after they're wounded, and when they return home and are discharged. We need to **see that** it happens.

The only way we are going to know it happens, is if we put together a team of people to monitor it, require reports, develop metrics, **fashion an ombudsman** system, and possibly develop a buddy system, **as** you suggested.

Please get back to me.

Thanks.

DHR:ss
121304-31

.....

Please respond by 1/6/05

OSD 02949-05

20 Dec 04



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

January 6, 2005, 10:00 a.m.

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Team to Monitor Troops

OBE
not signed

701

- The Army established the Disabled Soldier Support System (DS3) Program in April 2003 to provide its severely disabled Soldiers and their families with a system of advocacy, follow-up, and personal support to assist in their return to duty or transition from the military service to the civilian community. The DS3 budget increased from \$1.3M in FY04 to \$8.3M in FY05.

• **Key Points:**

- o Casualties are tracked from theater to the CONUS military treatment facilities. After the Soldier's condition is stabilized, a DS3 case manager meets with the Soldier and family to discuss the program and identify any immediate concerns. As rehabilitation progresses, DS3 personnel facilitate and coordinate Soldier/family desired outcomes with proper agencies.
- o DS3 ensures coordination between military treatment facilities and the Department of Veterans Affairs for follow-on care. If transition to civilian employment is desired, available job opportunities in the federal government or corporate world are explored.
- o November 1, 2004: DS3 Liaison Office opened at Walter Reed Medical Center between Wards 57 and 58 for access to Soldiers and families.
- o November 3, 2004: DS3 staff increase from 6 to 47 personnel approved, with essential personnel to arrive by January 31, 2005.
- o December 5, 2004: At your direction, DS3 program personnel began working with your staff and the other Services through Mr. John Molino, Deputy Under Secretary of Defense (Military Community and Family Policy).
- o Army G-1 established liaison with the Defense and Accounting System (DFAS) to develop extraordinary pay procedures to handle DS3 Soldier pay issues.

6 Jan 05

COORDINATION: F. L. HAGENBECK, LTG, G-1

Prepared By: COL Jacqueline E. Cumbo, Chief, DS3 Program, (b)(6)

OSD 02949-05

20 Dec 04

11-L-0559/OSD/40344

2/25
1000

2.30 AM

TO: LTG John Craddock
Jaymie Durnan
FROM: Donald Rumsfeld *DR*
DATE: February 24, 2004
SUBJECT: Assessment Teams

IRAO

I ought to write a letter to every person who served on one of our assessment teams thanking him. Please have Gen. Kicklighter set that up with the Executive Secretary.

I also ought to *thank* the key people who do big jobs in the CPA when they finish their tours and leave. I haven't been doing that. We ought to set up a system for me to do it.

Thanks.

*TO Mick Kicklighter
For your
action.*

DHR/azn
0224034.04

Please respond by: _____ 3/5 _____

*V/R
Jaymie
Durnan*

*Durnan
2/25
24 Feb 04*

OSD 02998-04

04

February 3, 2004

TO: David Chu

CC: Gen. Dick Myers
Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT: DoD Personnel Systems-

Can we cut the total number of different personnel systems DoD has with which to operate? What number ~~do we currently have and what number~~ can we go down to, given the new personnel system?

Thanks.

DHR.dh
020704-25

.....

Please respond by 3/1/04

How many different personnel system does DoD have? What are they?



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

INFO MEMO

PERSONNEL AND
READINESS

March 1, 2004, 10:00 AM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: DoD Personnel Systems - - SNOWFLAKE

- On February 18, you asked if we can cut the number of different personnel systems in DoD. You also asked how many we have and how many we can get down to. I believe we only need two systems: one for the military, one for civilians.
- The Defense Integrated Military Human Resource System (DIMHRS) will replace all existing military personnel and pay systems, integrating pay and personnel into a single system, improving accuracy. We currently have 93 separate military pay and personnel systems. These systems are redundant and poorly interfaced and require multiple inputs of the same data, increasing the possibility of error. The timeliness and accuracy of data vary considerably across the systems, often requiring manual reconciliation.
- DIMHRS tells us what skills people have so they can be efficiently used; track members in deployments; provide cross-Service support; streamline business processes; adopt best industry practices; and improve interfaces with Veterans Affairs and other agencies.
- DIMHRS is scheduled to be implemented in the Army in first quarter FY 2006 and DoD-wide in first quarter FY 2008. At your request, we are also looking into the feasibility of accelerating deployment of DIMHRS.
- The civil personnel system has already made this transition for personnel transactions and records. We completed the shift to the Defense Civilian Personnel Data System (DCPDS) in the fall of 2002, replacing 10 separate systems. There is a single DoD payroll system for our appropriated fund civilians that interfaces with DCPDS. DFAS is working with my staff to develop a business case to support full integration of these two systems.

INFORMATION ONLY

Prepared By: Norma St. Claire, Director, Joint Requirements and Integration
Office, (b)(6)



11-L-0559/OSD/40347

OSD 03041-04

2/7/04

February 8, 2004

TO: Les Brownlee
Gen. Pete Schoomaker

CC: Gen. Dick Myers
Paul Wolfowitz
David Chu
Powell Moore

FROM: Donald Rumsfeld *DR*

SUBJECT: Senator Graham

I recall the questions I got from Senator Lindsey ~~Graham~~ of South Carolina in my hearing last week. Then I saw him in Munich at the Wehrkunde conference. He clearly needs time with the two of you. He is an officer in the National Guard. He is totally focused on the Guard and Reserve, mostly the Guard. I think he thinks much less about the active force, and I mentioned that to him. He wants to be helpful, but I think we are going to have to get him engaged and understanding what it is we are trying to do with the Guard and Reserve and rebalancing of the force.

Please have a session for him—~~maybe~~ bring him down for lunch. I would be happy to participate. It is important that we focus on him. We can save ourselves a lot of problems down'theroad.

Thanks.

DHR:dh
020804-37 (is computer).doc

RA/2-29

.....

Please respond by _____

11-L-0559/OSD/40348



PERSONNEL AND
READINESS

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



UNCLASSIFIED

INFO MEMO

February 26, 2004, 1300

FOR: SECRETARY OF DEFENSE

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

David S. C. Chu & Family

SUBJECT: Senator Lindsey Graham (R-SC) Snowflake 2/8/2004

- Secretary Hall as well as General Myers spoke with Senator Graham at the ROA Midwinter Conference, January 28, 2004. Senator Graham was the speaker for the formal banquet that evening. A transcript of his address is not available.
- Both Secretary Hall and General Myers engaged Senator Graham on his views and intentions to “sponsor legislation” lowering the retirement age for guardsmen/reservists from 60 to 55 and extending TRI-CARE health benefits to guardsmen/reservists at all times, even when not mobilized.
- Senator Graham acknowledged to both of them that he: “understood the department’s position” opposing these additional benefits; he understood without appropriated funds to support them the department would have to use other scarce funds to support the initiatives; but in spite of this, he intended to proceed since, in his view “we owed it to the guard/reserve” based on our extensive use of them in the war on terrorism.
- He announced his intentions to sponsor this legislation during his address to ROA.
- A summary of Senator Graham’s military service is attached.

COORDINATION: NONE

Attachment:

As stated

Prepared By: Warren Grant, (b)(6)

UNCLASSIFIED



11-L-0559/OSD/40349

OSD 03042-04

Summary of Senator Lindsey Graham's Military Service

Jan 82 - Jul 83	Assistant Staff Judge Advocate, Shaw AFB, SC (Active Duty)
Jul 83 - Jul 84	Area Defense Counsel, Shaw AFB, SC (Active Duty)
Jul 84 - Jul 88	Circuit Trial Counsel, European Circuit, Rhein Main, AFB (Active Duty)
Jul 88 - Apr 89	IMA attached to Holloman AFB (Reserve)
Apr 89 - Jan 95	Deputy Staff Judge Advocate, later Staff Judge Advocate, McEntire ANG Base, SC (Air National Guard). He served as Staff Judge Advocate at McEntire Air National Guard Base during Operation Desert Shield / Desert Storm.
Jan 95 - Oct 03	Key Federal Employee Program, elected to Congress (Non Affiliated Reserve Status-Non Drilling (NARS-ND))
Oct 03 - Pres	Attached for training to AF Court of Criminal Appeals, Bolling AFB (NARS-ND) (This was effective Aug 03 but formally announced on 28 Oct 03 after final CSAF/SECAF coordination)
4 Nov 03	Enconced as Judge, AF Court of Criminal Appeals (Non Pay, Drilling for points only, similar to "Pro Bono")
Jan 03	Promoted to Colonel (Pinning on ceremony TBD)
Awards:	Meritorious Service Medal AF Commendation Medal w/2 OLC

2/7/04

February 8, 2004

TO: Les Brownlee
Gen. Pete Schoomaker

CC: Gen. Dick Myers
Paul Wolfowitz
David Chu
Powell Moore

FROM: Donald Rumsfeld *DR*

SUBJECT: Senator Graham

I recall the questions I got from Senator Lindsey Graham of South Carolina in my hearing last week. Then I saw him in Munich at the Wehrkunde conference. He clearly needs time with the 'twoof you. He is an officer in the National Guard. He is totally focused on the Guard and Reserve, mostly the Guard. I think he thinks much less about the active force, and I mentioned that to him. He wants to be helpful, but I think we are going to have to get him engaged and understanding what it is we are trying to do with the Guard and Reserve and rebalancing of the force.

Please have a session for him—~~maybe~~ bring him down for lunch. I would be happy to participate, It is important that we focus on him. We can save ourselves a lot of problems down'the road.

Thanks.

RA/ 2-29

DHR:dh
020804-37 (is computer).doc

.....

Please respond by _____

11-L-0559/OSD/40351

United States Senate
WASHINGTON, DC 20510

OFFICE OF THE CLERK
U.S. SENATE
WASHINGTON, DC 20540
FEB 20 2004 2:17

February 20, 2004

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

Dear Mr. Secretary:

As elected representatives of thousands of Americans currently serving this nation in Iraq, Afghanistan, and elsewhere, we are keenly aware of the sacrifices made by these brave men and women and their families. In light of this fact, we believe it is vital that this nation demonstrate its recognition of and appreciation for all that these soldiers and their families do for America's security.

Consequently, we joined together last year to push for a permanent law that would ensure that all reservists and their families would have access to health care regardless of their deployment status. Our proposal received 85 votes in the Senate when it was offered on the FY2004 Defense Authorization bill, and 93 votes on the FY2004 Defense Appropriations bill. Unfortunately, in spite of this strong bipartisan support, your department strongly opposed our proposal. Ultimately, thanks in large measure to the efforts of Senate Appropriations Committee Chairman Ted Stevens, the House and Senate agreed to incorporate a version of our proposal in the FY2004 Iraq Supplemental Appropriations bill. In an effort to avoid a presidential veto, House and Senate conferees decided to limit our proposal to a one-par effort.

Our proposal would enhance our national security by aiding your department's efforts to recruit and retain quality soldiers and by improving unit readiness. The unprecedented utilization of our reserve forces has raised some concerns about whether our military services will be able to attract and retain the number and quality of troops needed to meet our security requirements. There have been a number of warning signals on this front, and our proposal is consistent with statements made by you and other military leaders that we must deal with this issue in a proactive manner. In addition, the fact that so many of our reservists lack access to health care when not on active status means some require medical services before they can be declared fit for duty. Our proposal would help ensure that more soldiers would be medically fit and ready to serve when called.

Earlier this year, we reintroduced legislation that would again permanently provide access to health care for all reservists and their families regardless of deployment status. Although the President's FY2005 budget request did not contain our proposal, we strongly believe the need for and congressional support of our legislation have only grown. Therefore, we urge you to reconsider the Administration's position on this matter and request a meeting with you at your earliest convenience to discuss this important issue.

OSD 02626-04

The Honorable Donald Rumsfeld
February 20, 2004
Page 2

Thank you for your consideration and time. Given that we all share the goal of keeping this nation secure and meeting our obligations to our troops, we are hopeful you will lend your support to this worthy proposal.

Sincerely,



Tom Daschle
United States Senate



Lindsey O. Graubert

720

March 1, 2004

cc: Reuben Jeffrey

TO: Jerry Bremer
FROM: Donald Rumsfeld *DR*
SUBJECT: Economic Issues

Attached is an interesting letter from Dr. Arthur Laffer. I think we ought to give thought to his suggestions.

ILFaq

Thanks.

Attach.
2/18/04 Laffer e-mail to SecDef

DHR:dh
030104-61

.....
Please respond by _____

IM or by

OSD 03049-04

✓
3/1~~Original Message~~

From: Jax Schluederberg [mailto:jax@laffer.com]

Sent: Wednesday, February 18, 2004 1:35 PM

To: (b)(6)

Subject: Letter From Dr. Arthur Laffer

cc: L.D. Pita
LTG Craddock

February 18, 2004

②

Donald H. Rumsfeld
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Don,

Last week I was invited by a group of your finest (Marine officers) to a seminar at Camp Pendleton, which is only a few miles north of where I live. These guys are great and have been assigned to a variety of tasks involved in the transition of Iraq from an occupied, economically dependent territory to a self-governing economically independent country. They have their work cut out for them under the best of circumstances. Why I'm writing to you, however, is because I was led to believe both from written material and during the course of our conversations that these tasks are facing additional potentially insurmountable obstacles placed in their way by the Coalition Provisional Authority and other directives coming from the U.S.

Because of my experience with the domestic economy of Vietnam in the 1970-1974 period under George Schultz and my work on a post-Castro transition plan for Cuba with the Cuban American National Foundation, when it was ably led by Jorge Mas Canosa (who passed away five years ago), I thought you might be interested in my two-cents worth (which has been discounted even below two cents). Rather than criticizing what I may not have fully understood of the Bremer and CPA plans, I've limited myself to what I consider essential do's and don'ts for creating an economically viable society out of a war-ravaged former totalitarian state.

- A. Perhaps the most significant obstacle to reestablishing markets is the absence of a viable stable-valued means of payment and store of value (currency). To foster economic interchange, merchants, workers, savers and investors need a currency they can count on both over time and across space. This currency has to be stable in value over time to satisfy the needs of small savers, and to provide a basis for contracts and it has to be readily acceptable everywhere both inside and outside the region to facilitate trade and investment flows.

I can't begin to tell you how depressing it was to the local economy of Mexico in 1976 when the peso started to collapse after having been stable for years and years. Likewise, Argentina's recent abandonment of the currency peg (under de la Rúa) and the subsequent financial collapse is a tragedy of immense proportions. Our own return to dollar credulity in the late 1970s and early 1980s under Paul Volcker and Ronald Reagan was the *sine qua non* of America's renaissance. Time and again countries are forced to relearn the powerful dictum of a sound money.

Iraq does not have the ability nor does it have powerful enough political institutions to pursue, maintain and monitor its own currency *de novo*. Iraq, if it is to have its own currency at all, must have that currency immutably linked to the dollar or euro. My personal suggestion would be to use either euros or dollars as the domestic currency of

Iraq and don't even pretend to introduce a new Iraqi currency. Panama is dollarized literally, and lots of other countries are dollarized *de facto*, and the system works extremely well.

Attempting to set up a new currency puts at risk the entire Iraqi rehabilitation effort and could, if bad enough, force the lower echelons of the Iraqi economy into barter. Barter is inefficient, inconvenient and costly, and will materially impede the type of economic progress we all hope for. The upper levels will always be able to take advantage of foreign currencies.

- B. Also of exceptional importance for a new Iraqi government is the structure of fiscal policy (taxation, spending and the issuance of debt) at the national and provincial levels.

In countries like Iraq where financial markets are years and years away from sophistication, there is a virtual certainty that budget deficits will lead to overuse of the printing press and hyperinflation. Budget deficits also can lead to excessively high tax rates and widespread disregard and flouting of the laws. Therefore, clear and concise tax policy explicitly segregated between federal and provincial prerogatives is of the essence.

Iraq is extraordinarily fortunate to be blessed with oil. As such severance taxes on oil should be a mainstay for government revenues – severance taxes are about as efficient as taxes get. If set up correctly, a good system of oil severance taxes is effectively a tax on foreigners and should do the least damage to the domestic economy of any tax system I know. We have two states that use them extensively, Alaska and Wyoming. It also makes lots of sense to collect revenues on a comprehensive flat rate basis on imports. Any type of sin tax is also a good option because the economic damage the tax does is on the disfavored products. Also property taxes should be used at the provincial level – property and real estate are about the only items that can't escape local taxes by leaving. Any additional revenue supplements should be on a flat rate, broad-based, value added like tax.

Taxes that should be avoided are income taxes (especially progressive) and small taxes where the costs of collection approach or exceed the revenue actually collected. The keys to good tax policy are:

- i.) Tax those items most that can escape the least, and conversely tax those least that can easily escape. It makes no sense to tax something that then flees the jurisdiction, goes underground or stops working. You not only don't get the revenue, but you also lose the benefits of the productive services.
- ii.) Tax those things most that you least like (sin taxes). An additional benefit of sin taxes is that they do reduce the activity being taxed.
- iii.) Tax those things least where the collection costs are highest
- iv.) Broad based low rate taxes provide people with the least incentives to evade, avoid and otherwise not report taxable income and the least number of places where they can escape taxation.
- v.) Tax people fairly. People in like circumstances should have similar tax burdens. The perception of fairness is key to voluntary compliance.
- vi.) Make sure that taxation is not arbitrary or easily subject to discretionary changes. The power to tax in the wrong hands is an ugly weapon for exploitation.

- vii.) Lastly, collect only as much as you really need. Wasteful spending will always rise to the level of revenues.

These rules should help your efforts, if meticulously adhered to. Next to a bad money I know of nothing that will bring an economy to its knees faster than an unjust, inefficient, anti-growth, excessive system of taxation. This principal is universal.

On the spending side, priorities need to be set really quickly. In my view infrastructure is the first among equals such as: security (police), judiciary, water, electricity, telecommunications, roads, airports, hospitals and government itself. In the near term at least, school programs, women's issues, social redistribution and humanitarian projects are further down on the list. Once the economy is back on its feet there will be plenty of time to redress these wrongs. At the outset, government spending should be focused almost exclusively on getting the economy back on its feet as quickly as possible. Without production there's nothing to redistribute. Feigning a big heart is often the quickest path to disaster. Iraq needs endemic production and government can be instrumental in achieving its goal.

- C. Forgiveness of debt owed by Iraq to foreign creditors can be enormously beneficial to Iraq if and only if Iraq has the infrastructure to take advantage of the additional resources financed by additional debt. If Iraq's incentive structure and system of self governance isn't well ranged, new debt to replace old debt is money down a rat hole. You really don't want to replace old bad loans with new bad loans. No one wins. Allowing Iraq to incur additional foreign debt obligations should only occur after Iraq's economy and government have been established. You're going to make lots of mistakes and will learn a lot from those mistakes. The smaller the scale of the initial operations, the less Iraq will have to pay for lessons learned. The less costly the mistakes from which you learn, the better off Iraq will be.
- D. Regulatory policy should be simple, small and fair. Laws should be basic and enforceable with quick and decisive action for violation. Having laws on the books that are not observed or actively disobeyed undermines the moral authority of all government. Keep regulations to a minimum, keep them simple and enforce them.
- E. Trade policy should be as open and as free as possible, restricting only those products which really cause harm (drugs, weapons, etc.). For revenue purposes you may want a low rate, broad-based tax on imports. It's interesting to note that for most of our country's history, tariffs provided the lion's share of our tax revenues. Tariffs plus an oil severance tax could well be the lion's share of future Iraqi tax revenues.
- Trade is often an area where privilege and corruption take root. Here more than anywhere is where Iraq needs transparency, simplicity and fairness.
- F. A lot of attention is being placed on the need to provide an adequate number of jobs for Iraq. And while jobs per se clearly are important, increasing employment and creating jobs is often a catch phrase standing in for increasing output. In truth Iraq needs additional output far more than it needs more jobs. Now in some cases these two phrases are synonymous, but they may not be interchangeable in Iraq. Make work projects and avoiding reform for fear of losing jobs are sure fire losers. At no time and nowhere is it more important to recognize the primacy of efficiency, output and productivity than it is now in Iraq.
- G. Special industries like banking, glass factories, construction companies, etc. should be left to the marketplace. I know they are important, but so does every business person in Iraq. Those businesses will grow on their own if they are profitable.

- H. Dismantling the former government and former military can be carried too far. Under Saddam Hussein there were no alternatives and therefore there are no substitutes waiting in the wings to take over the general functions of government and security. You do need an Iraqi presence to deal with, to support, and to nurture, in order for us to get out.
- I. Be very careful of U.S. quasi-governmental lobbying groups who see visions of sugarplums with each new contract with Iraq. These people rarely focus on what's good for the Iraqi people (or Americans for that matter) and yet they can wrap their desires in the full clothe of altruistic public interest.
- J. Don't expect Iraq or Iraqis to love us right away. Even though we have done an enormous amount for them, they still feel the intense pain of Saddam's vicious dictatorship and the ensuing war and will lash out at anyone near them. In due course, if we continue to behave honorably, they will come to appreciate all that we have done for them and they will respect us for all that we have sacrificed on their behalf.
- K. *Our purpose for being in Iraq has absolutely nothing to do with our desire to develop a free-enterprise, pro-growth, democratic, capitalist nation. Under Saddam Hussein, Iraq was a threat to our way of life and as such we terminated that threat. Anything additional we do for the Iraqi people is truly out of the goodness of our hearts, not out of guilt. No matter what anyone may say, you were 100% correct in the actions you took. You make me very proud to be an American.*

Hope these points are of some value. You have done and are doing the best job ever. I dream and hope for you continued success.

Your Buddy,

Arthur B. Laffer

cc: Steven Bucci
Catherine Mainardi
Paul D. Wofowitz

Dr. Arthur B. Laffer
Laffer Associates
5405 Morehouse Drive, Suite 340
San Diego, California 92121
858-458-0811
Fax 858-458-9856

720

March 1, 2004

TO: Jay Garner
CC: Paul Wolfowitz
Steve Cambone
FROM: Donald Rumsfeld *DR*
SUBJECT: Missile Defense

Thanks for your additional comment on missile defense. I will get together with Steve Cambone and talk through the thoughts you have provided.

I do appreciate it.

Warm regards,

DHR:dh
030104-45

373.24

1 Mar 04

OSD 03050-04

11-L-0559/OSD/40359

March 1, 2004

TO: Honorable John B. Taylor, Under Secretary of the Treasury
(International Affairs)

CC: Honorable John W. Snow

FROM: Donald Rumsfeld 

SUBJECT: Economic Issues in Iraq

Attached is a letter from Dr. Arthur Laffer that touches on work we have been discussing. I think you will find it interesting.

Regards,

Attach.
2/18/04 Laffer e-mail to SecDef

DHR:dh
030104-60

Iraq

1 Mar 04

OSD 03051-04

11-L-0559/OSD/40360

✓
3/1

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

From: Jax Schluederberg [mailto:jax@laffer.com]**Sent:** Wednesday, February 18, 2004 1:35 PM**To:** (b)(6)**Subject:** Letter From Dr. Arthur Laffercc: L. D. P. ita
LTG Craddock

February 18, 2004

②

Donald H. Rumsfeld
 Secretary of Defense
 1000 Defense Pentagon
 Washington, DC 20301-1000

Dear Don,

Last week I was invited by a group of your finest (Marine officers) to a seminar at Camp Pendleton, which is only a few miles north of where I live. These guys are great and have been assigned to a variety of tasks involved in the transition of Iraq from an occupied, economically dependent territory to a self-governing economically independent country. They have their work cut out for them under the best of circumstances. Why I'm writing to you, however, is because I was led to believe both from written material and during the course of our conversations that these tasks are facing additional potentially insurmountable obstacles placed in their way by the Coalition Provisional Authority and other directives coming from the U.S.

Because of my experience with the domestic economy of Vietnam in the 1970-1974 period under George Schultz and my work on a post-Castro transition plan for Cuba with the Cuban American National Foundation, when it was ably led by Jorge Mas Canosa (who passed away five years ago), I thought you might be interested in my two-cents worth (which has been discounted even below two cents). Rather than criticizing what I may not have fully understood of the Bremer and CPA plans, I've limited myself to what I consider essential do's and don'ts for creating an economically viable society out of a war-ravaged former totalitarian state.

- A. Perhaps the most significant obstacle to reestablishing markets is the absence of a viable stable-valued means of payment and store of value (currency). To foster economic interchange, merchants, workers, savers and investors need a currency they can count on both over time and across space. This currency has to be stable in value over time to satisfy the needs of small savers, and to provide a basis for contracts and it has to be readily acceptable everywhere both inside and outside the region to facilitate trade and investment flows.

I can't begin to tell you how depressing it was to the local economy of Mexico in 1976 when the peso started to collapse after having been stable for years and years. Likewise, Argentina's recent abandonment of the currency peg (under de la Rúa) and the subsequent financial collapse is a tragedy of immense proportions. Our own return to dollar credulity in the late 1970s and early 1980s under Paul Volcker and Ronald Reagan was the *sine qua non* of America's renaissance. Time and again countries are forced to relearn the powerful dictum of a sound money.

Iraq does not have the ability nor does it have powerful enough political institutions to pursue, maintain and monitor its own currency *de novo*. Iraq, if it is to have its own currency at all, must have that currency immutably linked to the dollar or euro. My personal suggestion would be to use either euros or dollars as the domestic currency of

Iraq and don't even pretend to introduce a new Iraqi currency. Panama is dollarized literally, and lots of other countries are dollarized *de facto*, and the system works extremely well.

Attempting to set up a new currency puts at risk the entire Iraqi rehabilitation effort and could, if bad enough, force the lower echelons of the Iraqi economy into barter. Barter is inefficient, inconvenient and costly, and will materially impede the type of economic progress we all hope for. The upper levels will always be able to take advantage of foreign currencies.

- B. Also of exceptional importance for a new Iraqi government is the structure of fiscal policy (taxation, spending and the issuance of debt) at the national and provincial levels.

In countries like Iraq where financial markets are years and years away from sophistication, there is a virtual certainty that budget deficits will lead to overuse of the printing press and hyperinflation. Budget deficits also can lead to excessively high tax rates and widespread disregard and flouting of the laws. Therefore, clear and concise tax policy explicitly segregated between federal and provincial prerogatives is of the essence.

Iraq is extraordinarily fortunate to be blessed with oil. As such severance taxes on oil should be a mainstay for government revenues – severance taxes are about as efficient as taxes get. If set up correctly, a good system of oil severance taxes is effectively a tax on foreigners and should do the least damage to the domestic economy of any tax system I know. We have two states that use them extensively, Alaska and Wyoming. It also makes lots of sense to collect revenues on a comprehensive flat rate basis on imports. Any type of sin tax is also a good option because the economic damage the tax does is on the disfavored products. Also property taxes should be used at the provincial level – property and real estate are about the only items that can't escape local taxes by leaving. Any additional revenue supplements should be on a flat rate, broad-based, value added like tax.

Taxes that should be avoided are income taxes (especially progressive) and small taxes where the costs of collection approach or exceed the revenue actually collected. The keys to good tax policy are:

- i.) Tax those items most that can escape the least, and conversely tax those least that can easily escape. It makes no sense to tax something that then flees the jurisdiction, goes underground or stops working. You not only don't get the revenue, but you also lose the benefits of the productive services.
- ii.) Tax those things most that you least like (sin taxes). An additional benefit of sin taxes is that they do reduce the activity being taxed.
- iii.) Tax those things least where the collection costs are highest
- iv.) Broad based low rate taxes provide people with the least incentives to evade, avoid and otherwise not report taxable income and the least number of places where they can escape taxation.
- v.) Tax people fairly. People in like circumstances should have similar tax burdens. The perception of fairness is key to voluntary compliance.
- vi.) Make sure that taxation is not arbitrary or easily subject to discretionary changes. The power to tax in the wrong hands is an ugly weapon for exploitation.

- vii.) Lastly, collect only as much as you really need. Wastful spending will always rise to the level of revenues.

These rules should help your efforts, if meticulously adhered to. Next to a bad money I know of nothing that will bring an economy to its knees faster than an unjust, inefficient, anti-growth, excessive system of taxation. This principal is universal.

On the spending side, priorities need to be set really quickly. In my view infrastructure is the first among equals such as: security (police), judiciary, water, electricity, telecommunications, roads, airports, hospitals and government itself. In the near term at least, school programs, women's issues, social redistribution and humanitarian projects are further down on the list. Once the economy is back on its feet there will be plenty of time to redress these wrongs. At the outset, government spending should be focused almost exclusively on getting the economy back on it's feet as quickly as possible. Without production there's nothing to redistribute. Feigning a big heart is often the quickest path to disaster. Iraq needs endemic production and government can be instrumental in achieving its goal.

- C. Forgiveness of debt owed by Iraq to foreign creditors can be enormously beneficial to Iraq if and only if Iraq has the infrastructure to take advantage of the additional resources financed by additional debt. If Iraq's incentive structure and system of self governance isn't well ranged, new debt to replace old debt is money down a rat hole. You really don't want to replace old bad loans with new bad loans. No one wins. Allowing Iraq to incur additional foreign debt obligations should only occur after Iraq's economy and government have been established. You're going to make lots of mistakes and will learn a lot from those mistakes. The smaller the scale of the initial operations, the less Iraq will have to pay for lessons learned. The less costly the mistakes from which you learn, the better off Iraq will be.
- D. Regulatory policy should be simple, small and fair. Laws should be basic and enforceable with quick and decisive action for violation. Having laws on the books that are not observed or actively disobeyed undermines the moral authority of all government. Keep regulations to a minimum, keep them simple and enforce them.
- E. Trade policy should be as open and as free as possible, restricting only those products which really cause harm (drugs, weapons, etc.). For revenue purposes you may want a low rate, broad-based tax on imports. It's interesting to note that for most of our country's history, tariffs provided the lion's share of our tax revenues. Tariffs plus an oil severance tax could well be the lion's share of future Iraqi tax revenues.
- Trade is often an area where privilege and corruption take root. Here more than anywhere is where Iraq needs transparency, simplicity and fairness.*
- F. A lot of attention is being placed on the need to provide an adequate number of jobs for Iraq. And while jobs per se clearly are important, increasing employment and creating jobs is often a catch phrase standing in for increasing output. In truth Iraq needs additional output far more than it needs more jobs. Now in some cases these two phrases are synonymous, but they may not be interchangeable in Iraq. Make work projects and avoiding reform for fear of losing jobs are sure fire losers. At no time and nowhere is it more important to recognize the primacy of efficiency, output and productivity than it is now in Iraq.
- G. Special industries like banking, glass factories, construction companies, etc. should be left to the marketplace. I know they are important, but so does every business person in Iraq. Those businesses will grow on their own if they are profitable.

- H. Dismantling the former government and former military can be carried too far. Under Saddam Hussein there were no alternatives and therefore there are no substitutes waiting in the wings to take over the general functions of government and security. You do need an Iraqi presence to deal with, to support, and to nurture, in order for us to get out.
- I. Be very careful of U.S. quasi-governmental lobbying groups who see visions of sugarplums with each new contract with Iraq. These people rarely focus on what's good for the Iraqi people (or Americans for that matter) and yet they can wrap their desires in the full clothe of altruistic public interest.
- J. Don't expect Iraq or Iraqis to love us right away. Even though we have done an enormous amount for them, they still feel the intense pain of Saddam's vicious dictatorship and the ensuing war and will lash out at anyone near them. In due course, if we continue to behave honorably, they will come to appreciate all that we have done for them and they will respect us for all that we have sacrificed on their behalf.
- K. Our purpose for being in Iraq has absolutely nothing to do with our desire to develop a free-enterprise, pro-growth, democratic, capitalist nation. Under Saddam Hussein, Iraq was a threat to our way of life and as such we terminated that threat. Anything additional we do for the Iraqi people is truly out of the goodness of our hearts, not out of guilt. No matter what anyone may say, you were 100% correct in the actions you took. You make me very proud to be an American.

Hope these points are of some value. You have done and are doing the best job ever. I dream and hope for your continued success.

Your Buddy,

Arthur B. Laffer

cc: Steven Buccl
Catherine Mainardi
Paul D. Wofowitz

Dr. Arthur B. Laffer
Laffer Associates
5405 Morehouse Drive, Suite 340
San Diego, California 92121
858-458-0811
Fax 858-458-9856



~~February 27, 2004~~
MARCH 1

TO: Bill Winkenwerder

CC: Paul Wolfowitz
David **Chu**

FROM: Donald Rumsfeld 

SUBJECT: Hospital in Kabul

Please find out what is going on with that midwife hospital in Kabul. I am so disappointed and discouraged that it seems to not be going well.

Thanks.

DHR:dh
022704-12

.....
Please respond by 3/12/04



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

INFO MEMO

151-27-200

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Update on Maternal and Child Health Care Project in Afghanistan

- The DASD (Stability Operations), OUSD (Policy), is the primary office for coordination of facility refurbishment at Rabia Balkhi Women's Hospital in support of Health and Human Services (HHS). My office has supported HHS efforts and participated in the Curriculum Committee, Equipment Committee, and Faculty Selection Committee for this project since their inception.
- HHS and DoD agreed that Rabia Balkhi Women's Hospital in Kabul would be the first training hospital in Afghanistan. Subsequently, DoD contracted for the initial renovation of Rabia Balkhi Women's Hospital.
- Reports from faculty indicate the staff and trainees are making progress and improvement is being seen in hospital infection control, training, and administration. My office coordinated donation of excess DoD equipment and supplies to the program valued at more than \$100,000.
- HHS received \$5 million per year for three years to support the program (part of Omnibus Appropriations Bill).
- An expert assessment team from OSD Stability Operations and HHS traveled to Kabul in late September 2003 to review the obstetrical training program for physicians and midwives and to provide recommendations for further development by extending the program to provincial centers in using the Provincial Reconstruction Teams.
- Despite initial refurbishment, Rabia Balkhi Women's Hospital remains in poor condition. Additional DoD projects, funded by the Overseas Humanitarian Disaster and Civic Aid account and the Commander's Emergency Response Program, will upgrade the electrical, water, and sewage systems of the hospital. A timeline for completing this work will be established after the Corps of Engineers finishes its assessment. We will press for this project to be quickly completed.

11-L-0559/OSD/40366

OSD 03074-04

- A janitorial and maintenance contract for Rabia Balkhi Women's Hospital will be funded by DoD for the next year. The Afghan Ministry of Health will take on responsibility for maintenance after the DoD one-year contract ends.
- In January 2004, an interagency group consisting of Mr Bill Hoffman, representatives from HHS, Health Affairs, and Stability Operations, met to discuss the reconstruction situation in Afghanistan and how the agencies could **work** together to support Dr. Peter Saleh, the senior advisor to the Ministry of Health for the Afghanistan Reconstruction Group Health Team, working under Ambassador Khalilzad.
- In summary, although the Rabia Balki project has achieved some success, the original goal of converting it to a teaching program for OB/GYN and nurse midwifery, which could then serve as the example for the rest of Afghanistan, will not be realized for some time, unless this effort is more focused and energized.
- Recommendations:
 - The above interagency group should identify areas where DoD can support HHS, the Ministry of Health and USAID, and ways in which the effort can be accelerated.
 - If you wish to personally direct and re-energize this effort, I recommend that you call together the interagency group to review its current plan of action.

COORDINATION: TAB A

Attachments:
As stated

TAB

A

~~February 27, 2004~~
MARCH 1

TO: Bill Winkenwerder

CC: Paul Wolfowitz
David Chu

FROM: Donald Rumsfeld 

SUBJECT: Hospital in Kabul

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Thanks.

DHR:dh
022704-12

.....
Please respond by 3/12/04

11-L-0559/OSD/40369

TAB

B

Update on Maternal and Child Health Care Project in Afghanistan

COORDINATIONS

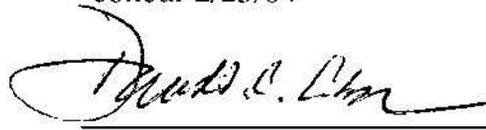
OSD SOLIC/
Stability Ops COL Jones email 2/24/04

DHHS Thomas Maphilly email 2/24/04

DASD (C&PP) Dr. Tornberg concur 2/25/04

CoS (HA) CAPT Malone concur 2/25/04

USD (P&R) David S. C. Chu



David S. C. Chu

March 2, 2004

TO: Dr. Condoleezza Rice
CC: Honorable Colin Powell (by hand)
FROM: Donald Rumsfeld *DR*
SUBJECT: Senator Dodd

Somebody might want to get to Chris Dodd fast and talk to him about Haiti, so he doesn't start opposing us.

DHR:dh
030204-21

Haiti

2 March

OSD 03086-04

March 1, 2004

RUSSIA

TO: President George W. Bush

FROM: Donald Rumsfeld



SUBJECT: Russia

Andy Marshall, our thoughtful friend here at the Pentagon, sent me the attached paper by Vladimir Shlapentokh.

It highlights an interesting point that, while President Putin's popularity remains high, many Russians are dissatisfied with the quality of their lives and are unhappy about specific public policy issues. The discrepancy appears to be explained by polling data that indicates that very few Russians see any viable alternative to Putin as a leader.

It is an interesting article.

Respectfully,

CC:

Vice President Richard B. Cheney

Attach.

Shlapentokh, Vladimir. "Anti-Liberal Perestroika: A New 'Transition' in Russia, undated

DHR:dh
030104-66

OSD 03141-04

1 March

Anti-Liberal Perestroika: A New "Transition" in Russia

Vladimir Shlapentokh

In late January 2004, Egor Gaidar, a prominent Russian democratic leader, was asked on television to assess the parliamentary election procedures and talk about the total debacle of his political party. Unlike many of his comrades-in-arms, Gaidar refused to speak pessimistically, and predicted instead that Fortuna would smile on the liberals in the next election. Gaidar was clearly mistaken. While the country's future is uncertain in many respects, there is one trend that is quite evident. A new *Zeitgeist* has emerged in Russia that will make the liberals' political life difficult in the next years.

Indeed, in spite of some progress (over the last years, the GNP has grown 5 to 7 percent per year), the country's economic prospects remain dubious. Many experts have pointed out that the current growth rate has been produced largely by the high price of oil, which provides the lion's share of the budget. At a recent conference in Moscow on the topic of Russia's future, a leading Russian economist, Evgenii Yasin, explained that it is difficult to predict which road the country will take in the next decade, because the process of modernizing the economy has not yet begun. Economic uncertainties are compounded by the ambivalence of the Kremlin's policy

toward big business. This concern heightened after the arrest of oil magnate Mikhail Khodorkovsky and several of his colleagues from the Yukos company.

It is not easy to forecast the progress of the Russian military in the next 5 to 10 years. On one hand, the Kremlin has made enormous efforts to modernize the army and improve its material status. On the other hand, the actual progress is minimal, and the military continues to complain about the lack of funding for training pilots, feeding soldiers and housing officers. The future of the war in Chechnya is unclear. The Russians—ordinary people and experts alike—are divided in their attitudes toward this conflict.

The fate of the Kremlin's struggle against corruption and crime is also uncertain. While many people are skeptical about whether Putin's administration will curb the lawlessness in society, there are some optimists who believe that progress can be made. Russian foreign policy is even more difficult to predict, particularly in regard to the United States. Russia could emerge as an American adversary, ally, or play both roles simultaneously. Relations with China and the Muslim World are difficult to project in the long-term, as are Russian attitudes toward the former Soviet republics, Ukraine and Georgia in particular.

There is only one element of contemporary Russia that has demonstrated a steady trend: the country's move from nascent democracy to a society with autocratic political rule. Putin has been shaping this transformation since he took control of the country. In only three years he eliminated all traces of the division of power. He turned the parliament into a puppet institution, not unlike the Soviet Supreme Council of the past. The judicial system has become as obeisant to Putin as it was to the Soviet masters of the Kremlin. Putin has also reduced the independence of the media, which had been autonomous during the Yeltsin regime. Russian TV is now a direct

instrument of the Kremlin. Putin appears on TV no less than 5 to 7 times during a 30-minute news program. In fact, he makes more television appearances than comrade Brezhnev did in the Soviet times. In most cases, the president is portrayed as a great leader who takes care of everything in the country.

Putin has actually surpassed his icons, Stalin and Andropov, in some areas. For instance, never in the Soviet past did the KGB and the army play such a prominent role in the management of society as they do today. Asked in a recent poll about Putin's major constituency, 51 percent of the Russians said "people in uniform" (15 percent pointed to "ordinary people"). According to Olga Kryshstanovskaia, a leading expert on Russian elites, officers and generals make up 58 percent of the people in the highest echelons of power (compared to 5 percent in 1988).

There are no serious grounds to suppose that full-fledged democracy will reenter the Russian political scene in the next decade. Only a few Russian liberals still display some hope for a better future. The liberal newspaper *Novaia Gazeta*, for instance, recently called on the people to join together under the old slogan borrowed from tsarist Russia, "Down with Autocracy!"

Putin's political course is supported by a majority of the population. The high level of political stability in the country, which is greatly valued by the people, contrasts with that of the previous regime and its flamboyant and often drunken president. As the prominent Russian sociologist Yuri Levada recently stated, while Putin has a high approval rating (it oscillates between 70 and 90 percent), many Russians are dissatisfied with several aspects of their everyday lives (material needs and physical security in particular) and unhappy about the way public problems are being handled (most notably the fight against crime and corruption and the

war in Chechnya). However, most people continue to see Putin as the guarantor of political order and a decent international status for the country.

Meanwhile, the Russians have lost respect for democratic procedures. Elections are perceived as instruments that legitimate the power grabbed by bureaucrats and rich people. The absolute majority of the Russians, including rich people and the intelligentsia (some with sadness, most with joy), sincerely believe that Western-style democracy has no future in the country in the next decades. As Levada recently formulated, "The democratic model turned out to be 'foreign' to the majority of the population." Only 10 percent of the Russians, according an October 2003 survey conducted by Levada's polling firm, said that the right to elect political leaders is important to them. Though indifferent to the governing of the country, many Russians, particularly young people, do support the maintenance of individual liberties, such as the right to own private property, the freedom of the press, and the right to travel abroad and throughout the country. So far Putin's regime tolerates several freedoms. Today, fear is spreading only among politicians and journalists, particularly those from the opposition, as well as among businesspeople, whose fear increased decisively with the arrest of Khodorkovsky.

The Russians link the emergence of capitalism and democracy to the great increase in disorder, crime and corruption. The meager advances in the standard of living, which are more important to the people than democratic institutions, have been associated with Putin's leadership and his retreat from the Western model of society. Irina Khakamada, a prominent Russian politician who wants to represent the liberals in the presidential election, said in January that "Putin gave us an offer to exchange our freedoms for bread ... and many Russians accepted this trade." ✓

In December 2003, a survey found that almost two-thirds of the Russians endorsed “the country’s current direction.” Russians simply do not see an alternative to Putin among other politicians. The December survey mentioned above found that less than 5 percent of the population could name someone to lead the country after Putin.

With the president’s encouragement, the Russian mind set is moving toward nationalism and exceptionalism, particularly among elites, and even among those who consider themselves liberals. In February 2003, according a survey conducted by the Fund of Public Opinion on the eve of the 50th anniversary of Stalin’s death, the number of people who regarded Stalin in a favorable light exceeded the number of those who spoke negatively about him by 30 percent. The last parliamentary election in December 2003, even if it was deeply influenced by the authorities, still reflected the mood of society. Taken together, the liberals garnered no more than 10 percent of the popular vote. At the same time, aggressive nationalists, who had become quite visible before 1999, achieved great success. They earned almost a quarter of all votes. In some ways, Putin has even tried to slow the country’s powerful anti-Western xenophobic momentum, as he demonstrated during a television interview in late December 2003.

The developments in Russia are similar to the circumstances in many other countries that began the transition to capitalism in the last two decades, but failed to develop liberalism, and maintained a brand of authoritarianism that merely imitated democracy. The phrases used by Russians to describe their political system—labels such as “managed democracy,” “virtual democracy,” and “facade democracy”—are also used by people in many other nations to portray their respective systems.

This is the third time in the last century that Russia changed the vector of its

development. The first shift occurred in 1917 when Russian society, after the seizure of power by the Bolsheviks, started moving toward the totalitarian regime, which took its final form under Stalin's leadership at the end of the 1920s. This regime existed until 1953 when Russia began to move back toward liberal society. By the beginning of perestroika, the Zeitgeist of liberalism pervaded the minds of a majority of the Russians, from top apparatchiks, many of whom were labeled "rosy" (or hidden liberals), to ordinary people who were fed up with the problems in society. With the exception of a few hardened Stalinists, everybody dreamed in one way or another about the liberalization of society. While some had only cosmetic changes in mind, others hoped for drastic changes, such as the right to run small private businesses, or even the establishment of real elections with a few candidates from the Communist Party. Nobody, including Andrei Sakharov, fantasized about the emergence of a true democracy or market economy, though the spirit for change was indeed strong in these years. Even Andropov, during his short rule, mused about the decentralization of the economy and a wider engagement of intellectuals in social life—ideas that later materialized during Gorbachev's perestroika as the country moved quickly toward democratic reforms.

The Russian train has switched tracks once again, but it would be wrong to blame Putin for this change. In fact, Putin is the instrument of a new, anti-democratic spirit in Russia. Although he presided over the anti-liberal perestroika, these changes were first initiated before his arrival to power. Ultimately he serves the forces that chose him, in the person of Yeltsin, to complete this new transition of Russia.

This reversal began in 1993 when Boris Yeltsin ordered the shelling of the freely elected leftist parliament, which had rebelled against Yeltsin's illegal decision to dismantle it. Whatever

the reasons for this fatal decision (for instance, the danger of a Communist restoration), it signaled a retreat from the giddy days of nascent Russian democracy in 1990-1993, and stimulated the withdrawal from genuine democracy. Since the bloody showdown with the parliament, Yeltsin's regime moved inexorably away from democratic principles, while enjoying the full support, either direct or indirect, of Gaidar and his friends. The fraudulent referendum on the constitution, endorsed in December 1993, provided the Russian president with power similar to that of a monarch. This authority allowed for Yeltsin's controversial reelection in 1996, which came in spite of his low rating.

Contrary to his numerous apologists, it was Yeltsin who ultimately betrayed democracy when he chose as his successor not a champion of liberal principles, but an obscure politician with a KGB past and sympathy for Stalin and the Soviet empire, who promised Yeltsin and his family immunity. Yeltsin was able to initiate this new trend toward authoritarianism because the same vector of change had dominated the minds of many Russians since the mid 1990s.

Nostalgia for the past and the Soviet empire embraced people from all walks of life, from refined intellectuals to the uneducated Russian lumpen. Only 20 percent of the Russians gave a negative appraisal of the Communist system; only 21 percent praised the multiparty system of 1999-2000. Most Russians rejected the Western model of life, and supported the idea of Russia taking its own path in history.

With Vladimir Putin in power the shift toward the authoritarian state accelerated at the same rate as Gorbachev's famous move in the opposite direction. In 1986-1989, the general secretary managed to dismantle the foundation of the Soviet system. In the same amount of time, Putin was able to destroy most elements of the democratic system and restore certain aspects of

the society that existed prior to Gorbachev's perestroika.

There are some differences between the Soviet times and Putin's Russia. While the current regime has rejected much of the liberalism that emerged in the early 1990s, some elements of the liberal stage remain. Russia represents an exotic mix of its historical components, harking back to Hegel's famous law, "negation of negation." The liberal stage negated the totalitarian past, only to be negated by a new authoritarian stage, which has resulted in a sort of synthesis of the two previous stages in history.

In some cases, elections in Russia still look more legitimate than the pure show business of elections in the USSR. The recent reelection of the president of Bashkortan, for instance, was absolutely fraudulent, but the highly competitive mayoral election in Ekaterinburg was almost genuine. Unlike the Soviet past, private businesses play a crucial role in the Russian economy, even though they are at the mercy of the central and local administration.

The autocratic system that formed under Putin is still in a fluid state. Nobody knows how far the current regime will go in tightening down the bolts. Will Russians and foreigners be free to travel internationally in 2005 or 2008? Will the few liberal media that still exist, such as the newspaper *Moskovskii Novosti* and the radio station *Ekho Moskvy*, endure the next few years? Will the young journalist Yelena Tregubova, author of the recent sensational book *Tales of a Kremlin Digger*, be punished more severely in the future for her revelations about Putin? She has already been fired from her newspaper job. Moreover, the state-controlled NTV network canceled an interview with her after promoting it for days, and according to the *New York Times*, a small bomb exploded outside her apartment on February 2. Although Tregubova did not speculate about the perpetrator of the bombing, "she obliquely linked it to the presidential

election on March 14.”

There will be no radical change in the Russian political system in the next decade, or perhaps longer. No one has the slightest doubt that Putin, who has no serious rivals, will be reelected in March 2004. In fact, many are confident that he will stay in power after his second term ends in 2008. The best Russian minds have offered competing prognoses of what type of subterfuge Putin and his advisers will use to achieve this goal. No analyst, however, can be sure about what Putin will do, particularly in the international arena. Putin’s mind continues to puzzle Moscow experts. “We know very little about the president’s plans,” said the famous Russian politician and scholar Victor Sheinis at a recent conference in Moscow. Any leader with autocratic power has a wide variety of choices. In the next years, Putin can select among several different strategies in the foreign arena. Depending on what suits his needs, he may cooperate with the United States, or take a more hostile stance.

In the next years, the United States will be faced with a Russia that combines autocracy with state capitalism. In this context, American officials have no chance at influencing the political processes in the country. The intervention of high U.S. officials into the Russian political process will only irritate Russian-American relations. Today, such attempts will prove even less effective than Washington’s efforts to help Soviet dissidents defend human rights in the 1970s.

In an article published in *Izvestia* (January 26, 2004), Collin Powell implored the Russians to follow the rules of democracy in the country. In spite of the article’s considerate tone, it did not resonate even slightly in the minds of Russian elites. A deeply negative image of the American political system, which has been created by the Kremlin-controlled media in the

last years, has blunted the U.S. critique of Russian politics. The country today is not a place where America can impose its political values. Asked on the eve of Putin's visit to the U.S. in September 2003, "What do you associate with America?" only 3 percent of the Russians pointed to its political system (14 percent pointed to its wealth, and 10 percent said the economy). As a leading Russian pollster, Nikolai Popov, noted in *Kommersant Daily*, it is "not politically correct" in the country to say something good about the United States.

The U.S., as any other nation, pursues its national interests by pressuring other countries when common goals are not strong enough to achieve full cooperation. There is, however, a specific limit to the effectiveness of this strategy in the case of Russia, and any other country. The U.S. and Russia have many common objectives, including the fight against international terrorism, the prevention of the spread of weapons of mass destruction, and the enhancement of economic relations, particularly on the sale of Russian oil to the United States. However, there are still several disagreements between the two countries on how to achieve these and other goals. It is not reasonable to pester the Kremlin with public complaints about the internal political developments in the country. There is no chance to change the Kremlin's stance toward democratic ideals. As its primary strategy, Washington should encourage Putin to regard good relations with the United States as useful to both Russia and him personally.

Acknowledgment: *The author wishes to thank Joshua Woods for his editorial contribution to this article.*

March 2, 2004

Afghanistan

TO: Dr. Condoleezza Rice
FROM: Donald Rumsfeld *DR*
SUBJECT: Peace Corps in Afghanistan and Iraq

What do you think about getting the Peace Corps into Afghanistan and Iraq? I am told that at the present time they are not allowed in Afghanistan because they think it is too dangerous. There are an awful lot of folks doing fine work in there.

Maybe it is time to change that policy. Unfortunately, I don't know where the Peace Corps is connected.

DHR:dh
030104-95

2 Mar 04

OSD 03145-04



March 2, 2004

IRAQ

TO: Dr. Condoleezza Rice
FROM: Donald Rumsfeld 
SUBJECT: Service in Iraq and Afghanistan

What do you suppose might be done to make service in Afghanistan or Iraq a career-enhancing move for Agency for International Development (AID) employees?

My understanding is that at the present time it is not considered career-enhancing. I don't know that to be true, but that is what I am told by people.

DHR:dh
030104-93

2 March

OSD 03145-04



March 1, 2004

TO: Zal Khalilzad
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Contractors and Vocational Education

What about getting the contractors who do work in Afghanistan to agree that they will do some sort of a vocational education project to train Afghans to do some of the work?

Thanks.

DHR:dh
030104 88

Afghanistan

IM ac 04

OSD 03148-04

February 8, 2004

689

TO: Gen. Dick Myers
CC: Paul Wolfowitz
Doug Feith
FROM: Donald Rumsfeld *DR.*
SUBJECT: Homeland Defense Discussion at the Combatant Commanders
Conference

The more I listened **to** Ed Eberhart, the more I agreed with him that we need to know precisely what forces we would use for homeland security tasks in the event of **an** emergency. I am not talking about assigning forces. But, as we have forces rotating in and out of **the US** or permanently located here, we need to have an inventory available and have thought through how we would use them. We will need some exercises where we consider various scenarios and how we would react to them.

Doing so may give us clues as to how we ought to be restructuring the Guard and Reserve, and where our forces ought to be distributed around **the US** and what skills **are** needed. We need a single point of contact for this. My **guess** is it has to be Joint Forces Command.

Thanks.

DHR:dh
020804-48 (ts computer).doc

.....
Please respond by _____

Tab A



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-1576-04
3 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMyers*

SUBJECT: Homeland Defense Discussion at the Combatant Commanders' Conference

- **Issue.** Emergency homeland defense forces for US Northern Command (USNORTHCOM).
- **Discussion.** In response to your memorandum (TAB A), the following comments are provided for your consideration.
 - Standing orders provide USNORTHCOM with an inventory of land and maritime forces under emergency conditions. The command may also obtain forces through the request-for-assistance process when providing emergency support to a lead federal agency.
 - Annual exercises like DETERMINED PROMISE and UNIFIED DEFENSE provide training for various scenarios. In addition, we continue to work closely with USNORTHCOM to ensure the Defense Planning Scenario for Homeland Defense includes appropriate variables to validate both the responsiveness and the structure of our emergency forces.
 - Monitoring the availability of the force is an ongoing task requiring constant adjustments and improvements. Our maturing global force management initiatives will provide additional resolution and insight into the administration of force availability. I agree that USJFCOM should be the joint force provider and am prepared to brief you on our concept at your earliest convenience.

COORDINATION: TAB B

Attachments:
As stated

Prepared By: Lt Gen James E. Cartwright, USMC; Director, J-8;

(b)(6)

11-L-0559/OSD/40388

OSD 03175-04

February 8, 2004

689

TO: Gen. Dick Myers
CC: Paul Wolfowitz
Doug Feith
FROM: Donald Rumsfeld *DR.*
SUBJECT: Homeland Defense Discussion **at the** Combatant Commanders
Conference

The more I listened to Ed Eberhart, the more I agreed ~~with~~ him that we need to know precisely what forces we would use for homeland security tasks in the event of an emergency. I am not talking about assigning forces. But, as we have forces rotating in and out of the US or permanently located here, we need to have an inventory available and have thought through how we would use them. We will need some exercises where we consider various scenarios and how we would react to them.

Doing so may give us clues as to how we ought **to** be restructuring the Guard and Reserve, and where our forces ought to be distributed around **the US** and what skills are needed. We need a single point of contact for this. **My guess** is it has to be Joint Forces Command.

Thanks.

DHR:dh
020804-48 (ts computer).doc

.....
Please respond by _____

Tab A

TAB B

COORDINATION

USJFCOM

INFORMATION ONLY

20 February 2004

USNORTHCOM

COPY PROVIDED

26 February 2004

December 19¹⁹~~18~~, 2003

311CCC

TO: Ray DuBois
CC: Paul Wolfowitz
FROM: Donald Rumsfeld 
SUBJECT: HHS Command Center

Please go over and take a look at &hHHS command center. I am told it was done in 59 days and only cost \$3.5 million. It is amazing.

Please go over, get a full briefing on it and see if you think we ought to do something like that.

Thanks.

DHR:dh
121803-11

.....
Please respond by 1/23/04

19 Dec 03

1 Mar 04

OSD 03192-04



ADMINISTRATION AND
MANAGEMENT

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

SECRET

2004 MAR -3 PM 5:22

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director Administration and Management

SUBJECT: HHS Command Center

- Based upon your positive impressions during a visit to Secretary Thompson's Command Center, I visited the facility to determine the potential use of their capability in your new Unified Command Center.
- While the **HHS** Command Center is limited in scope and size, they have done an impressive job constructing it in **59** days at a cost of **\$3.7M**. Essentially, they use two large video walls with one wall having four large screen monitors tuned to live news TV stations (domestic and international), and the other wall having ten projector screens in a two-down and five-across matrix as a "knowledge wall."
- **On** the knowledge wall, each projector can display a single image or multiple images, such as video teleconferencing images, multiple health crises, multiple hospital statuses during an event, etc. **This** would be similar to you concurrently tracking information and talking to multiple Combatant Commanders, Service Secretaries, other Department Secretaries, the President, etc.
- I have directed my IT team, responsible for developing and implementing your Unified Command Center, to meet with Secretary Thompson's IT staff to better understand how we can utilize the HHS Command Center's capability and their expertise in integrating a "knowledge wall" into the new Unified Command Center, your new office on the Mall Terrace in **2005**, and other areas occupied by you.
- If desired, I am available to discuss further at your convenience.

COORDINATION: None

Prepared By: Michael R. Sullivan, (b)(6)

OSD 03192-04



11-L-0559/OSD/40392

December ¹⁹~~18~~ 2003

TO: Ray DuBois
CC: Paul Wolfowitz
FROM: Donald Rumsfeld 
SUBJECT: HHS Command Center

Please go over and take a look at the HHS command center. I am told it was done in 59 days and only cost \$3.5 million. It is amazing.

Please go over, get a full briefing on it and see if you think we ought to do something like that.

Thanks.

DHR:dh
121803-11

.....
Please respond by 1/23/04

March 3, 2004

TO: Zal Khalilzad

CC: Paul Wolfowitz
Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Prison Issue

Thanks so much for pushing ahead on the prison issue. We will work it from this end

Thanks.

DHR:dh
030304-4

383.6

3 Mar 04

OSD 03194-04

SECRETARY OF DEFENSE
25 MAR 04 PM 10:30

March 1, 2004

TO: Bill Winkenwerder
CC: Paul Wolfowitz
David Chu
Gordon England
Gen. Mike Hagee
FROM: Donald Rumsfeld *DR*
SUBJECT: Health Issues Related to Haiti

Please take a look at this **DIA** piece on Haiti and health, and **make** sure that you are on top of the issues that the Marines ought to be aware of and sensitive to in connection with their deployment to Haiti.

Thanks.

Attach.
2/27/04 Defense Analysis Report: "Haiti: Disease and Environmental Health Risks, Medical Capabilities"

DHR:dh
030104-54

.....
Please respond by 3/12/04

Haiti
1 Mar 04

OSD 03233-04



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

INFO MEMO

March 2, 2004, 5:00 PM

HEALTH AFFAIRS

FOR: SECRETARY OF DEFENSE

FROM: *William Winkenwerder, Jr.*
William Winkenwerder, Jr., MD, ASD (HEALTH AFFAIRS)

SUBJECT: Health Issues Related to Haiti – Response to Snowflake, dated March 1, 2004

- This memo is in response to your snowflake, subject as above (TAB A). I have reviewed all the Defense Intelligence Agency reports on the health issues related to Haiti, and personally conveyed my concerns and yours regarding Force Health Protection activities in preparation for deployment to the Navy Surgeon General, VADM Mike Cowan, and the Medical Officer of the Marine Corps, RADM Robert Hufstader.
- Attached at TAB B is a brief summary from the Navy Surgeon General on Force Health Protection activities that are being undertaken by deploying Marines.
- I spoke with RADM Hufstader, and requested that he speak directly with the Task Force Surgeon for the Haiti operation to ensure that all appropriate precautions and preparations are being undertaken.
 - I specifically emphasized the importance of direct counseling of the leadership and the individual service members on the importance of compliance with directed medical countermeasures.
 - Further, I requested a report from RADM Hufstader, by next week, on all the perceived threats and their risk-mitigation strategy for each. A weekly report will follow on their execution of activities in accordance with this strategy. I will forward these reports to keep you informed.
- You also inquired about our experience in Haiti in 1994 (Operation UPHOLD DEMOCRACY). We did experience an outbreak of 30 cases of Dengue Fever in the first 6 weeks of the operation. Otherwise, disease and injury incidences occurred in expected ranges. A more detailed summary of that experience is provided at TAB C.

COORDINATION: USD (P&R) *David S. Chan*
B. Marcell

Attachments:
As stated

Prepared By: William Winkenwerder, Jr., MD, ASD (Health Affairs),

(b)(6)

OSD 03233-04

11-L-0559/OSD/40396

TAB

A

March 1, 2004

TO: Bill Winkenwerder

CC: Paul Wolfowitz
David Chu
Gordon England
Gen. Mike Hagee

FROM: Donald Rumsfeld 

SUBJECT: Health Issues Related to Haiti

Please take a look at this **DIA** piece on Haiti and health, and make sure that you are on top of the issues that the Marines ought to be aware of and sensitive to in connection with their deployment to Haiti.

Thanks.

Attach.

2/27/04 Defense Analysis Report: "Haiti: Disease and Environmental Health Risks, Medical Capabilities"

DHR:dh
030104-54

.....
Please respond by 3/12/04

11-L-0559/OSD/40398

TAB

B

INFO MEMO

March 2, 2004, 13:00 P M

FOR: SECRETARY OF DEFENSE

FROM VADM M. L. Cowan, Surgeon General of the Navy



SUBJECT: Force ~~Health~~ Protection For USMC Personnel Deployed in Support of Haitian Operations

- **To support the successful accomplishment of our current mission to Haiti, the following health threats have been evaluated by operational commanders:**
 - **Armed Forces Medical Intelligence Center rates Haiti as HIGH RISK for infectious diseases and mission effectiveness will be seriously jeopardized without effective countermeasures.**
 - **Greatest vector borne infectious disease threats include malaria, dengue, and leptospirosis.**
 - **Significant threats from diseases linked to poor sanitation, food and water.**
- **CJCS, USSOUTHCOM and MARFORSOUTH published comprehensive FHP guidance for Marine forces deploying to Haiti.**
- **Countermeasures implemented by Marine Expeditionary Brigade Surgeon:**
 - **Unit is current for all immunizations (hepatitis A, typhoid)**
 - **Doxycycline issued to all Marines as a chemoprophylactic against malaria.**
 - **Pre-deployment health assessments completed.**
 - **Permethrin treated uniforms and bed nets issued.**
 - **DEET containing insect repellent purchased and issued.**

COORDINATION None

Attachments: None

Prepared By: CAPT E. M. Kilbane (b)(6)

TAB

C



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

INFO MEMO

March 2, 2004 2:00PM

FOR: ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS)

FROM: Ms. Ellen Embrey, **DASD** (Force Health Protection and Readiness)

SUBJECT: Force Health Protection Issues – Operation UPHOLD DEMOCRACY

- In September through November 1994, approximately 20,000 US troops deployed into Haiti. Review of medical after action reports indicates no major health related outbreaks that adversely impacted operations. Summary of disease and non-battle injury incidence follows:
 - Febrile Illness: The Army instituted an aggressive surveillance system early in the deployment due to risks of Malaria, Dengue Fever, and other tropical illnesses. Patients with fevers, without an obvious source, were admitted to the **28*** Combat Support Hospital.
 - In the first 6 weeks of the operation, fevers accounted for 25% of admissions; all patients with fevers recovered without complications.
 - A total of 30 patients had Dengue and 0 had Malaria. Most cases of Dengue are self-limited illnesses treated with bed rest, Tylenol, and oral fluids. However, these patients are at risk for developing the potentially life-threatening form of the disease called Dengue Hemorrhagic Fever (although no cases materialized).
 - Following the first cases of Dengue, interventions included the re-emphasis of use of personal protective measures (DEET, Permethrin, Bed nets, etc.) and vector-control measures (mosquito spraying and elimination of old tires that served as breeding grounds for the responsible mosquito species in troop areas).
 - There is no vaccine or medicine to prevent Dengue.
 - Malaria: Troops used Chloroquine and Doxycycline for Malaria prophylaxis. No US cases of Malaria was identified; there was one case in a multi-national soldier.
 - Diarrhea: There were a few small outbreaks, but no bacterial sources isolated. Following Tropical Storm Gordon there was an increase in diarrhea cases. Hand washing and field sanitation measures, especially at kitchens and latrines, were used to control these outbreaks.

11-L-0559/OSD/40402

- Mental Health Issues:
 - During the last week of September 1994, there was an increase in mental health admissions (25% of all admissions that week)—this coincided with the first soldier suicide death. This was widely covered in the media, and was closely monitored for the duration of the deployment.
 - There was a total of 3 confirmed suicides, by self-inflicted gunshot (2 Army soldiers from same infantry battalion, and 1 Marine).

- Disease and Non-Battle Injury (DNBI) Surveillance: With exception of Dengue, disease and injury incidences occurred in expected ranges during the deployment. As expected, DNBI rates were higher early in the deployment, and gradually fell as soldier living conditions improved.

- HIV: There was a very large concern for HIV going into Haiti, and considerable emphasis was placed on barrier precautions in the medical settings and warning soldiers about high HIV-positive rates in the local women. There are no known HIV conversions from this deployment.

- Conclusion: Operation UPHOLD DEMOCRACY was generally free from any major force health protection related problems. There were some cases of tropical diseases endemic to the Caribbean. Use of personal protective measures and strong support for preventive medicine efforts kept disease rates generally within expected ranges.

Prepared by: LTC Steve Phillips, FHP&R, (b)(6)

720

12/12/03

2003-12-11 PM 4:55

December 11, 2003

TO: David Chu
 CC: Paul Wolfowitz
 FROM: Donald Ruinsfeld *DR*
 SUBJECT: Incentives

Yesterday I met the Executive Assistant to Reuben Jeffery. He is a Navy Captain with 30 years of service. He is 51 years old, and he is retiring. He is first-rate.

All the incentives in our system are wrong. Why don't we get them fixed'?

Please come back to me with a proposal by January 5.

Thanks.

DHR:dh
 121107-15 *DR*

.....
 Please respond by 1/5/04

210 Navy

11 Dec 03

OSD 03235-04



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

INFO MEMO

PERSONNEL AND
READINESS

March 3, 2004 - 3:00 PM

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, Under Secretary of Defense (P&R)

D. S. C. Chu
Signature & Date

SUBJECT: Mandatory Retirement--SNOWFLAKE (Tab A)

- There are several remedies applicable to Captain Jeffrey and others like him:
 - He can be recalled to active duty. The Secretary of a Military Department may order most retired officers to active duty (10 U.S.C. §688). No more than 25 officers can serve concurrently and they cannot serve more than 12 months in a 24-month period. (During periods of national emergency these restrictions are lifted, which is the current situation.)
 - If selected by a selection board, an officer who would otherwise be required to retire following completion of 30 years service may have retirement deferred and be continued on active duty for up to 5 years or until age 62, whichever is sooner (10 U.S.C. §637).
- The real problem is that officers like Captain Jeffrey may not wish to be retained, because there is little financial incentive to stay. Indeed, it could be argued the current incentive is negative, since delayed retirement may damage second career earnings.
- We are pursuing a set of legislative remedies to this dilemma for flag officers (raising maximum age to 68, and providing for an increased pension if they serve beyond 30 years). Your speaking out in support will help us, since we failed to win their acceptance last year.
- RAND is helping us evaluate alternatives for officers below flag rank. To enable us to try these out without having to justify each in advance, we are seeking military personnel demonstration authority. OMB has not yet cleared this, but I am hopeful they will soon do so. (I will let you know if by the end of next week we have not yet succeeded.)

COORDINATION: TAB B.

Attachments:

As stated

Prepared by: Lt Col Francine Blackmon, ODUSD(MPP/OEPM); (b)(6)



0 SD 03235-04

11-L-0559/OSD/40405

TAB

A

12/12/03

December 11, 2003

TO: David Chu
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Incentives

Yesterday I met the Executive Assistant to Reuben Jeffery. He is a Navy Captain with 30 years of service. He is 51 years old, and he is retiring. He is first-rate.

All the incentives in our system are wrong. Why don't we get them fixed?

Please come back to me with a proposal by January 5

Thanks.

DHR:dh
121103-18

DR

.....
Please respond by 1/5/04

OSD 03235-04

11-L-0559/OSD/40407

TAB

B

Coordinators

General Counsel

D. J. Sullivan
Principal Deputy
1/20/04

Prepared by: Lt Col Francine Blackmon, (b)(6)

120

1:08 PM

TO: Condoleezza Rice

FROM: Donald Rumsfeld *DR*

DATE: March 4, 2004

SUBJECT: **New York Times Editorial**

The New **York** Times editorial on Haiti is just terrible. Somebody ought to go back at it, hard. Possibly you or Colin.

Thanks.

DHR/azn
030404.02

000.7

ymay 24

OSD 03240-04

11-L-0559/OSD/40410

720

TAB

656

February ~~7~~ 2004

TO: Gen. Dick Myers

CC: Paul Wolfowitz
Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: CINC Conferences

On the CINC Conferences, **you might want to think** of doing it in two and a half **days**, instead of three days. You could have **the SLRG meeting with the CINC's take place** just in the morning **of the third day**, so **people can get out**.

Thanks

DHR:jd
020703 13:15 computers.doc



Please respond by _____

Tab



TAB

12:48 PM

TO: Gen. Dick Myers
CC: Paul Wolfowitz
LTG John Craddock

FROM: Donald Rumsfeld 

DATE: February 9, 2004

SUBJECT: **Beyond Goldwater Nichols**

Attached is John Hamre's preliminary report. I think he's got some good ideas. What do you say we get you, Gen. Pace, Paul Wolfowitz and possibly Steve Cambone and whoever else you would like; possibly Adm. Keating.

We can sit down with Hamre and whoever he wants to bring and have him give us a report. We will see what we think.

Thanks.

DHR/azn
030904.07

Attach: Hamre 2/3/04 memo Re: Progress on study "Beyond Goldwater Nichols"

Please

OSD 03250-04 Tab

11-L-0559/OSD/40413



Center for Strategic & International Studies
Washington, DC

MEMORANDUM FOR THE SECRETARY OF DEFENSE

From: John J. Hamre 
Date: February 3, 2004
Subject: Progress on our study "Beyond Goldwater Nichols"

Mr. Secretary, a year back we met **with** you at the outset of **a** study **we** planned to undertake in order to examine concepts for the next phase of **reform** for the Defense Department. **Throughout** the past year **we** have met extensively with **experts** in **and** outside the Department. We have met with the individuals **you directed us** to contact, as well as each of the Service Chiefs and Secretaries, **and** many members of **your** senior leadership team. We are now in the process of briefing our findings. **We anticipate** issuing a public report in March.

I would **like** to use this memo to briefly indicate **some** of the more significant ideas we will be proposing. If at any time you wish to be briefed in more detail, however, **we** would be honored to do **so**.

integrating OSD and the Joint Staff

We **started** with a threshold question: Has the Joint Staff **evolved to the extent** that its capabilities overshadow that of the OSD staff? **Our** conclusion **was that we are** now at **a stage** where **we** need to integrate **aspects** of the Joint **Staff** and OSD.

It is **our** view that there **needs to be an** independent Joint Staff in **key operational** areas, but that others can **be integrated**. We already **have an integrated** OSD-Joint Staff in one **key area**—the 32. **The J2** is the operational intelligence **arm** for both **you and** the Chairman. In the other J directorates, however, there **is some duplication with OSD**. We understand that some duplication **is** desirable as we need divergent perspectives in **key areas**, but in several other areas the duplication is wasteful, counterproductive **and** inefficient. **We** will, therefore, recommend that you retain the J2, J3, J5, and J8. We believe that the J7 should be disbanded, since most of **its** functions now **logically** belong to the Joint Forces Command. Our proposal for the J6 **is contained** in the next section of this memo.

When it comes to the J1 and the J4, we believe that **these staffs can be integrated** into OSD (USD, Personnel **and** Readiness and IISD, Acquisition, Technology and

Logistics respectively). In these instances, the general/flag officer would become a military assistant to the under secretary. The J4 has **always** been a capable officer with modest duties. By contrast, it **has always** been hard to **recruit a talented** individual to head up logistics in the acquisition directorate of OSD. We feel **that** these **are** logical ways to integrate.

Remove Title 10 authority from the Military Departments

Our second major recommendation concerns the need for **true** enterprise-wide solutions for command, control and communications. **We know** that 25 years of pushing interoperability has still not corrected the problem of **inter-service** communication on the battlefield. **We argue** that it will not be possible to **get truly seamless communications** going as the acquisition process for C3 systems remains a service-specific authority.

We believe that **you** should create a new **program 12** that is for enterprise-wide C3. The acquisition of C3 **would** be assigned to a Joint Battle Management C2 Command. The J6 would be disestablished **and** assigned the JBMC2 Command leadership. The JBMC2 **would** be given the **same** kind of acquisition authority **that the** Special Operations Command or the ballistic missile defense directorate **have**. The Commander, JBMC2 would report to you **through USD C31**. (I know **you** will not agree with this, but we believe that **USD Intelligence** should be reconfigured as USD C31.)

We understand that this recommendation will engender a good deal of controversy **with junior offices** and retired senior officers, **but we** believe that the senior leadership of **the military departments** is genuinely open to this **idea**.

Unification of Secretariats in Military Departments

We understand that there **has** been considerable **progress in this area**, **but we** believe that **the** staffs for the service chiefs and the **service secretaries** can be **completely** integrated, with one Very important exception. The general counsel should **be** accountable **only to the Service Secretary**.

Revitalizing civilian leadership in the Department

We were surprised to find the widely held **view** that **the professional cadre of** civilians in the Department is **weak** and deteriorating. We **found** a strong desire **among** military personnel to want to strengthen their civilian counterparts. In general, military officers believe that their **ideas are now** seriously impeded by weakness in OSD and in the military secretariats. **We** have developed a series of recommendations to help strengthen civilian **leaders**. We **also** believe that **you need the** authority to **deploy** civilians and will have some recommendations **in this regard** in our final report.

Improving Interagency Coordination

Tab

We believe that there are serious deficiencies in the interagency process. The non-defense departments lack the capacity to support their obligations. There are inadequate mechanisms for coordination and follow up to ensure that we have the resources and actions we need in order to follow through. I know that there are developments under way to strengthen the various department capabilities, but we need to learn more about those initiatives before we go final on our report.

Second Phase of the Study

Let me reiterate that we are prepared to meet with you at any time in order to review these ideas, as well as others that go beyond the major recommendations I have summarized above. We have also deferred some topics to the second phase of this study. In the second phase we intend to examine new missions and new organizational concepts for operations. I am aware that you have done a lot to advance new organizational concepts for operational missions. We have not yet had a chance to examine these ideas, but will do so this spring. We also intend to examine the questions regarding the role and structure of the National Guard and Reserve components, a topic that virtually everyone has argued that there is an urgent need to examine. We will accelerate our efforts in this area. I would especially welcome any perspective you have in this regard.

END

Tab



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-1579-04

5 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJC

SP/ADM 3/5

SUBJECT: Beyond Goldwater Nichols

- **Issue.** Dr. John Hamre's preliminary report, "Beyond Goldwater Nichols" and your inquiry, ". . . What do you say we get you, Gen. Pace, Paul Wolfowitz and possibly Steve Cambone and whoever else you would like; possibly Adm. Keating. We can sit down with Hamre . . . and have ~~him~~ give us a report. We will see what we think." (TAB)
- **Discussion**
 - Mr. Secretary, thank you for the opportunity to review Dr. Hamre's preliminary report. On 18 February 2004, Dr. Hamre briefed the JCS Tank and outlined the ideas listed in this report as well as others. The JCS did not fully support his staff consolidation approach and we await his final draft report for further comment.
 - Gen Pace, VADM Keating and I look forward to meeting with you, your staff and Dr. Hamre to discuss the report in greater detail. My staff will coordinate with your schedulers for a meeting time.

COORDINATION: NONE

Attachment:

As stated

Prepared By: Walter L. Sharp, LTG, USA; Director, J-5; (b)(6)

11-L-0559/OSD/40417

OSD 03250-04

TAB

12:48 PM

TO: Gen. Dick Myers
CC: Paul Wolfowitz
LTG John Craddock

FROM: Donald Rumsfeld 

DATE: February 9, 2004

SUBJECT: **Beyond Goldwater Nichols**

Attached is John Hamre's preliminary report. I think he's got some good ideas. What do you say we get you, Gen. Pace, Paul Wolfowitz and possibly Steve Cambone and whoever else you would like; possibly **Adm. Keating**.

We can sit down with Hamre and whoever he wants to **bring** and have him give us a report. We will see what we think.

Thanks.

DHR:azn
030904.07

Attach: Hamre 213104 memo Re: Progress on study "Beyond Goldwater Nichols"

Please respond by: _____ 3/1 _____

OSD 03250-04 Tab

11-L-0559/OSD/40418



Center for Strategic & International Studies
Washington, DC

MEMORANDUM FOR THE SECRETARY OF DEFENSE

From: John J. Hamre 
Date: February 3, 2004
Subject: Progress on our study "Beyond Goldwater Nichols"

Mr. Secretary, a year back we met **with** you at the outset of **a study we planned** to undertake in order to examine concepts for the next phase of reform for the Defense Department. Throughout **the** past year **we have** met extensively with **experts in and** outside **the** Department. We have met with the individuals you directed **us** to contact, as well as each of the Service Chiefs **and** Secretaries, and many members of your senior leadership team. **We are** now in the **process** of briefing our findings. **We anticipate** issuing a public report in March.

I would **like** to use this memo to briefly indicate some of **the** more significant ideas we will be proposing. If at any time you wish to be briefed in more detail, however, we would be honored **to do so**.

integrating OSD and the Joint Staff

We started **with** a threshold question: Has the Joint Staff evolved **to the extent** that its capabilities overshadow **that of the** OSD staff? **Our** conclusion **was that we** are now at a stage where we **need** to integrate **aspects of the** Joint Staff and OSD.

It is **our view** that **there needs** to be an independent Joint Staff in key operational areas, but that others can be integrated. We already have an **integrated** OSD-Joint Staff in one **key area**—the J2. The J2 is the operational intelligence **arm** for **both you and the** Chairman. In **the** other J directorates, **however**, there is **some** duplication **with** OSD. We understand that some duplication is desirable **as we** need divergent perspectives in **key** areas, but in several other areas the duplication is wasteful, counterproductive **and** inefficient. **We** will, therefore, recommend that you **retain** the J2, J3, J5, and 18. We believe that the J7 should be **disbanded**, since most of its functions **now logically** belong to the Joint Forces Command. Our proposal for **the 36** is contained **in the** next section of this memo.

When it comes to the J1 and the J4, **we** believe that **these staffs can be integrated** into OSD (USD, Personnel **and** Readiness **and** IISD, Acquisition, Technology and

Logistics respectively). in these instances, the general/flag officer would become a military assistant to the under secretary. The J4 has always been a capable officer with modest duties. By contrast, it has always been hard to recruit a talented individual to head up logistics in the acquisition directorate of OSD. We feel that these are logical ways to integrate.

Remove Title 10 authority from the Military Departments

Our second major recommendation concerns the need for true enterprise-wide solutions for command, control and communications. We know that 25 years of pushing interoperability has still not corrected the problem of inter-service communication on the battlefield. We argue that it will not be possible to get truly seamless communications as long as the acquisition process for C3 systems remains a service-specific authority.

We believe that you should create a new program 12 that is for enterprise-wide C3. The acquisition of C3 would be assigned to a Joint Battle Management C2 Command. The J6 would be disestablished and assigned the JBMC2 Command leadership. The JBMC2 would be given the same kind of acquisition authority that the Special Operations Command or the ballistic missile defense directorate have. The Commander, JBMC2 would report to you through USD C31. (I know you will not agree with this, but we believe that USD Intelligence should be reconfigured as USD C31.)

We understand that this recommendation will engender a good deal of controversy with junior officers and retired senior officers, but we believe that the senior leadership of the military departments is genuinely open to this idea.

Unification of Secretariats in Military Departments

We understand that there has been considerable progress in this area, but we believe that the staffs for the service chiefs and the service secretaries can be completely integrated, with one very important exception. The general counsel should be accountable only to the Service Secretary.

Revitalizing civilian leadership in the Department

We were surprised to find the widely held view that the professional cadre of civilians in the Department is weak and deteriorating. We found a strong desire among military personnel to want to strengthen their civilian counterparts. In general, military officers believe that their ideas are now seriously impeded by weakness in OSD and in the military secretariats. We have developed a series of recommendations to help strengthen civilian leaders. We also believe that you need the authority to deploy civilians and will have some recommendations in this regard in our final report.

Improving Interagency Coordination

Tab

We believe that there are serious deficiencies in the interagency process. The non-defense departments lack the capacity to support their obligations. There are inadequate mechanisms for coordination and follow up to ensure that we have the resources and actions we need in order to follow through. I know that there are developments under way to strengthen the various department capabilities, but we need to learn more about those initiatives before we go final on our report.

Second Phase of the Study

Let me reiterate that we are prepared to meet with you at any time in order to review these ideas, as well as others that go beyond the major recommendations I have summarized above. We have also deferred some topics to the second phase of this study. In the second phase we intend to examine new missions and new organizational concepts for operations. I am aware that you have done a lot to advance new organizational concepts for operational missions. We have not yet had a chance to examine these ideas, but will do so this spring. We also intend to examine the questions regarding the role and structure of the National Guard and Reserve components, a topic that virtually everyone has argued that there is an urgent need to examine. We will accelerate our efforts in this area. I would especially welcome any perspective you have in this regard.

END

Tab

TAB

February 9, 2004

693

TO: Paul Wolfowitz
Gen. Dick Myers
Doug Feith
Steve Cambone

FROM: Donald Rumsfeld *DR*

SUBJECT: "Jointness" in the WSG

Years back Congress passed Goldwater-Nichols. It has had a favorable effect. It may be **time to** review and possibly adjust it, but it has led to jointness in a number of respects. To do **so**, each of the Services **gave up** something to achieve **the** greater **good** - jointness. It has been a good **thing**.

It could be that it is time to **consider** a Goldwater-Nichols type **exercise** for the **USG** and the **interagency** process.

It is conceivable **that** if each department **and** agency gave up **something** for the greater **good** of speed, unity of command on policy **and** execution, etc. - the effect might be to achieve greater effectiveness for **the USG**. In effect, there might be a **way to rearrange** authority and responsibilities to fit **the 21st century in a way** that would reduce **the time** currently needed for coordination and improve clarity for our interaction **around** the world.

Let's discuss.

Thanks.

DHR:dh
020804-49

.....
Please respond by 2 / 20 / 04

*J-7
Callab
J-5*

OSD 03264-04 Tab



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

4
CM-1574-04
2 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS

AMM 3/2

SUBJECT: "Jointness" in the USG

- **Issue.** "...It could be that it is time to consider a Goldwater-Nichols type exercise for the United States Government (USG) and the interagency process..." (TAB).
- **Discussion**
 - I concur in your assessment concerning the need for reforming the interagency process.
 - DOD has achieved favorable results by developing Joint Interagency Coordination Groups at the combatant command level. There is still more to gain by improving the interagency process. I look forward to further discussing possible ways to rearrange authorities and responsibilities within the interagency arena to attain greater effectiveness for the USG.

COORDINATION: NONE

Attachment:

As stated

Prepared By: Walter L. Sharp, LTG, USA; Director, J-5;

(b)(6)

11-L-0559/OSD/40423

OSD 03264-04

ACTION MEMO

SECRET

201111-5 1111-12
F-04/002703-EP

USDP *copy to [unclear] 3/4/04*

293

FOR: SECRETARY OF DEFENSE

FROM: Mira R. Ricardel, Assistant Secretary of Defense for International Security Policy (Acting) *MR* MAR 3 2004

SUBJECT: Letter of Sympathy to Estonian Minister of Defense

- Estonia suffered its first casualty in Iraq on 28 February 2004.
 - Sergeant Andres Nuiamae, a 21-year old soldier, was on a foot patrol in Baghdad when a buried improvised explosive device (IED) exploded, killing him instantly.
 - The Estonians have an infantry platoon deployed to the U.S. sector in Iraq.
- At the official press conference on February 29, Prime Minister Parts and Defense Minister Hanson reiterated the Estonian government's unwavering commitment to the mission in Iraq.
 - Defense Minister Hanson stood firm that, although this incident was a painful tragedy that affects the entire nation, the mission was necessary and must continue.
 - The Government of Estonia does not expect to change its policy on Iraq in the wake of this tragedy.
- The letter at TAB A expresses your sympathy to the Estonian Minister of Defense.

RECOMMENDATION: That you sign the letter at TAB A.

Attachments:
As stated

SPL ASSISTANT DI RITA	3/16
SR MA CRADDOCK	
MA BUCCI	
EXECSEC MARRIOTT	3/5

Prepared By: COL Peter Podbielski, ISP/EUR, (b)(6)

3 Mar 04

13 Mar 04

Coordination

Acting Director, Europe

Jim Hursch

DASD for Europe and NATO

Ian Brzezinski

John for 3/1
[Signature]
3/1



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

The Honorable Margus Hanson
Minister of Defense
Ministry of Defense
Sakala 1
15094 Tallinn, Estonia

3/8
Larry Di Rita

Dear Minister Hanson:

I was saddened to hear of the death of Sergeant Andres Nuiamae who was serving with the Estonian Armed Forces in Iraq. The loss of a soldier is tragic; but he fell in the name of a vital mission — the liberation of the Iraqi people.

~~caused~~ / for a vital cause: freedom.

I extend my sympathies to you and to his family, colleagues and friends.

Sincerely,

The removal of a heinous tyrant with a thirst for and destruction programs aimed at developing or obtaining weapons of mass destruction was in the interest of ~~the~~ the ~~the~~ more the ~~the~~ nations who joined the coalition to liberate Iraq.



OSD 032 66-04

G: 0519282 MAR 04

PAGE 01 of 02

Drafter's Name : COL PODBIELSKI, ACTION OFFIC
 Office/Phone : EUR POL, (b)(6)

Releaser's Info : DONALD RUMSFELD, SECDEF

Action Prec : ROUTINE
 Info Prec : ROUTINE
 Specat :

From: SECDEF WASHINGTON DC//
 To: AMEMBASSY WARSAW//
 Info: USDAO AMEMBASSY WARSAW//
 JOINT STAFF WASHINGTON DC//
 SECDEF WASHINGTON//USEDP//ADMIN//EJR//ISP//
 SECDEF WASHINGTON DC//CHAIRS//
 SECSTATE WASHINGTON DC//
 USEUCOM STUGGART GE//

TEXT FOLLOWS

UNCLASSIFIED

SUBJECT: SECDEF LETTER TO ESTONIA'S MOD HANSON

SECRETARY RUMSFELD HAS SIGNED THE FOLLOWING LETTER TO MOD HANSON.
 REQUEST THAT THE TEXT OF THE LETTER BE PROVIDED TO MINISTER HANSON
 AS SOON AS POSSIBLE. ORIGINAL, SIGNED LETTER WILL BE FORWARDED VIA
 DIPLOMATIC POUCH.

BEGIN TEXT:

THE HONORABLE MARGUS HANSON
 MINISTER OF DEFENSE
 MINISTRY OF DEFENSE
 KALA 1
 094 TALLINN, ESTONIA

DEAR MINISTER HANSON:

PARA) I WAS SADDENED TO HEAR OF THE DEATH OF SERGEANT ANDRES NUIAMAE
 WHO WAS SERVING WITH THE ESTONIAN ARMED FORCES IN IRAQ. THE LOSS OF A
 SOLDIER IS TRAGIC; BUT HE FELL IN THE NAME OF A VITAL ~~THE~~
~~DEFENSE~~ OF THE IRAQI PEOPLE.

PARA) I EXTEND MY SYMPATHIES TO YOU AND TO HIS FAMILY, COLLEAGUES
 AND FRIENDS.

SINCERELY,

(SIGNED) DONALD H. RUMSFELD

END OF TEXT

UNCLASSIFIED

but he fell for a
 vital cause:
 Freedom. The
 removal of a dangerous
 tyrant with programs
 aimed at developing
 or obtaining weapons
 of mass destruction
 was in the interest
 of the more than thirty
 nations who joined the
 coalition to liberate
 Iraq.

11-L-0559/OSD/40427

315
1630
3/8 '04

March 1, 2004

293

TO: Larry Di Rita
FROM: Donald Rumsfeld
SUBJECT: Letter to Estonian MoD

We ought to write a letter to the Minister of Defense of Estonia. I think he lost one of his soldiers in Iraq or Afghanistan this week.

Please check on it for me.

Thanks.

DHR:dh
030104-51

.....
Please respond by _____

LD
3/8
Larry Di Rita

1 Mar 04

OSD 03266-04

13 Mar 04



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

MAR 13 2004

293

The Honorable Margus Hanson
Minister of Defense
Ministry of Defense
Sakala 1
15094 Tallinn, Estonia

Dear Minister Hanson:

I was saddened to hear of the death of Sergeant Andres Nuiamae who was serving with the Estonian Armed Forces in Iraq. The loss of a soldier is tragic, but he fell for a vital cause: freedom. The removal of a dangerous tyrant with programs aimed at developing or obtaining weapons of mass destruction was a worthy mission, and I am proud of Estonia's involvement in a coalition of more than thirty nations that are dedicated to helping restore sovereignty and freedom to the Iraqi people.

I extend my sympathies to you and to his family, colleagues and friends.

Sincerely,

OSD 03266-04



11-L-0559/OSD/40429

13 Mar 04

RELEASING DOCUMENT

CREATION DATE: 030304
CREATION TIME: 19270000
SARAH VERSION NUMBER: 3.03
MAXIMUM CLASSIFICATION OF THIS DISKETTE: UUUU
HIGHEST CLASSIFICATION ON THIS DISKETTE: UUUU
DISKETTE RELEASING OFFICIAL'S NAME: DONALD RUMSFELD
ORG: OUSD/POL/ISP OFFICE: OSD PHONE: (b)(6)
TOC FILE CRC: 3359

FILENAME	MSG TYPE	PREC CLASS	ACTION GROUP	DATE/TIME	FILETIME SSN	TOT/ TOR	SPECAT CIC	CRC
LANSON	DD173	RR	UU REDY	161813ZMAR04			ZYUW N	27511

OUSD/POL/ISP
DELEGIZATION/OFFICE SYMBOL OSD (b)(6)
/PHONE NUMBER



DONALD RUMSFELD

OSD 03266-04

11-L-0559/OSD/40430

Drafter's Name : COL PODBIELSKI, ACTION OFFIC
Office Phone : EUR POL, (b)(6)

Releasee's Info : DONALD RUMSFELD SECDEF

Action Prec : ROUTINE
Info Prec : ROUTINE
Specat :

From: SECDEF WASHINGTON DC//
To: AMEMBASSY TALLINN//
Info: JOINT STAFF WASHINGTON DC//
SECDEF WASHINGTON//USDP//ADMIN//EUR//ISP//
SECDEF WASHINGTON DC//CHAIRS
SECSTATE WASHINGTON DC//
USEUCOM STUGGART GE//
USDAO AMEMBASSY TALLINN//

TEXT FOLLOWS

UNCLASSIFIED

SUBJECT: SECDEF LETTER TO ESTONIA'S MOD HANSON

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REQUEST THAT THE TEXT OF THE LETTER BE PROVIDED TO MINISTER HANSON
AS SOON AS POSSIBLE. ORIGINAL SIGNED LETTER WILL BE FORWARDED VIA
DIPLOMATIC POUCH.

!. BEGIN TEXT:

THE HONORABLE MARGUS HANSON
MINISTER OF DEFENSE
MINISTRY OF DEFENSE
SAKALA 1
15094 TALLINN, ESTONIA

DEAR MINISTER HANSON:

(PARA) I WAS SADDENED TO HEAR OF THE DEATH OF SERGEANT ANDRES NUIAMAE
WHO WAS SERVING WITH THE ESTONIAN ARMED FORCES IN IRAQ. THE LOSS OF A
SOLDIER IS TRAGIC, BUT HE FELL FOR A VITAL CAUSE: FREEDOM.
THE REMOVAL OF A DANGEROUS TYRANT WITH PROGRAMS AIMED AT
DEVELOPING OR OBTAINING WEAPONS OF MASS DESTRUCTION WAS A
WORTHY MISSION, AND I AM PROUD OF ESTONIA'S INVOLVEMENT IN A
COALITION OF MORE THAN THIRTY NATIONS THAT ARE DEDICATED TO HELPING
RESTORE SOVEREIGNTY AND FREEDOM TO THE IRAQI PEOPLE.

(PARA) I EXTEND MY SYMPATHIES TO YOU AND TO HIS FAMILY, COLLEAGUES
AND FRIENDS.

SINCERELY,

UNCLASSIFIED

OSD 03266-04

PG: 161813Z MAR 04

PAGE 02 of 02

SIGNED) DONALD H. RUMSFELD

. END OF TEXT

. POC FOR THIS CABLE IS COLONEL PODBIELSKI, EUR POLICY/ISP.

COMMERCIAL: (b)(6)

UNCLASSIFIED

11-L-0559/OSD/40432

5

RAAUZYUW RUEWMFU3310 0762204-UUUU--RUEKNMA.
ZNR UUUUU ZUI RUEKJCS3310 0762204
R 162203Z MAR 04
FM SECDEF WASHINGTON DC
TO RUEHTL/AMEMBASSY TALLINN
INFO RUEKJCS/SECDEF WASHINGTON DC//CHAIRS//
RUEHC/SECSTATE WASHINGTON DC
RUEKJCS/OSD WASHINGTON DC
RUEKJCS/JOINT STAFF WASHINGTON DC
RUEHTL/USDAO TALLINN EN
RUFNGOA/EUCOM FWD
ZEN/SECDEF WASHINGTON DC//USDP ISP//

UNCLAS

SUBJ: SECDEF LETTER TO ESTONIA'S MOD HANSON

1. SECRETARY RUMSFELD HAS SIGNED THE FOLLOWING LETTER TO MOD HANSON. REQUEST THAT THE TEXT OF THE LETTER BE PROVIDED TO MINISTER HANSON AS SOON AS POSSIBLE. ORIGINAL SIGNED LETTER WILL BE FORWARDED VIA DIPLOMATIC POUCH.

2. BEGIN TEXT:
THE HONORABLE MARGUS HANSON
MINISTER OF DEFENSE
SAKALA 1
15094 TALLINN, ESTONIA

DEAR MINISTER HANSON:

(PARA) I WAS SADDENED TO HEAR OF THE DEATH OF SERGEANT ANDRES NUIAMAE WHO WAS SERVING WITH THE ESTONIAN ARMED FORCES IN IRAQ. THE LOSS OF A SOLDIER IS TRAGIC, BUT HE FELL FOR A VITAL CAUSE: FREEDOM. THE REMOVAL OF A DANGEROUS TYRANT WITH PROGRAMS AIMED AT DEVELOPING OR OBTAINING WEAPONS OF MASS DESTRUCTION WAS A WORTHY MISSION, AND I ~~AM~~ PROUD OF ESTONIA'S INVOLVEMENT IN A COALITION OF MORE THAN THIRTY NATIONS THAT ARE DEDICATED TO HELPING RESTORE SOVEREIGNTY AND FREEDOM TO THE IRAQI PEOPLE.

(PARA) I EXTEND MY SYMPATHIES TO YOU AND TO HIS FAMILY, COLLEAGUES AND FRIENDS.

SINCERELY,
(SIGNED) DONALD H. RUMSFELD

3. END OF TEXT

4. POC FOR THIS CABLE IS COLONEL PODBIELSKI, EUR POLICY/ISP.
COMMERICAL: (b)(6)

OSD - SECDEF CABLE DISTRIBUTION:

SECDEF: <u> / </u>	DEPSEC: <u> / </u>	EXECSEC: <u> / </u>	
C&D: <u> / </u>	CCD: <u> X </u>	CABLE CH: <u> </u>	FILE: <u> </u>
USDP: <u> / </u>	DIA: <u> </u>	OTHER: <u> </u>	
USDI: <u> / </u>	PER SEC: <u> </u>	COMM: <u> </u>	

*** UNCLASSIFIED ***

***** This Message Has Been Altered *****

Page 2 of 2

JOINT STAFF V1

ACTION

(U, 8)

1

INFO NMCC:CWO(*) CMAS(*) CMAS(1) JSAMS(*)
JCSONNIPRDA(*) JCSONSIPRDA(*)

SECDEF V2

ACTION SECDEF WASH DC(*)

(U, 6, 8, F)

1

INFO CHAIRS(*) CHAIRS TESTBED(*) SECDEF-C(1) SECDEF-C(*)
USDAT :STS(*) ASD :PA-SMTP(*) DIR:PAE-RAM(*)
USDCOMP(*) OSDONNIPRDA(*) OSDONSIPRDA(*)
+JCP EMAIL CUSTOMER//CHAIRS//

TOTAL COPIES REQUIRED

2

#3310

NNNN

*** UNCLASSIFIED ***

11-L-0559/OSD/40434

TAB A

~~CONFIDENTIAL~~

February 2, 2004

TO: Gen. Dick Myers
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Lithuania

Lithuania

Here is a cable from Lithuania. We certainly want to get the early deployment of their SOF group I would think.

Thanks.

Attach.
AMEMBASSY VILNIUS Cable P 3014372Z JAN 04

DHR:dk
020204-3

.....
Please respond by _____

2 Feb 04

OSD 03309-04

~~CONFIDENTIAL~~

UPON REMOVAL OF ATTACHMENT(S)
DOCUMENT BECOMES UNCLASSIFIED

TAB A

020804-5 01 04

020804-5 01 04

February 8, 2004

697

TO: Mike **Wynne**
 Gen. **Dick** Myers
 Gen. John **Handy**

CC: Paul Wolfowitz
 Jaymie Durnan
 Ken **Kries**

FROM: Donald Rumsfeld 

SUBJECT: ~~XEM~~ Type Approach

1/10.01

Attached is a note from Newt Gingrich and an article.

Please take a look at it and tell me what you think we ought to **do**. Come **back** with a single paper with some recommendations through Jaymie Durnan.

Thanks.

Attach.
1/7/04 Gingrich ltr to SecDef

DHR:dh
020804-81

.....
Please respond by 2/26/04

8 Feb 04

0 SD 03315 - 04

Tab A



NEWT GINGRICH

January 7, 2004

For Secdef, ~~depsecdef~~

Saving **\$15 billion** a year in waste and **lost value**

The attached article from Forbes "Back on the Chain **Gang**" outlines **how** IBM cut **\$3 billion** a year in year from its \$80 billion budget. With declining component prices the savings hit **\$5.6 billion**

There has been a lot of reshuffling and talking inside the **system** about acquisition, logistics and maintenance **but I think there is still** \$15 billion a **year** that could be recovered **with an IBM like** approach.

This can only occur if Winn or someone **has** direct **access** to **you and a** direct mandate to make decisions and enforce them.

Policy discussions and general policy patterns will never break the **logjam** of the traditional systems.

I urge you to read the article and **think** about a much more aggressive overhaul of the acquisition-maintenance-logisticssystem

*PS Newt
You might invite Palmisano
and Moffat to brief your
Senior Team.*

Tab A

11-L-0559/OSD/40437

Back on the Chain Gang

These guys slashed \$3 billion
in costs by overhauling the
massive supply chains of IBM.
Can they do it for you?

ROBERT W. MOFFAT JR. IS IBM'S CLARK Kent. A lumbering guy who still revels in his past as a college track star, he has worked there since 1978, toiling in backwaters like manufacturing and operations. Last year Moffat won another unsung role, overhauling IBM's massive supply chains. Suddenly he was Superman, whacking an astounding \$5.6 billion in annual cost—or so IBM claims. More amazing, Moffat did it in his spare time, while running IBM's Personal Systems business.

That \$5.6 billion includes a couple billion in savings from falling component

prices unrelated to any makeover. A better figure: \$3 billion or so, still remarkable in a company with just over \$80 billion in revenue. Moffat did it by selling off three factories, shifting manufacturing to cheaper locations such as China and Ireland and simplifying product designs.

In the process IBM has reduced inventories by a third, slashed its suppliers by half to 33,000 and pinched pennies at every turn; it now packages PCs in cheaper cardboard boxes and recycles components from old mainframes. Now IBM's chief executive, Samuel J. Palmisano, wants to do more. "The big prize now—and the really

hard work—comes from transforming the entire end-to-end operation," Palmisano says in an e-mail exchange. "You cannot hope to thrive in the IT industry if you are a high-cost, slow-moving company. Supply chain is one of the new competitive battlegrounds. We are committed to being the most efficient and productive player in our industry."

Palmisano has made Moffat the supply-chain czar, ruling Integrated Supply Chain (ISC), IBM's fourth-largest division, with 19,000 employees and a \$40 billion purchasing budget. Oh, and one more thing: This year Palmisano wants Moffat to cut

Tab A

costs by \$400 million more than last year.

No problem, Moffat avers. Harnessing the brainpower of IBM Research and what used to be PricewaterhouseCoopers Consulting, which IBM acquired last year for \$3.5 billion, Moffat is aiming at loftier goals. Like revolutionizing the very concept of a supply chain and infusing it into every part of IBM's business. The future, as Moffat sees it, won't be so much a battle among companies as one among supply chains.

If you are not part of this world, you need to know something about the hgo. The "chain" in question stretches all the way from the raw materials at one end of a manufacturing operation to the customer's inventory at the other. In its broadest sense, it includes distribution and logistics; in its grandest aspirations, it contemplates having a customer's order trigger an instantaneous response in every ingredient.

Moffat's job isn't just to trim expenses at his employer. He's also trying to help IBM's consulting arm win some of the \$35 billion that Forrester Research expects U.S. firms to spend on supply-chain projects in the next five years. "Bob spends as much time calling on customers as he does working on IBM's supply chain," says Murray Mitchell, the vice president who runs the supply-chain practice in IBM Business Consulting Services, part of IBM's \$36.3 billion Global Services unit.

This "end-to-end" approach to the chain is now seen as a competitive edge, a

feature so sexy it inspires extra ogling on Wall Street. Dell Computer and Nokia already get higher stock valuations because of their superior operations, says Lehman Brothers Managing Director J. Stuart Francis. "In a market where prices are declining, supply chain is vital to remaining competitive," he says.

"What makes Dell and Wal-Mart successful? It's the business model, and supply chain is an enabler. That's why you're seeing this growing importance of supply chains. People realize this is the weapon of the future," Moffat says.

"Let's face it: All tires are round and black," says George McAfee, supply-chain manager for \$3.3 billion (2002 sales) Cooper Tire & Rubber Co. The way we differentiate ourselves is through execution and fill rate." IBMers are waging a four-year global makeover of Cooper's supply and distribution network.

Like IBM, Hewlett-Packard and Lucent Technologies have named their own supply-chain czars. Lucent claims it now delivers more products on time, after reducing warehouses from 540 to 50 and cutting suppliers from 1,500 to 300. HP says it saved \$1.5 billion through supply-chain projects over the past year. "We can get to market faster. We can deliver better products at a better price. We've gained a significant competitive advantage," says Jeffrey Clarke, executive vice president at HP.

Hewlett execs are quick to criticize the \$5.6 billion savings figure that IBM uses. But even if you strip out the effect of component prices over which IBM does not have control, you find impressive gains. Last year, in Moffat's rookie season, IBM's inventories plunged 30% to \$3.1 billion, a 20-year low. The PC division turned a full-year profit for the first time in its history and managed to achieve a "negative cash conversion cycle," collecting money from customers 28 days before paying suppliers—one of the tricks upon which Michael Dell built his fortune. In storage devices and Unix servers, IBM's leaner cost structure let it cut prices without hurting margins. This enabled IBM to steal business from Sun Microsystems and EMC and drive them into the red.

Palmisano's boast We are not winning business by slashing prices and sacrificing margins, as many of our competitors have been forced to do. We have been taking down the actual cost of doing business. Our gross margins are up. The fundamentals of our business operations are stronger than they've ever been."

Those market share gains soften some awfully hard times. On its top line, IBM is simply not the growth company it once was. The price of anything silicon is collapsing inexorably. That means that a computer company has to enjoy an explosive increase in unit volume to see its revenue line go up at all. There is only so much unit growth

Pennies Saved

A million here, a million there starts to add up. IBM's cost-cutters are slashing freebies, reusing parts, redesigning products to save on shipping costs. Next: Sloppy

Joos in the cafeteria at Armonk H.Q. (Er ... maybe not.)

Series (mainframe) servers.

CHANGE: Toolbox eliminated. Processors recycled.
SAVING: \$2,000 per toolbox.

LCD monitors.

CHANGE: Redesigned to fit in slim, cheaper-to-ship "pizza" box.
SAVING: \$3.50 per unit, or \$1.6 million a year.

Personal computers.

CHANGE: Replaced four-color packing box with two-color.
SAVING: 5 cents per box, \$350,000 a year.

Model x335 Intel-based server.

CHANGE: Redesigned to use same backplane as PC.
SAVING: \$50 per server, or \$1.1 million a year.

that a giant like IBM is going to see. How many servers do you need?

This year Palmisano told Wall Street analysts to forget about IBM's earlier vow to deliver double-digit revenue growth—yet he reiterated the target of double-digit growth in earnings. The way to do that is to cut costs, such as with a sleeker supply web.

"We took ourselves to the gym. Now we are a much more formidable player," says Moffat.

IBM's overhaul was conceived in December 2001 at a meeting of senior executives. The mood was grim. Revenues in 2001 declined 3% to \$83 billion—IBM's first sales drop in nearly a decade. Worse, the painful slowdown in tech spending showed no sign of abating. "It was clear that the environment would continue to be difficult. Our strategy was to use that environment to gain share," says William Zeidler, senior vice president of IBM's Systems Group, which makes servers and storage devices. "But to do that, we knew we would have to take cost and expense activity to a new level."

The computer maker needed to rebuild its back office on an epic scale. IBM is laden with mind-boggling complexity. It runs 16 manufacturing plants in 10 countries, buys 2 billion parts a year from 33,000 suppliers and offers 78,000 products available in 3 million possible variations. IBM's factories crank out a new Intel-based product—laptop, desktop, server or peripheral—every 1.5 seconds. In North America the company processes 1.7 million customer orders a year and keeps 6.5 million records, updating 350,000 every day.

Bob Moffat was the ideal choice to lead the effort. He had run the Personal Systems Group, where narrow margins and ruthless competition have been the order of the day, from 2000 to 2002. (That is the period now under scrutiny in a Securities & Exchange Commission investigation of revenue-recognition practices at the division. IBM won't comment further.) Sales sagged during Moffat's tenure, but he earned a reputation as a cost-cutter.

IBM had endured tumultuous restructuring since its near-death experience in

the early 1990s. Its rescuer, chief executive Louis V. Gersmer Jr., transformed the place from a stodgy maker of bulky computers into a sleek seller of consulting services. But remnants of the old IBM still slowed things down. Not long after Gerstner retired in March 2002, his successor, Palmisano, imposed a new round of reshaping, selling off IBM's disk-drive business, shuttering parts of its semiconductor operation and hiking off 15,000 workers. For this IBM took a \$2.1 billion writedown.

"People realize this is the weapon of the future. This isn't just about cutting costs."

and using its own billing systems and ways of naming parts and products. Moffat's mission was to smash those "silos" and build a single integrated chain that would handle procurement, manufacturing, logistics and customer fulfillment across all of IBM.

That required division leaders to give up control of sourcing, manufacturing and even design of some products. "It may not sound radical," says Zeidler, the server chief, "but the notion of putting in this new group and having decisions made on your behalf by someone else was a bit of a leap, organizationally."

This has forced some divisions to take a hit for the team, as happened to the PC division after Moffat's group struck a cozy component deal with the Korean firm LG Electronics last year. The pact gives IBM better prices on liquid crystal diode monitors and optical drives in return for shifting more volume to LG. IBM has made similar deals with a handful of component makers and now concentrates 80% of its spending on just 2% of its suppliers.

The LG deal in effect raised compo-

This time around IBM wanted Moffat to go beyond squeezing a few pennies out of various product lines. In the past each IBM division—PCs, servers, storage devices and still others—operated its own supply chain, running distinct manufacturing lines, negotiating its own deals with components suppliers

ment prices for the PC unit, which otherwise could have bought LCD monitors and optical drives from a different supplier at lower prices. "Before this the PC guy would optimize his own business; the server guy would optimize his. Now we're trying to save money for the overall organization," Moffat says. "Some tradeoffs that are for the better good of IBM might not optimize people personally."

Another way Moffat has smashed silos has been by moving people around, forcing some to work in new areas. Martha Morris, a vice president who had run server manufacturing, now has a top job in procurement. Stuart Reed, a vice president who previously worked on supply-chain strategy, now has Morris' old job in servers.

Overall, the \$3 billion in real cost cuts (unrelated to declining prices) were made in three big areas. Eliminating unnecessary expenses and improving processes saved an estimated \$900 million; changing product designs to use more common parts and shifting manufacturing to cheaper locations saved \$1 billion; and \$1 billion came from striking better deals with component suppliers. IBM used to run 300 procurement centers now it has 9.

A "product-simplification" task force pushes divisions to use standardized parts, even if that means a redesign. A new low-end, Intel-based server, the x335, was redesigned to accommodate the same "backplane" (the rear panel where cords connect) used in IBM's PCs instead of the specialized backplane used in its predecessor. Eliminating the customized part saves \$50 per unit on these servers, which cost from \$2,100 to \$2,300; IBM sells 22,500 of these machines in a year. IBM made a hundred such moves across the company.

IBM used to give away a \$2,000 toolbox with low-end mainframes (now part of the zSeries server line) and included such luxuries as a silver-plated hammer and a Bausch & Lomb magnifying glass. One customer had eight of these freebies stacked up, unopened. IBM put an end to that. Saving two grand on a machine that can cost several million dollars doesn't sound like much, but Moffat insists it's important "It's not the money; it's the mind-set," he says.

And it happens dozens of times throughout the empire. IBM saved \$5 mil-

lion by replacing a specialized user console for the Series mainframe with a regular ThinkPad laptop. Another skinflint move: Today, when a Series machine comes off lease, some of its parts (including the central processor) get ripped out and recycled into new machines.

ally lived the experience," says Daniel Garst, a Philips vice president.

IBM is trying to get more creative in refashioning its "front end," that is, its interaction with customers. And for good reason. For years IBM has lagged behind Cisco Systems and Dell in customer satis-

electronic form when dealing with the server group, another when talking to the PC group. Worse yet, folks in one IBM & vision sometimes didn't know what was going on inside the others.

Building a unified system for the front and back ends will be a first step toward

"We took ourselves to the gym. Now we are a much more formidable player."

In PCs, IBM replaced its four-color packaging box with a two-color blue-and-black box that costs a nickel less, saving \$350,000 a year. Engineers redesigned LCD monitors so they could fit into smaller boxes, reducing shipping costs. That saved \$3.50 apiece on 450,000 units, or \$1.6 million. In Global Services, instead of discarding (and writing off) non-IBM gear that gets swapped out of a customer site when Global Services installs IBM gear, IBM now saves the rejected equipment and offers it as an alternative to customers who want another brand.

IBM has outsourced the manufacturing of PCs and low-end servers to Sanmina-SCI Corp., which bought IBM factories in North Carolina and Mexico, where that work is done. Today IBM owns 16 factories, down from 34 a decade ago. IBM shifted ThinkPads from plants in Scotland and Mexico to a lower-cost plant in Shenzhen, China operated by a joint venture between IBM and Great Wall Computer Group, a state-owned firm.

The company's iSeries (formerly the AS/400) and pSeries (formerly the RS/6000) midrange servers for the Asia-Pacific market used to be made in Rochester, Minn. but now are made in IBM's plant in Dublin, Ireland to save on labor and shipping. Further savings on shipping came from a deal letting IBM buy dedicated space on UPS flights from Asia and pay a lower rate in exchange for a bigger commitment.

Moffat has hit the road to sell the story. Last year he spent 80% of his time traveling to spread the faith among IBMers, suppliers and customers. At Philips Consumer Electronics, IBM consultants use techniques developed on IBM's own product lines to analyze and streamline Philips' operations. IBM even sent its own internal supply-chain experts to work alongside its consultants at Philips. "IBM brought in a lot of real-world, nonconsulting types, people who had actu-

ally lived the experience," says Daniel Garst, a Philips vice president. IBM's biggest problems involve fulfillment. Orders fall through the cracks, some parts of an order get lost or customers get billed for things they didn't order. Sales reps take the heat. "I make the sale, and then my nightmare begins," is what Moffat's team heard over and over from them.

A lot of IBM orders involve a combination of products—servers, desktops, laptops, data storage devices, software—and each of those divisions has its own system for tracking orders. So the poor sales rep has to know one dialect of computerese to track servers, another to track PCs, and so on. "Our salespeople end up spending almost as much time on fulfillment-related issues as they do selling to customers," Moffat says. "Just think what would happen if you could take that time and give it back to that salesperson to be in front of customers." Gaining even a single point in customer-satisfaction ratings versus its rivals, says Moffat, would be worth billions of dollars in revenue.

Moffat's long-term aim is to create a single system that all divisions will use for tracking customer orders. He already has started doing the same on the back end, where IBM buys components. In the past each division has had its own system for ordering parts. So a supplier who sold hard drives to IBM used one

Moffit's larger goal of creating a system in which 90% of orders can be processed, built, shipped and billed without

Practical Genius

WHEN IBM WANTS TO BUILD 100 COMPUTERS, IT KNOWS IT will need 100 microprocessors, 100 hard drives and so on—it's simple to "explode" out the litany of needed parts. But sometimes IBM works backward, asking: With the parts we have in stock, which products should we build for the best profit?

IBM calls this "implosion," and though it sounds simple, in fact it is a complex linear programming problem with tens of thousands of variables. IBM makes 78,000 different products in 3 million possible versions. "Mathematically, it's interesting. You have a very large number of variables, and you have to think of them all simultaneously," says Brenda Dietrich, director of mathematical sciences at IBM Research.

And so Dietrich and other IBM-ers created—and patented—Watson Implosion Technology (WIT), named for IBM's Thomas J. Watson Research Center in Yorktown Heights, N.Y. WIT starts by considering what parts IBM has in stock or is about to buy. Then it charts which products those parts could make. For each possibility WIT figures out which other parts IBM would need to buy. If most are in stock, great. If not, that combination becomes less attractive. It also factors in demand, parts availability and the effect of holding inventory.

IBM first tried this in 1989 to help decide which circuit cards it should build. Late last year IBM started using WIT to tell sales reps which high-end servers they should push. Dietrich says WIT helped IBM's server group reap \$64 million in extra sales in the fourth quarter of 2002. She hopes IBM will start using it in other areas.

—D.L.

COURTESY OF IBM

“It doesn’t sound sexy, but there are some really challenging math problems.”

human intervention. Every order will ripple back to suppliers, who will automatically replenish the relevant parts. That new system will involve not only manufacturing but other parts of IBM, such as service, accounting and billing, sales and shipping, even design. “This is not just putting tops and bottoms on things, it’s this whole end-to-end system,” he says.

In Moffat’s dream system, when a customer orders 100 ThinkPads, the order would flow automatically to IBM’s plant in Shenzhen, where the laptops would be built overnight and shipped the next day, while 60 suppliers would already be shipping parts to replace the depleted inventory. That is tricky enough with laptops. It

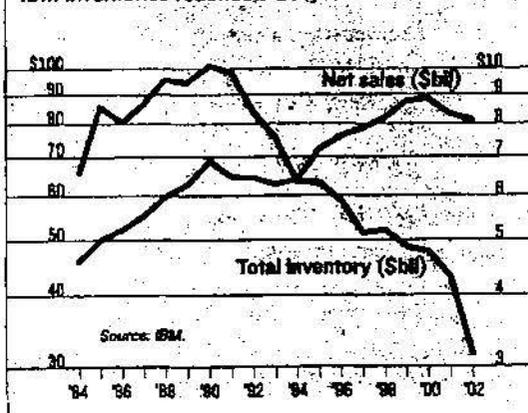
will be even harder to pull off with orders that involve multiple products being made at different plants in different countries.

IBM has mathematicians working on this tricky matter (see box, ‘Practical Genius’). “It doesn’t sound sexy, but there are some really challenging math problems,” says Brenda Dietrich, director of mathematical sciences at IBM Research.

The researchers’ solutions are being applied outside the walls of IBM, too. Grace Lin, a Ph.D. scientist at IBM Research, developed a “sense and respond” system that uses intelligent software agents and complex algorithms to help manage production at IBM’s new cutting-edge chip factory in Fishkill, N.Y. Earlier this year Lin left the labs in Yorktown Heights, N.Y. and joined IBM’s Business Consulting Services, where she spends most of her time on the road, helping customers use her stuff in their own chains. It

Doing More With Less

IBM inventories reached a 20-year low in 2002.



is all part of a ramping up at IBM’s Business Consulting Services group to go after supply-chain engagements. Since 1999 the group has grown from a few hundred consultants who specialized in supply chain to several thousand.

A decade ago IBM looked like a dinosaur doomed to extinction. Now the company has not only recovered but is finding ways to package and sell its own miracle cure. Pretty clever, those dinosaurs. E

Tab A

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11-L-0559/OSD/40442



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-1582-04 -5 07
5 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMyers*

SUBJECT: IBM Type Approach

- **Issue.** "Attached is a note from Newt Gingrich and an article. Please take a look at it and tell me what you think we ought to do. Come back with a single paper with some recommendations through Jaymie Durnan." (TAB A)
- **Discussion.** As requested, OSD(I&MR), Joint Staff/ J-4, and USTRANSCOM have prepared a consolidated response for you. Mr. Wynne will submit it to you in a memorandum through Jaymie Durnan. A coordinated draft of the memo is attached (TAB B).

COORDINATION: TAB C

Attachments:
As stated

Prepared By: VADM G. S. Holder, USN; Director, J-4; (b)(6)

0 SD 03315-04

11-L-0559/OSD/40443

TAB A

February 8, 2004

697

TO: Mike Wynne
Gen. **Dick** Myers
Gen. John Handy

CC: Paul Wolfowitz
Jaymie Durnan
Kew Kries

FROM: Donald Rumsfeld 

SUBJECT: IBM Type Approach

Attached is a note from Newt Gingrich and an article.

Please take a look at it and tell me what you think we ought to **do**. Come back with a single paper with some recommendations through **Jaymie** Durnan.

Thanks.

Attach.
1/7/04 Gingrich ltr to SecDef

DHR:dh
020804-81

.....
Please respond by 2/26/04

OSD 03315 - 04
Tab A



NEWT GINGRICH

January 7, 2004

For Secdef, ~~depsecdef~~

Saving \$15 billion a year in waste and lost value

The attached article from Forbes "Back on the Chain Gang" outlines how IBM cut \$3 billion a year in year from its \$80 billion budget. With declining component prices the savings hit \$5.6 billion

There has been a lot of reshuffling and talking inside the system about acquisition, logistics and maintenance but I think there is still \$15 billion a year that could be recovered with an IBM like approach.

This can only occur if Winn or someone has direct access to you and a direct mandate to make decisions and enforce them.

Policy discussions and general policy patterns will never break the logjam of the traditional systems.

I urge you to read the article and think about a much more aggressive overhaul of the acquisition-maintenance-logisticssystem

*PS Newt
you might invite Palmisano
and Moffat to brief your
senior team.*

Tab A

11-L-0559/OSD/40445

DA 513



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

FEB 27 2004

MEMORANDUM FOR SECRETARY OF DEFENSE

THROUGH: SECRETARY OF DEFENSE SPECIAL ASSISTANT
(Mr. Jaymie Durnan)

SUBJECT: IBM Type Approach



The FORBES' article "Back on the Chain Gang" states that IBM designated a single individual as a "supply chain czar," overhauling its supply chain, and thereby saving \$3 billion. Your designation of me as the Defense Logistics Executive is a similar act. Moving out on this new focus, I established a Defense Logistics Board (DLB) to help me overhaul the DoD Global Supply Chain. Gen Handy, as the Distribution Process Owner, is a member as well as General Pace.

110.01

There are a number of good ideas in the article that the Department is already pursuing and will reduce overall costs. The initiatives below are already underway, with the Services and DLA projecting savings/cost avoidances of \$18.9 billion from FY01 through FY05 and an additional \$31 billion through FY09.

- Outsourced supply management of commercial items (fuel, food, pharmaceutical) to commercial supply chains, thus reducing the number of suppliers and streamlining our delivery process.
- Reduced the number of suppliers for common parts within our competition and small business constraints through strategic contracting and prime vendor contracts.
- Integrated supply chains for selected weapon systems, increasing performance contracting, thus reducing our internal infrastructure and drawing upon industrial supply chains.
- Adopted commercial business systems consistent with our financial management modernization effort that embed best business practices.

27 Feb 04

We are also aggressively tackling a series of initiatives that support the IBM model.

- Structuring the USCENTCOM Deployment/Distribution Operations Center to streamline theater logistics.
- Assessing long-term partnering with world-class commercial providers of transportation services to synchronize material movement.
- Executing universal identification and radio frequency identification; providing visibility and management of the entire logistics pipeline.

8 Feb 04



OSD 03315-04

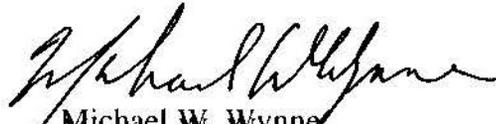
- Implementing regional material handling processes further streamlining material handling and reducing the number of "touches."
- Increasing integrated supply chains for weapon system support for all appropriate Category I and II weapon systems by FY06.
- Infusing lean-manufacturing principles into all our organic industrial facilities through a coordinated program.
- Expanding and implementing commercial business solutions to improve forecasting and reduce inventory.
- Incorporating Sense and Respond Logistics principles (similar to IBM) via an integrated logistics transformation roadmap. Ongoing efforts will be fused with the future vision of Force Transformation.

My focus will be on driving the Services and DLA to realize their savings/cost avoidance projections as well as pursuing, with your concurrence, two recommendations contained in the IBM approach.

First, IBM smashed "those 'silos' (of supply) and built a single, integrated chain that would handle procurement, manufacturing, logistics and customer fulfillment across all of IBM." The DLB should evaluate consolidating the four Service supply chains into a single or even federated DoD supply chain and recognize the subsequent cost savings associated with eliminating excess redundancy and duplication.

Second, follow IBM's efforts integrating procurement and logistics through strategic supplier management. We could gain greater leverage in these areas by solidifying our purchasing through commodity councils across our acquisition and logistics processes.

I will ask the DLB to review these two initiatives for application across the Department. Additionally, we will benchmark with IBM on these efforts. This is a coordinated paper with the Chairman, Joint Chiefs of Staff, and Commander USTRANSCOM. In summary, I expect an article next year acclaiming DoD's supply chain successes.


 Michael W. Wynne
 / Acting

cc:
 DEPSECDEF
 D, PA&E
 CJCS
 CC USTRANSCOM

~~CLOSE HOLD~~

March ⁸~~4~~, 2004

TO: Gen. Jim Jones

c c : Gen. Dick Myers
Paul Wolfowitz
Doug Feith
Andy Hoehn

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Innovative Approaches

Eucam

As a follow-up to the briefing you gave me yesterday, I wonder if there are innovative approaches that might be combined with the options you presented.

For example, have you given thought to putting major Army and Air Force elements on the same installation? Are there opportunities for such an approach that may not get considered due to long-held Service preferences?

For example, I wonder if it makes sense to move 2 F-16 squadrons from Spangdahlem and leave only an A-10 squadron. Is there a possibility to co-locate it with the Army element it may support. Does that make more sense? It seems to me such an approach might generate savings in force protection resources as a minimum.

Please look into this, and make sure what others might consider "out of the box" approaches are considered in a fair manner.

8 Mar 04

Thanks

DHR:dh
030304-20

.....
Please respond by 3/26/04

~~CLOSE HOLD~~

OSD 03334-04

March 8, 2004

TO: Gen. Dick Myers
Paul Wolfowitz
Gen. John Abizaid

CC: LTG John Craddock

FROM: Donald Rumsfeld

SUBJECT: Troop Rotation

Iraq

In the future, I don't think we should move 115,000 in and 115,000 out at roughly the same time.

We have to put some daylight in between. I don't think it is a good way to do business.

If there is a good reason for it, let me know. Otherwise, I will expect a proposal sometime in the next month explaining how we are going to do it next time.

Thanks

DHR:dh
030404-6

.....
Please respond by 4/9/04

8 Mar 04

OSD 03335-04

7201
TAB A

February 8, 2004

690

DJS

TO: Gen. Pete Pace
CC: Gen. Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Budget for Guard and Reserve Equipment

Is Guard and Reserve equipment on a separate line item? Is that one of the reasons there are differences?

Thanks.

DHR:dh
020804-32 (ts computer).doc

.....
Please respond by _____

'04 FEB 9 PM 4:55

11-L-0559/OSD/40450

Tab A



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-1583-04

8 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMyers/7*

SUBJECT: Budget for Guard and Reserve Equipment

- **Question.** Is Guard and Reserve equipment on a separate line item? Is that one of the reasons there are differences? (TAB A)
- **Answer.** No, National Guard and Reserve equipment is procured within the Service line item. However, each year Congress adds a line to the appropriation that allocates money specifically for Guard and Reserve equipment.
- **Analysis**
 - Services procure all equipment for the forces without regard to Active duty, Guard or Reserve status.
 - National Guard and Reserve component commands submit equipment requirements through their respective Service for resourcing. The Service consolidates these requirements into a single procurement request.
 - Congress adds funding yearly to the Services' procurement accounts on behalf of the Guard and Reserves to spend on priority issues.
 - A separate procurement appropriation titled "National Guard and Reserve Equipment" is a congressional "add" that is independent of Service budget requests. For reference, the FY 2004 "add" was \$400 million (TAB B).
 - The procurement line also provides a list of items that the Guard and Reserve should give "priority consideration" for procurement.
 - Equipment procured from the congressional "add" is specifically earmarked for Guard and Reserve forces and may not be used by Active duty components.

COORDINATION: NONE

Attachments:

As stated

Prepared By: Lt Gen J. E. Cartwright, USMC; Director, J-8;

(b)(6)

11-L-0559/OSD/40451

OSD 03361-04

TAB A

February 8, 2004

690

DJS

TO: Gen. Pete Pace
CC: Gen. Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Budget for Guard and Reserve Equipment

Is Guard and Reserve equipment on a separate line item? Is that one of the reasons there are differences?

Thanks.

DHR:dh
020804-32 (ts computer).doc

.....
Please respond by _____

'04 FEB 9 PM 4:55

11-L-0559/OSD/40452

Tab A

TAB B

227

NATIONAL GUARD AND RESERVE EQUIPMENT

The conference agreement on items addressed by either the House or the Senate is as follows:

	Budget	(In thousands of dollars)		
		House	Senate	Conference
NATIONAL GUARD & RESERVE EQUIPMENT				
RESERVE EQUIPMENT				
ARMY RESERVE				
MISCELLANEOUS EQUIPMENT	---	15,000	60,000	45,000
NAVY RESERVE				
MISCELLANEOUS EQUIPMENT	---	15,000	50,000	45,000
MARINE CORPS RESERVE				
MISCELLANEOUS EQUIPMENT	---	15,000	50,000	45,000
AIR FORCE RESERVE				
MISCELLANEOUS EQUIPMENT	---	15,000	50,000	45,000
TOTAL, RESERVE EQUIPMENT	---	60,000	200,000	180,000
NATIONAL GUARD EQUIPMENT				
ARMY NATIONAL GUARD				
MISCELLANEOUS EQUIPMENT	---	20,000	240,000	100,000
AIR NATIONAL GUARD				
MISCELLANEOUS EQUIPMENT	---	20,000	260,000	120,000
TOTAL, NATIONAL GUARD EQUIPMENT*	---	40,000	500,000	220,000
TOTAL, NATIONAL GUARD & RESERVE EQUIPMENT	---	100,000	700,000	400,000

Tab B

AIR NATIONAL GUARD

The Senate recommended a specific increase of \$20,000,000 for F-15 Engine Kits within the amounts provided to the Air National Guard. The House concurs and the conferees agree to provide \$20,000,000 for F-15 Engine Kits.

ITEMS OF SPECIAL INTEREST

The conferees agree that the National Guard and Reserve equipment program shall be executed by the heads of the Guard and Reserve components with priority consideration for miscellaneous equipment appropriations given to the following items: Air National Guard Threat Emitter, Handheld Standoff Mine Detection System, Lightweight Maintenance Enclosure, Intelligence Infrastructure, Improved Target Acquisition System, F-16 Block 42 Re-engining Program, RAID Helicopter Electro-Optical Sensor Upgrade, Common Bridge Transporter, Extended Cold Weather Clothing System, F-16 and A-10 LITENING AT Targeting Pod, M-COFT XXI, Theater Airborne Reconnaissance System, Expandable Light Air Mobility Shelters, Movement Tracking System, Laser Marksmanship Training System, Bladefold Kits for Apache Helicopters, Engineer Mission Modules for PLS, Tactical Firefighting Equipment, HMMWV, Up-Armored HMMWV, Construction Equipment SLEP, AN/PVS-7, AN/PVS-14, LITENING II, A-FIST XXI Simulation Trainers, A-FIST, AB/FIST Simulation Trainers, F-16 TARS/SAR, DFIRST, Abrams Sidecar, Sidecar Embedded Diagnostic Systems for M1A1 tanks, Combined Support Function Module Replacment Test Equipment for DSESTS (CSFM), Self-Loading Trailer, M-109A6 Paladin Rebuild, EST 2000, AF Reserve Command and Control Communications Systems Upgrade, JSTARs NRE for procurement of Re-engining, and FMTV.

Tab B

72

7:35 PM

TO: Gen. Dick Myers

CC: Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

DATE: February 18, 2004

SUBJECT: **JIATF South**

Let's sort out the **JIATF** South and whether we want to combine it with El Paso and create a hemispheric JIATF. I think we've **got** too **many** seams.

Thanks.

DHR/azn
021804.01



322

18 Feb 04

Tab A

03362-04

TAB B

COORDINATION PAGE

Name	Agency	Date
Mr. Wetzel	USSOUTHCOM	23 Feb 04
Col Mingo	USNORTHCOM	25 Feb 04
CAPT Welch	USPACOM	24 Feb 04
Col Ball	USAF	25 Feb 04
Col Hooker	USA	25 Feb 04
Col VanDyke	USMC	24 Feb 04
CAPT Dossel	USN	24 Feb 04
Mr. Kravinsky	USDP	23 Feb 04



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999
INFO MEMO

CM-1584-04
8 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBM 3/7*

SUBJECT: Joint Interagency Task Force (JIATF)-South

- **Issue:** "Let's sort out the JIATF South and whether we want to combine it with El Paso and create a hemispheric JIATF. I think we've got too many seams." (TAB A)
- **Discussion**
 - Both USSOUTHCOM and USNORTHCOM agree in principle that a hemispheric JIATF-Western Hemisphere (WHEM) is the right approach to eliminating seams. A phased approach and **further** study will likely lead to establishment of JIATF-WHEM.
 - USNORTHCOM has been pursuing a related concept for several months and intends to brief the Joint Chiefs in the Tank in the near future.
 - USNORTHCOM intends to stand-up a JIATF-South type organization using existing organizations located in El Paso, Texas (possibly to be called JIATF-North). USNORTHCOM believes that establishing JIATF-North prior to JIATF-WHEM allows the Department of Defense to build on existing law enforcement and DOD relationships in El Paso, Texas, and will facilitate implementation of JIATF-WHEM.

COORDINATION: TAB B

Prepared By: LTG Walter L. Sharp, USA; Vice Director, J-5;

(b)(6)

TAB A

7:35 PM

TO: Gen. Dick Myers

CC: Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

DATE: February 18, 2004

SUBJECT: **JIATF South**

Let's sort out the **JIATF South** and whether we want to **combine it** with **El Paso** and create a hemispheric JIATF. I think we've got too **many** seams.

Thanks.

DHR/azn
021804.01

Please respond by: _____ *2/27*

Tab A

TAB B

COORDINATION PAGE

Name	Agency	Date
Mr. Wetzel	USSOUTHCOM	23 Feb 04
Col Mingo	USNORTHCOM	25 Feb 04
CAPT Welch	USPACOM	24 Feb 04
Col Ball	USAF	25 Feb 04
Col Hooker	USA	25 Feb 04
Col VanDyke	USMC	24 Feb 04
CAPT Dossel	USN	24 Feb 04
Mr. Kravinsky	USDP	23 Feb 04

720

March 8, 2004

TO: Dr. Condoleezza Rice

FROM: Donald Rumsfeld *DR*

SUBJECT: UCP Change

I do hope you can break loose the Unified Command Plan change to put Syria and Lebanon in CENTCOM instead of EUCOM.

Soon

Thanks.

DHR:dh
030804-67

322

8 Mar 04

March 8, 2004

TO: Doug Feith
Gen. Dick Myers
Gen. John Abizaid

c c : Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT: Afghan Prisons

Let's get a timeline where we can get Afghanistan to provide the prisons necessary to house the GTMO detainees who are Afghans. One would think we ought to be able to get the right kind of an arrangement.

Thanks.

DHR:dh
030804-17

.....
Please respond by 3/26/04

383.6

8mar 04

OSD 03387-04



March 8, 2004

TO: Gen. John Abizaid

CC: Gen. Dick Myers
Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT: Location of South Korean Troops

Do you think the location of the Koreans in Kirkuk is a good place for them, or is it a bit too much of a flashpoint?

Thanks.

DHR:dh
030804-9

.....
Please respond by 3/19/04

Korea

8 Myers

OSD 03388-04

March 8, 2004

TO: ~~John~~ John Abizaid

CC: Gen. Dick Myers
Paul Wolfowitz
Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: PRTs

We need to get a glide path on these PRTs, so we know where they are going to end up.

For example, are they going to be:

- Ended at some point.
- Migrated into something else.
- Transferred to the Afghan government.
- Moved from military to civilian NGO/State Department/AID-type staffing.
- Other.

Thanks.

DHR:db
030804-14

.....

Please respond by 3/26/04

Afghanistan
8 Mar 04

OSD 03389-04

March 2, 2004

C 3/4

TO: **LTG** John Craddock

CC: Gen. Dick Myers
Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

SUBJECT: Standing Orders

I just read this Operation Deep Freeze memo. I wonder how many things like this exist that need to be reviewed in light of September 11. This was in July 2001, before September 11. Four hundred missions is a pile of missions.

Let's get some review of things that preceded September 11 that need to be reviewed like that. Please give me a proposal.

Thanks.

Attach.

- 2/12/04 J-3 response to SecDef snowflake
- 1/27/04 SecDef memo to CJCS re: Antarctica(012704-17)

DHR:dh
030204-14

.....
Please respond by 3/19/04



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

800-400-0000

201 APR -3 10:12:00

CM-1668-04

5 April 2004

INFO MEMO

353

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMY/3*

SUBJECT: Standing Orders

- **Issue.** "I just read this Operation Deep Freeze memo. I wonder how many things like this exist that need to be reviewed in light of September 11. This was in July 2001, before September 11. Four hundred missions is a pile of missions. Let's get some review of things that preceded September 11 that need to be reviewed like Operation Deep Freeze. Please give me a proposal." (TAB A)
- **Conclusion.** The Joint Staff, combatant command and Service staffs have examined all standing execution orders (EXORDs). Operation DEEP FREEZE (ODF) is the only EXORD that had not been cancelled, reviewed or modified since 11 September 2001. I anticipate that a further evaluation of outstanding memorandums of agreement (MOAs) and understanding with other agencies may highlight areas that do not have a direct bearing on the War on Terrorism. A review of these memorandums will be forwarded by 30 April.
- **Discussion.** EXORDs dating back to 1992 were analyzed to determine if they had undergone periodic review and approval since 11 September.
 - Before July 2001, ODF was executed under an MOA with the National Science Foundation. USTRANSCOM supports several such MOAs pre-dating September 2001 that are now under evaluation.
 - Combatant commander and Service staffs were encouraged to continue their review of all EXORDs that require use of DOD assets in light of their applicability to current operations.

5 APR 04

COORDINATION: TAB B

Attachments:
As stated

Prepared By: Lt Gen Norton A. Schwartz, USAF; Director, J-3; (b)(6)

2 MAR 04

OSD 03398-04

11-L-0559/OSD/40465

TAB B

COORDINATION PAGE

USA	COL Hooker	17 March 2004
USN	CAPT Thompson	18 March 2004
USAF	Col Murphy	17 March 2004
USMC	Col Van Dyke	17 March 2004
USCENTCOM	Col Hiebert	16 March 2004
USEUCOM	COL Rogers	17 March 2004
USJFCOM	CAPT Smith	17 March 2004
USNORTHCOM	CAPT Jacobs	15 March 2004
USPACOM	Col Murphy	17 March 2004
USSOCOM	Mr. Eichenberger	16 March 2004
USSOUTHCOM	Col Gurney	15 March 2004
USSTRATCOM	CAPT Oliver	17 March 2004
USTRANSCOM	Col Pedersen	17 March 2004

Tab B

March 1, 2004

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld 

SUBJECT: **KIA** Statistics

I do want to get the "killed in action" figures for Afghanistan and Iraq by month and since the beginning, and I would like it soon.

Thanks.

DHR:dh
030104-46

.....
Please respond by 3/5/04

11-L-0559/OSD/40467



ADMINISTRATION AND
MANAGEMENT

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

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administrative and Management

SUBJECT: Killed in Action (KIA) Statistics

- In the attached snowflake dated March 1, 2004, you requested the KIA figures for Afghanistan and Iraq by month, since the beginning of operations.
- The attached table reflects Service deaths from October 1, 2001 through March 4, 2004 for Operation Enduring Freedom and from March 19, 2003 through March 4, 2004 for Operation Iraqi Freedom.
- These KIA statistics will be updated and provided to you on a monthly basis.

COORDINATION: None

Attachments:

As stated

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

11-L-0559/OSD/40468

OSD 03444-04

March 1, 2004

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld 

SUBJECT: **KIA** Statistics

I do want to get the "killed in action" figures for Afghanistan and Iraq by month and since the beginning, and I would like it soon.

Thanks.

DHR:dh
03010446

.....
Please respond by 3/5/04

11-L-0559/OSD/40469

KILLED IN ACTION

MO/YR	Operation ENDURING FREEDOM				Operation IRAQI		
	Total	Afghan KIA*	Afghan Non-Hostile**	Other OEF**	Total	KIA	Non-Hostile
2001							
Oct 01	3	0	2	1	0	0	0
Nov 01	4	0	1	3	0	0	0
Dec 01	4	3	0	1	0	0	0
2002							
Jan 02	10	1	9	0	0	0	0
Feb 02	12	0	1	11	0	0	0
Mar 02	9	8	1	0	0	0	0
Apr 02	4	4	0	0	0	0	0
May 02	1	1	0	0	0	0	0
Jun 02	3	0	3	0	0	0	0
Jul 02	0	0	0	0	0	0	0
Aug 02	1	0	0	1	0	0	0
Sep 02	1	0	0	1	0	0	0
Oct 02	3	0	0	3	0	0	0
Nov 02	1	0	0	1	0	0	0
Dec 02	1	1	0	0	0	0	0
2003							
Feb 03	4	0	4	0	0	0	0
Feb 03	6	0	0	6	0	0	0
Mar 03	11	2	6	3	61	54	7
Apr 03	2	2	0	0	77	55	22
May 03	1	0	1	0	37	8	29
Jun 03	3	1	1	1	30	18	12
Jul 03	1	0	1	0	46	27	19
Aug 03	4	4	0	0	36	14	22
Sep 03	2	1	0	1	30	18	12
Oct 03	3	1	0	2	43	33	10
Nov 03	6	6	0	0	82	70	12
Dec 03	1	0	0	1	40	25	15
2004							
Jan 04	9	8	1	0	45	41	4
Feb 04	2	1	0	1	22	12	10

	Operation ENDURING FREEDOM				Operation IRAQI FREEDOM		
Thru Mar 4,04	0	0	0	0	1	1	0
Totals	112	44	31	37	550	376	174

* Deaths in support of our military operation in Afghanistan (includes deaths in Afghanistan, Pakistan and Uzbekistan)

** Other deaths in support of the Global War on Terrorism (includes deaths in the Philippines, Djibouti, Southwest Asia and Guantanamo)

SOURCE: Defense Casualty Information Processing System (DCIPS)

~~INFORMATION RETENTION~~

7:35 PM LAcy

TO: Larry Di Rita
CC: Paul Wolfowitz
Doug Feith
FROM: Donald Rumsfeld ↙
DATE: February 18, 2004
SUBJECT: Malaysia

Have we invited Najib, the MoD from Malaysia to the U.S.? If not, should we?

Thanks.

Malaysia

DHR/azn
021804.06

2/27

Please respond by: _____

→ PWR 2/23/04
→ Lawless/Allen
Comment?
DJF

18 Feb 04

~~INFORMATION RETENTION~~

OSD 03446-04

200405010

**THE SECRETARY OF STATE
WASHINGTON**

OFFICE OF THE
SECRETARY OF STATE

2004 MAR 8 -9 PM 1:59

March 8, 2004

MEMORANDUM TO SECRETARY OF DEFENSE DONALD RUMSFELD

FROM: Colin L. Powell 
SUBJECT: USAID Folks in Afghanistan

Don: Enclosed is a note from Andrew Natsios responding to your note on this subject.

As you will see from the enclosures, USAID is filling up its positions in Afghanistan and providing incentives and career recognition to those who serve.

Not sure, but we hear you might have gotten the impression from some PRT people who are waiting for their USAID complement. It will be there shortly.

Enclosure:

Memorandum from Andrew Natsios dated March 4, 2004.

cc: Dr. Condoleezza Rice, National Security Council Advisor

OSD 03464-04



March 4, 2004

U. S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

The Administrator

INFORMATION MEMORANDUM

S/ES

UNCLASSIFIED

TO: The Secretary

FROM: Andrew S. Natsios *ASN*

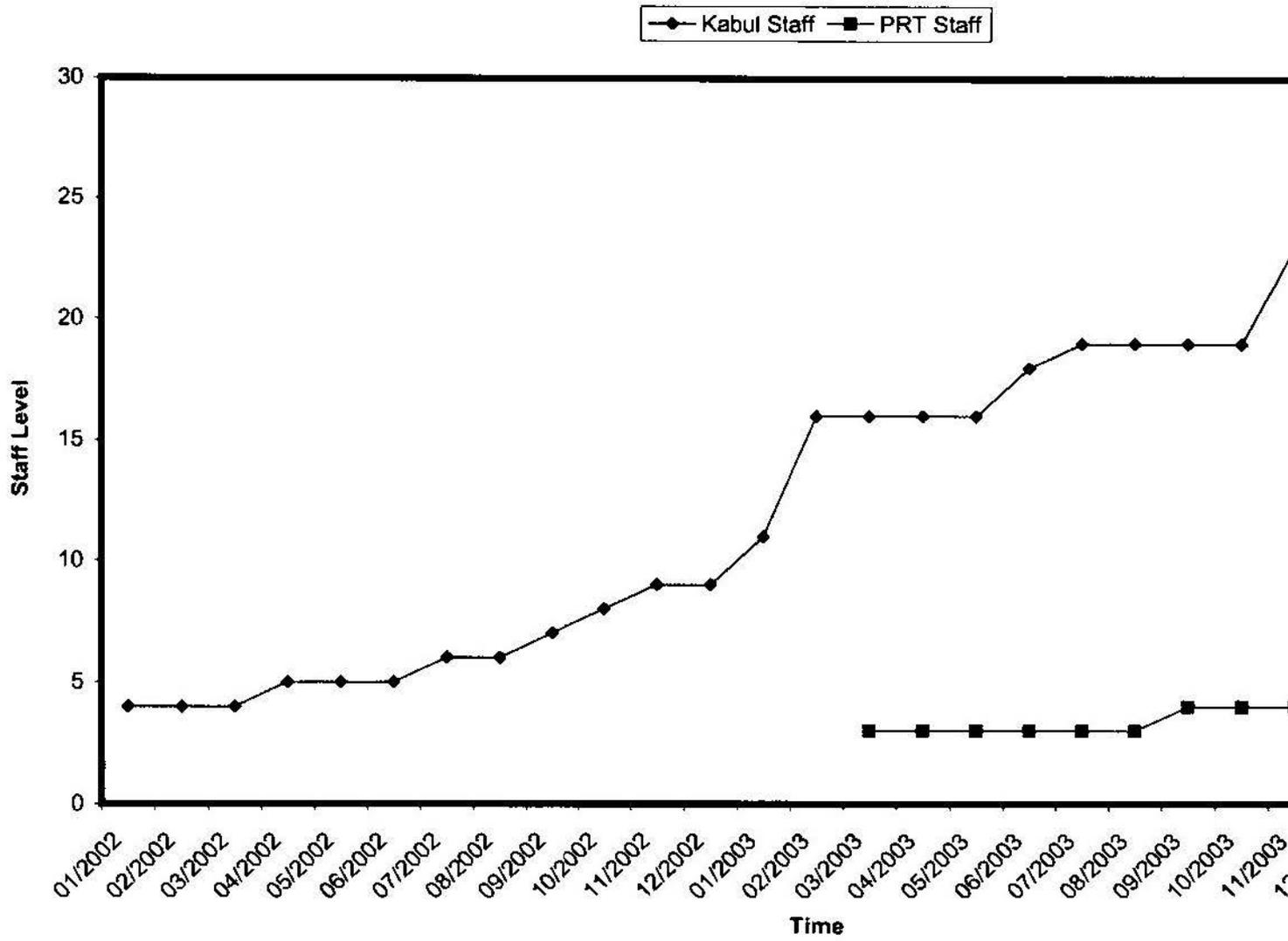
SUBJECT:

We recently discussed Secretary Rumsfeld's trip to Afghanistan and his finding that service in USAID Missions in conflict zones was not career enhancing.

Our Senior Foreign Service assignment cycle was just completed. I thought you might like to know that, in both Iraq and Afghanistan, our directors and deputy directors each received their first-choice follow-on assignments. These assignments included U.S. Ambassador to Swaziland (the one ambassadorial position set aside for a senior USAID officer), USAID Representative to the World Food Programme in Rome, Director for West Bank/Gaza in Tel Aviv, and Deputy Director for the Caucasus Region.

I do not know how Secretary Rumsfeld might have formed his opinion, but we are "walking the walk" on rewarding officers for serving in hardship posts, and are widely publicizing this result in order to encourage more volunteers for tough assignments.

USAID/Afghanistan Staffing* 01/2002-03/2004



*Kabul Staff includes US Direct Hires, Personal Services Contractors and Sector Specialists

11-L-0559/OSD/40475

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Date: 10/24/2003

Subject: Agency Support for Staffing Iraq and Afghanistan

Type: Executive Message

Agency Notice Message:

This message was released on 10/24/2003, as an Executive Message.
This Notice is being posted to the intranet for record purpose.

ADMINISTRATOR

USAID/General Notice

ES

10/24/2003

E X E C U T I V E M E S S A G E

SUBJECT: Agency Support for Staffing Iraq and Afghanistan

During the recent Worldwide Mission Directors' Conference, I requested the assistance of all USAID employees in supporting the establishment of our new missions in Iraq and Afghanistan.

These new programs constitute an Agency priority, and the involvement of employees at all levels, worldwide, will be required to assure the success of USAID operations in these countries. Until the new missions have recruited and trained sufficient staff, the help of experienced USAID employees from Washington and from other countries will be needed, and calls for volunteers for temporary duty assignments to Iraq and Afghanistan will be issued in the following weeks. We will be searching for seasoned U.S. direct hire employees, U.S. personal services contractors, and foreign service national employees to volunteer for six-month TDYs to either Iraq or Afghanistan.

To be successful, this effort will require not only the dedicated efforts of volunteers, it will also require the continuing support of Agency managers to assure that employees are made available for temporary duty assignments. I expect that every effort will be made to shift workloads and to reward and encourage employees who are ready to serve in Iraq or Afghanistan.

Foreign Service Officers are also strongly urged to pursue regular assignment opportunities in these posts. These essential positions must be filled, and there is no more important or rewarding work in the Agency. The Office of Human Resources is working closely with their counterparts in the Department of State to develop allowances and incentives suitable for these difficult postings. Further, it is my intention to assure that service in Iraq and Afghanistan is recognized when onward assignment decisions are made and when individual performance is reviewed by the Selection Boards, and I have instructed HR to work with AFSA and AFGE to this end.

The exceptional dedication and professionalism of our workforce is much appreciated, and I extend my thanks to USAID employees worldwide for their unflagging support for our reconstruction work in these posts.

Andrew S. Natsios

Point of Contact: Any questions concerning this Notice may be directed to Gail Ulrich, ANE/AMS, (b)(6)

October 2003 Notices

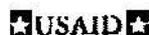
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11-L-0559/OSD/40477

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Date: 01/06/2004

Subject: Temporary Duty (TDY) Support for USAID Provincial Reconstruction Teams (PRTs) in Afghanistan

Type: Personnel

Agency Notice Message:

PERSONNEL

USAID/W Notice
M/HR
01/06/2004

SUBJECT: Temporary Duty (TDY) Support for USAID Provincial Reconstruction Teams (PRTs) in Afghanistan

The USAID Administrator has requested the assistance of all employees in supporting the USAID program in Afghanistan through TDY opportunities. The ANE Bureau is now searching for seasoned U.S. direct hire employees and U.S. personal services contractors to volunteer for temporary duty assignments in special Provincial Reconstruction Teams in Afghanistan.

The ANE Bureau is developing a roster of U.S. direct hire and U.S. PSC employees willing to volunteer for temporary duty assignments. The duration of the TDY assignments may vary according to need, but prospective volunteers must be prepared for temporary duty assignments of six months.

The mission is seeking employees interested in serving as Field Program Officers (FPO) in Afghanistan, working on joint civilian/U.S. military Provincial Reconstruction Teams (PRT), based in provincial cities. PRTs are located throughout Afghanistan and are involved in a wide range of activities related to security and reconstruction. FPOs serve as the primary representatives of USAID in their areas. The FPOs act as liaison with local officials, UN agencies and NGOs, and are involved with collecting and analyzing information on actual and potential USAID projects and will manage projects implemented through the PRTs. Living and working conditions are rustic and challenging.

The allowances and incentives available include the 25% Post Differential (retroactively paid after serving beyond 42 days at

post) and 25% Danger Pay, which begins upon arrival in-country. In addition, USAID plans to apply the provisions of the special Afghanistan Service Recognition Package which was recently approved by the Department of State. The package includes the following allowances and benefits:

Post Differential Pay Cap Lifted: For employees assigned or detailed to Afghanistan, the hardship differential pay cap, currently established at \$154,700, will be lifted so that the statutory aggregate pay cap of \$171,900 would apply to salary plus benefits. NOTE: The Chief of Mission (COM) and the SFS Pay Caps would still apply.

Rollover of benefits: Danger pay, post differential payments and special differential can roll over to the following calendar year if an employee reaches the statutory aggregate pay cap of \$171,900 (EX-1, 5 USC 5307) in a given year. Retirements immediately after Afghanistan Service: Payments withheld because of the cap are payable when an employee leaves service. NOTE: the COM pay cap does not have rollover provisions, while the SFS pay cap allows for rollover of post differential.

Special Differential: FS-01s to FS-04s, who are assigned to Afghanistan or working extended details there of 180 consecutive days or more, will earn an additional 18 per cent of their basic pay to help compensate for long hours worked.

Permit continuation of differential pay for up to 30 days out of country: Employees assigned or detailed to Afghanistan will continue to receive differential pay while in the U.S. for up to 30 days during their employment in Afghanistan. NOTE: Danger pay ceases upon departure from Afghanistan and re-starts immediately upon re-entry. Employees must still meet the 42-day eligibility requirement before they can receive post (hardship) differential.

TDY support will be required on an intermittent basis until the Mission has recruited and trained sufficient staff. Interested employees should send expressions of interest, through their supervisors, to Nick Marinacci, Field Program Office Coordinator, USAID/Afghanistan.

Point of Contact: Any questions concerning this Notice may be directed to Trent Thompson, ANE/Afghanistan, (b)(6)

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March 2, 2004

→ Colin
over to you
OK

TO: Dr. Condoleezza Rice
FROM: Donald Rumsfeld *DR*
SUBJECT: Service in Iraq and Afghanistan

What do you suppose might be done to make service in Afghanistan or Iraq a career-enhancing move for Agency for International Development (AID) employees?

My understanding is that at the present time it is not considered career-enhancing. I don't know that to be true but that is what I am told by people.

DER:dh
030104-93

7201

TAB A

February 20, 2004

705

TO: Gen. Dick Myers
 FROM: Donald Rumsfeld *D.R.*
 SUBJECT: POTUS Letter to Colonel Graham

Please make sure we get a draft letter from the President to Colonel Graham about his son being killed in Iraq,

Thanks.

DHR:dh
 022004-18

.....
 Please respond by 2 / 26 / 04

~~Tab A~~ 03488-04



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

SECRET
2004 MAR 09 PM 2:54

INFO MEMO

CH-1594-04
9 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *(RBM/3/4)*

SUBJECT: Letter to Colonel Graham

- **Issue.** Please make sure we get a draft letter from the President to Colonel Graham about his son being killed in Iraq (TAB A).
- **Answer.** Mr. Dan deGuzman of the White House Presidential Correspondence Office received information regarding the death of 2LT Graham and prepared a letter from the President (TAB B) for Colonel and Mrs. Graham, his parents. The President signed the letter on 25 February.
- **Analysis**
 - 2LT Graham was deployed to Iraq with Company C, 1st Battalion, 34th Armored Regiment, 1st Infantry Division. He was conducting a dismounted patrol when an improvised explosive device exploded. He was pronounced dead at the scene. Colonel Graham is the Chief of Staff at Fort Sill, Oklahoma.
 - The White House Presidential Correspondence Office is notified of the casualties via the White House Military Liaison Office and sends a letter to the next of kin for OEF and OIF deaths (except homicides and self-inflicted) and non-theater training deaths.

COORDINATION: TAB C

Attachments:
As stated

Prepared By: **Brig** Gen Maria. C. Owens, USAF; Director, J-1;

(b)(6)

11-L-0559/OSD/40482

OSD 03488-04

TAB A

February 20, 2004

705

TO: Gen. Dick Myers
FROM: Donald Rumsfeld *D.R.*
SUBJECT: POTUS Letter to Colonel Graham

Please make sure we get a draft letter from the President to Colonel Graham about his son being killed in **Iraq**.

Thanks.

DHR:dh
022004-18

.....
Please respond by

2 / 26 / 04

11-L-0559/OSD/40483

Tab A 3488-04



THE WHITE HOUSE
WASHINGTON

February 25, 2004

DRAFT COPY

Colonel and Mrs. Mark A. Graham

(b)(6)

Dear Carol and Mark:

I am deeply saddened by the loss of your son, Second Lieutenant Jeffrey C. Graham, USAR.

Jeffrey's noble service in Operation Iraqi Freedom has helped to preserve the security of our homeland and the freedoms America holds dear. Our Nation will not forget Jeffrey's sacrifice and unselfish dedication in our efforts to make the world more peaceful and more free. We will forever honor his memory.

Laura and I send our heartfelt sympathy. We hope you will be comforted by your faith and the love and support of your family and friends. May God bless you.

Sincerely,

George W. Bush

TAB C

COORDINATION PAGE

White House

Correspondence Office

Mr. Dan deGuzman

24 February 2004

March 8, 2004

TO: Jerry Bremer
CC: Gen. Dick Myers
Paul Wolfowitz
Doug Feith
Reuben Jeffery
FROM: Donald Rumsfeld *DR*
SUBJECT: Militia Guard Holy Sites

What do you think about having one of the militias become the guards for the Shia holy sites?

Think of it like the Swiss Guard at the Vatican, that has guarded the Vatican for decades.

Let me know what you think.

Thanks.

DHR:dh
030804-71

.....
Please respond by 3/26/04

Iraq

8 Mar 04

OSD 03543-04

11-L-0559/OSD/40486

3/5/04

7201

March 4, 2004

TO: David Chu
FROM: Donald Rumsfeld 
SUBJECT: Number

Please get back to me with that number I asked you for, the percentage—the one I guessed was something like .012.

Thanks

DHR:dh
030404-30

.....
Please respond by 3/12



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



PERSONNEL AND
 READINESS

March 8, 2004, 1200

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, USD(P&R) *David S. C. Chu 10 Mar 04*

SUBJECT: SNOWFLAKE - Number of Reserve Component Members Serving in the Balkans

- Based on an inquiry from Congressman Roy D. Blunt, you asked for the number and percentage of Reserve component members who served in the Balkans.

	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	Total
Bosnia	8,114	7,776	1,378	1,754	1,965	4,614	2,808	3,041	31,450
Kosovo	0	0	0	5,576	1,527	960	842	2,529	11,434
Total-Balkans	8,114	7,776	1,378	7,330	3,492	5,574	3,650	5,570	42,884
% of Selected Reserve*	0.87%	0.85%	0.15%	0.83%	0.40%	0.64%	0.41%	0.63%	
% of Ready Reserve**	0.53%	0.54%	0.10%	0.57%	0.28%	0.46%	0.30%	0.48%	

- Reserve component call-ups for Bosnia operations began December 8, 1995 (Presidential Executive Order 12982) and for Kosovo operations April 27, 1999 (Presidential Executive Order 13120).
- The annual totals represent less than 1% of the Selected Reserve force for each year, and, at the highest, slightly more than 1/2 of 1% of the Ready Reserve.
- COORDINATION: NONE

Prepared By: Mr. Dan Kohner, OASD/RA(M&P), (b)(6)



TAB

A

Mobilized Reserve Members in Support of Balkan Contingencies

	FY96	FY97	FY98	FY99	FY00	FY01	FY02*	FY03*
Bosnia	8,114	7,776	1,378	1,754	1,965	4,614	2,808	3,041
Kosovo	0	0	0	5,576	1,527	960	842	2,529
Balkans - Total	8,114	7,776	1,378	7,330	3,492	5,574	3,650	5,570

SelRes Pop	928,033	909,740	889,078	879,027	873,207	875,398	882,142	882,792
Mob'd for Balkans - % of SelRes	0.87%	0.85%	0.15%	0.83%	0.40%	0.64%	0.41%	0.63%

IRR Pop	608,607	541,234	464,350	409,817	378,245	348,723	317,179	284,309
---------	---------	---------	---------	---------	---------	---------	---------	---------

Ready Reserve Pop (SelRes + IRR/ING)	1,536,640	1,450,974	1,353,428	1,288,844	1,251,452	1,224,121	1,199,321	1,167,101
Mob'd for Balkans - % of Ready Reserve	0.53%	0.54%	0.10%	0.57%	0.28%	0.46%	0.30%	0.48%

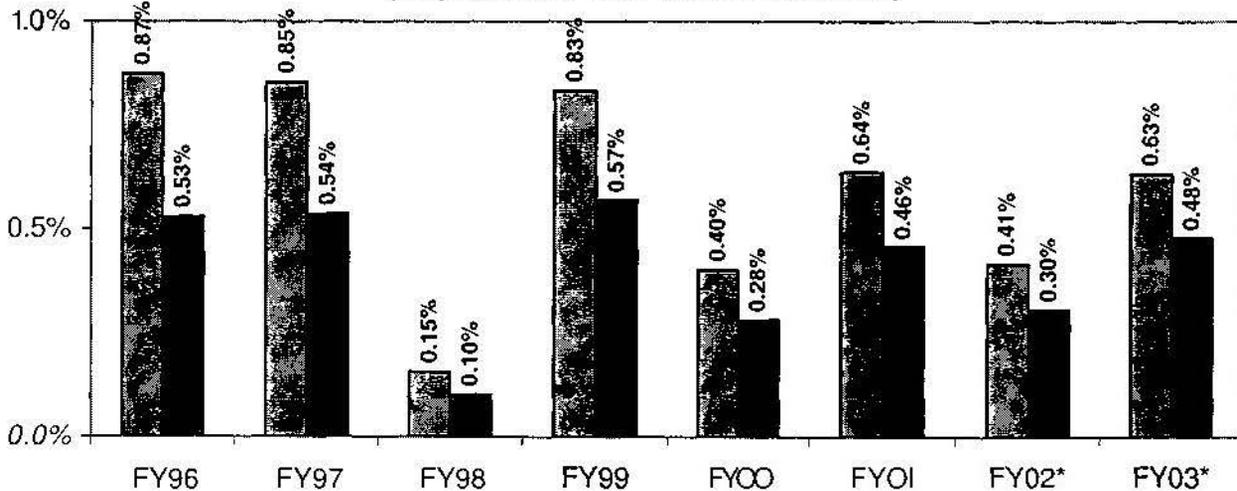
Bosnia	PRC via EO 12982 - 8 Dec 95
Kosovo	PRC via EO 13120 - 27 Apr 99

Cumulative RC	Bosnia	Kosovo
	31,450	11,434

* Includes Reserve members in support of Operation NOBLE EAGLE in Balkan countries as well as Operations JOINT ENDEAVOR/GUARD/FORGE (Bosnia) and JOINT GUARDIAN (Kosovo)

Does not include volunteers.

RC Members Mobilized for Balkan Operations (Depicted as % of SelRes and IRR)



- RC members mobilized for Balkans - % of SelRes force.
- RC members mobilized for Balkans - % of Ready Reserve force.

TAB

B

3/5/04

March 4, 2004

TO: David Chu
FROM: Donald Rumsfeld 
SUBJECT: Number

Please get back to me with that number I asked you for, the percentage—the one I guessed was something like .012.

Thanks

DHR:dh
030404-30

.....
Please respond by 3/12



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20316-9999

ACTION MEMO

CW-1601-04
10 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS ^{F&A} *12/9/04*

SUBJECT: New Multi-National Force - Iraq (MNF-I) Structure

- e **Issue:** In response to your memorandum regarding thoughts on soliciting Arab/Muslim forces for the new MNF-I, the following is provided.
- e **Discussion:** MNF-I provides an opportunity to solicit Arab/Muslim contributions. Since contributing countries would be represented in the headquarters staff, the MNF-I would be a multinational organization and force. This could encourage participation by Arab/Muslim countries previously unwilling to be a component of a US combat command.
- e As an example, protecting UN or NGO facilities would be palatable to Arab/Muslim countries; e.g., the Pakistanis advertised that they were in DESERT STORM to guard the Muslim Holy sites. We should give troop-contributing nations the flexibility to characterize their contributions, while allowing General Abizaid to control their employment.
- e It is important that the Iraqi Governing Council (IGC) support our requests for contributions of troops from Muslim countries. The existing interagency mechanism to secure troop contributions provides for such an IGC review.
- The Iraqi military/security leadership should be encouraged to develop military-to-military relationships with regional countries that will endure after transition to sovereignty.
- e **Recommendation:** My staff develop a Course of Action for securing contributions from Arab/Muslim countries in coordination with USD(P), USCENTCOM and DOS.

Approve *DL* Disapprove _____ Other _____

COORDINATION: NONE

Attachment:
As stated

Prepared By: LTG Walter Sharp, USA; Director, J-5; (b)(6)

EPL ASSISTANT DIR	X
BR MA CRANDICE	<i>Callo</i>
MA BUC	
EXECSEC BARNETT	3/10

3/12

Iraq

10 Mar 04

8 Feb 04

✓
3/12

February 8, 2004

698

TO: Gen. Dick Myers
CC: Paul Wolfowitz
Doug Feith
FROM: Donald Rumsfeld *DR*
SUBJECT: New CFC Structure

John Abizaid thinks that movement towards a new CFC structure allows us to shift focus from occupation to partnership.

He also feels it gives us an opportunity to solicit help from Muslim countries. He indicated that the Yemeni foreign ministers believe that an **Arab** contribution for a specific purpose, such as protecting UN facilities or securing the airport, might work.

Any thoughts?

Thanks.

DIR:dh
020804-71

.....
Please respond by 2/12/04

Sir,
Snowflake response
attached.
v/r.
LTC Swope

March 10, 2004

TO: Honorable Alberto R. Gonzales
FROM: Donald Rumsfeld 
SUBJECT: Capital Case

Attached is a brief memo on a legal situation here at the Pentagon that I will be mentioning to the President, probably tomorrow, and I wanted you to be aware of it.

000.5

Attach.
3/9/04 Talking Points on Capital Case

DHR:dh
031004-14

to morrow

OSD 03603-04

TALKING POINTS
CAPITAL CASE – COURT MARTIAL FOR MURDER

9 MARCH 2004

- On 2 March, the Commander at Ft Bragg, NC, referred capital murder charges against Sgt Hasan Akbar
- The charges against Sgt Ankbar stem from his alleged grenade attack on members of his own unit – 101st Airborne Division – on 22 Mar 03 in Kuwait
- 2 officers were killed and 14 other servicemembers wounded in the incident
- As a capital case
 - Jury is comprised of 12 officers or enlisted soldiers (if requested by the accused)
 - Must use “guilt beyond a reasonable doubt” standard
 - Must unanimously agree on death sentence
- Death penalty may only be ordered executed by the President after appellate review by
 - Army Court of Criminal Appeals
 - The United States Court of Appeals for the Armed Forces
 - Potentially, the United States Supreme Court
- Impact on the President -- minimal to none in the near future
 - POTUS involved only if death sentence adjudged and after all appeals completed
 - Duration of trial coup^A with the time it will take to complete the appeals process in a capital case makes any Presidential decision very unlikely in CY 04.
- The President should not offer an opinion on Sgt. Ankbar’s possible guilt or innocence, or an opinion on an appropriate sentence in the event of a conviction. //

~~CONFIDENTIAL~~

September 22, 2004
ES-0849
04/012725-ES

384

TO: Paul McHale.
CC: Jim Haynes
Gen Dick Myers
Gen Pete Pace
ADM Vern Clark

FROM:
SUBJECT: Navy - Coast Guard Authorities

As we move forward toward creating a Maritime NORAD structure to deal with homeland security on the seas, it **makes** sense to sort out the specific authorities between the Navy and Coast Guard.

Please do a thorough review of the current relationship, with particular focus on homeland defense, and send up proposals that make the most sense for both departments. We should also look at the larger relationship between the Sea Services across the board - combat coordination, interaction overseas, acquisition, command and control arrangements and so forth.

22 Sep 04

Thanks.

DHR:ss
092204-5

.....
Please respond by 11/30/04



HOMELAND
DEFENSE

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

INFO MEMO

9 FEB 2005

DepSecDef

ADUSD(P)

Rozhilo
I-04/012725-ES

ES-0849

FOR SECRETARY OF DEFENSE

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

SUBJECT: Navy - Coast Guard Authorities and Relationship

- In response to your inquiry (TAB A), this memorandum addresses Navy and Coast Guard authorities and their relationship.
- Your authority to conduct Maritime Homeland Defense missions is not restricted by any geographic boundary.
 - In the Unified Command Plan, the President has directed you to conduct DoD maritime operations to defend the U.S. from national security threats within and beyond U.S. territorial seas.
- Navy forces operate globally under the control of the combatant commanders.
 - You have provided guidance to the combatant commanders for the use of Navy forces (and other Services' forces, as appropriate) in maritime defense operations by approving three execute orders (EXORDs), since January 2004.
 - These EXORDs provide the combatant commanders with authorities and procedures related to (a) maritime homeland defense, (b) expanded maritime interception operations, and (c) maritime WMD threats.
- The Coast Guard serves as the primary U.S. maritime law enforcement agency and, as a branch of the armed forces, operates concurrently as a military service and law enforcement agency (Title 10 and Title 14).
 - Coast Guard forces exercise their broad law enforcement authorities globally, including in U.S. internal waters, territorial seas, and international waters.
 - In addition, Coast Guard forces routinely provide operational support to overseas combatant commanders, as coordinated with the Department of Homeland Security.



09-02-05 11:04:11

OSD 03614-05

11-L-0559/OSD/40498

- For homeland security and defense operations, Navy and Coast Guard forces provide mutual support to each others' operations.
 - Coast Guard forces conduct routine homeland security patrols and boardings in the approaches to the U.S. and in U.S. territorial seas.
 - Navy forces, supporting the Coast Guard and their embarked law enforcement detachments, conduct maritime law enforcement interception and counterdrug operations.
 - During a maritime homeland defense event, on-scene Coast Guard forces will operate under the control of the combatant commander, augmenting his Navy homeland defense forces.
- DoD and DHS (including the Navy and the Coast Guard) will continue to improve their maritime operational roles and capabilities through the development and implementation of a number of on-going initiatives. Most notably, a presidential directive on maritime security policy was signed on December 21, 2004 (NSPD-41/HSPD-13). It directs DoD and DHS to develop a National Strategy for Maritime Security and supporting plans by the end of June, 2005. As directed by the President, DoD and DHS will also co-lead the development of plans for Maritime Domain Awareness, Maritime Threat Response, and Global Maritime Intelligence Fusion. Through these initiatives, we will continue to evaluate DoD's authorities, roles, and responsibilities, as well as our relationship with DHS and the Coast Guard, and update you as these efforts progress.
- TAB B provides more detailed information regarding Navy and Coast Guard authorities and the list of current DoD/DHS maritime initiatives.

COORDINATION: TAB C

Attachments:
As stated

Prepared by: CAPT Soloduk and CDR Kuepper, OASD(HD), (b)(6)

TAB

A

~~CONFIDENTIAL~~

September 22, 2004
ES-0849
04/012725-ES

TO: Paul McHale

CC: Jim Haynes
Gen Dick Myers
Gen Pete Pace
ADM Vern Clark

FROM: . . .
SUBJECT: Navy - Coast Guard Authorities

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Please do a thorough review of the current relationship, with particular focus on homeland defense, and send up proposals that make the most sense for both departments. We should also look at the larger relationship between the Sea Services across the board - combat coordination, interaction overseas, acquisition, command and control arrangements and so forth.

Thanks.

DHR:ss
092204-5

.....
Please respond by 11/30/04

OSD 03614-05

TAB

B

Additional Information Regarding the Navy and Coast Guard

- In the Unified Command Plan, the President has recognized your responsibility to direct the execution of military missions in defense of the homeland, including missions within the maritime domain. Therefore, when a threat emerges within the maritime domain for which you determine a military response is required, you have the authority to direct DoD forces to interdict that threat.
- The 1986 Goldwater - Nichols Act established the current combatant command structure, which directs the responsibility for maritime warfighting to the combatant commanders rather than the Services. As a result, the Navy no longer has direct operational responsibility, but remains responsible for organizing, training, and equipping maritime forces.
- DoD support to the Coast Guard's homeland security and counter-narcotics missions includes essential communications, intelligence, surveillance, detection, and sea control capabilities. Coast Guard support to the DoD and combatant commanders' maritime defense roles, including maritime interception operations, proliferation security initiative boardings, and force protection includes vessels and personnel, as well as specific expertise in maritime law enforcement and port security operations.
- The Coast Guard supports the combatant commander and DoD's global maritime operations while simultaneously performing traditional homeland security missions, including: port, waterway, and coastal security; drug and migrant interdiction; marine safety; and environmental protection. For example, the Coast Guard provides support directly to the combatant commanders, with patrol boats and port security units within USCENTCOM's AOR. Also, a Coast Guard officer recently served as a maritime component commander to USSOUTHCOM during Haitian stability operations.
- Both DoD and the Coast Guard have global maritime authorities and capabilities. It is reasonable to anticipate, however, that operations on the high seas and in forward regions will likely be led by DoD, employing its greater resources and global reach capability. Similarly, the Coast Guard will likely respond to terrorist threats within U.S. navigable waters, U.S. territorial seas, and international waters, when deemed appropriate due to the presence of their operational assets. As both DoD and DHS organizations work to draft the National Strategy for Maritime Security, we anticipate that DoD and DHS maritime responsibilities will be further clarified and coordinated.

- The National Fleet Policy Statement, first prepared in 1998 and updated in 2002, is a Chief of Naval Operations and Coast Guard Commandant document that commits their Services to work together to integrate acquisition, platforms, infrastructure, and operations to ensure their forces mutually complement each other's roles and missions. The commitment to build multi-mission capabilities across all maritime missions has been demonstrated through cooperation on the Coast Guard's Deepwater Program and the Navy's Littoral Combat Ship project.
- Both Services continue to coordinate policy at the headquarters level and coordinate operations at the local command center level. To increase seamless DoD - Coast Guard operations, the Maritime Homeland Defense MOA recently signed by the Secretaries of Defense and Homeland Security provides for the rapid transfer of Coast Guard forces to commanders of USNORTHCOM and USPACOM for maritime homeland defense operations. We are examining the benefits of a similar arrangement for providing rapid DoD support to the Coast Guard for time-critical maritime homeland security activities.
- DoD and Coast Guard interoperability is reinforced through regularly scheduled exercises and real-world operations. A recent CJCS exercise demonstrated, however, that we must consider the assets of other agencies in our maritime response. In the scenario, when threatened with a terrorist vessel carrying WMD, we saw the need to integrate USSOCOM and both the FBI and CIA into our operational task force. They joined DoD and Coast Guard assets, forming an integrated interagency task force under the control of a combatant commander to interdict the vessel, conduct an opposed boarding, render-safe the WMD device, and conduct immediate forensic and investigative activities.
- Executing an active, layered maritime defense-in-depth requires the full integration of our national maritime capabilities. The draft *Strategy for Homeland Defense and Civil Support*, coordinated with the Coast Guard, directs the Commander, USNORTHCOM, to further assess the maritime requirements of his AOR with a focus on providing a unified concept of combined maritime operations, including recommendations for integration of appropriate Coast Guard capabilities and those of other agencies.
- DoD and DHS, including the Navy and Coast Guard, are working with other U.S. Government agencies on the following initiatives:
 - You and Secretary Ridge recently signed a MOA that provides for the rapid transfer of Coast Guard forces to the commanders of USNORTHCOM and USPACOM for maritime homeland defense operations. We are engaged with DHS on the possibility of a similar

arrangement for providing DoD support for DHS/Coast Guard activities.

- o National Security Presidential Directive 41/Homeland Security Presidential Directive 13, Maritime Security Policy was signed on December 21, 2004. It directs DoD and DHS to jointly develop a National Strategy for Maritime Security and additional supporting plans for maritime domain awareness, maritime threat response, and global maritime intelligence integration. DoD played a significant role in the drafting of the NSPD/HSPD, which does not impinge on your exclusive authority to command and control DoD forces, engage in cooperative activities with foreign militaries, and conduct global maritime defense operations.
- The Deputy Secretary of DHS and ASD(HD) co-chair an interagency Maritime Domain Awareness Steering Group to improve and better integrate our ability to deploy maritime surveillance capabilities. A National Maritime Surveillance and Awareness Plan will be developed and incorporated into the National Strategy for Maritime Security as required by the NSPD/HSPD.
- To summarize, the relationship between DoD and the Coast Guard is based on complementary capabilities and appropriate authorities. The staffs of OSD, The Joint Staff, and the Navy and Coast Guard are working to build a more effective, layered maritime defense using the complementary maritime capabilities of DoD and the Coast Guard.

TAB

C

COORDINATION SHEET

Navy - Coast Guard Authorities

Office	Representative	Date
Department of the Navy	CDR Dykes CDR Watts	Dec 6,2004
US Coast Guard	CAPT Baumgartner Mr Teriberay	Dec 6,2004
Joint Staff	CAPT Gray CDR Banks	Dec 6,2004
General Counsel	Mr Dell'Orto	Dec 6,2004
USNORTHCOM	CDR Sulley	Dec 6,2004



7201
OFFICE OF THE SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

ACTION MEMO

2004 MAR 12 11:19:04

DEFENSE BUSINESS PRACTICE
IMPLEMENTATION BOARD

March 1, 2004, 8:19 AM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Gus Pagonis, Chairman, Defense Business Board (DBB)

Requires 1 MAR 04

SUBJECT: Appointment of DBB Task Force to Provide Recommendations on the Creation of a Principal Under Secretary of Defense for Management and/or Other Options for Management of Business Transformation Initiatives

OSD

- In several of its recommendations and deliberations over the past two years, the DBB has made reference to the need for a senior official who has the time and authority to direct the implementation and integration of business transformation initiatives such as Business Management Modernization, Human Capital Reform, Balanced Scorecard, and Supply Chain Integration.
- A prospective solution, among others, is to appoint a Principal Under Secretary of Defense for Management (PUSD (M)). The PUSD(M) would report to the Secretary through the Deputy and would have authority to direct action throughout the department but only on key business transformation initiatives.
- In principle, creating a PUSD(M) has received strong support from several Board members and official observers including David Walker, Comptroller General of the United States. However, concerns also have been expressed by some Board members and senior DoD officials regarding the negative effects of creating another potential layer of management.
- The DBB is anxious to evaluate this concept in further detail in order to validate it, or to present alternate structures that could accomplish the same

Mar 04

11-L-0559/OSD/40508

OSD 03685-04

1 of 3



objective. Special emphasis will be placed on developing recommendations that avoid the potential for duplicative management oversight and balkanization of DoD decision making processes. The use of a focused DBB task group for this effort will ensure a quick turnaround and a set of recommendations on the following:

1. Management structure and designation of leadership position(s) as required.
 2. Chartered roles and responsibilities
 3. Authority and accountability vis a vis the Secretary of Defense, Deputy Secretary of Defense, the Under Secretaries of Defense, and the Service Secretaries.
 4. If a PUSD (M) is recommended as an option:
 - a. Desired characteristics of the PUSD (M) with respect to skills, experience, and expertise.
 - A list of prospective PUSD (M) candidates.
 5. Proposed next steps for implementation
- The Under Secretaries of Defense (Comptroller, AT&L, and P&R) have been informed of this proposed task group. However, since this is a study effort, we have not sought formal coordination from them. Summaries of Mr. Wynne's and Dr. Chu's respective reactions are attached.

RECOMMENDATION: That you direct the creation of the PUSD (M) task group with the mandate to report back to the Deputy Secretary of Defense within 90 days.

Attachments :
As stated.

CC: UNDER SECRETARY OF DEFENSE (AT&L)
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)

Approve _____

Disapprove _____

Prepared by: T.Modly/Executive Director, DBB/2E314, (b)(6) March 2, 2004

Summary of Feedback on P DBB t

■ **Mike Wynne (from e-mail on February 7,2004):**

“I am a dissenter on this question. I do not believe we need a distinct PUSD (Management) to execute management reform or business transformation in the Department. I fear the erection of a new organization within OSD for this purpose will lead inevitably to duplication and conflict - without regard to whatever conclusion a study may come. The resource issues are real; the policy questions are real. Our focus ought to be on implementing existing efforts more efficiently. Those who have functional responsibility for a policy area ought to be - and in many instances are - at the forefront of management reform in the building. Making this a staff function could undermine ongoing actions, and instilling change is all about leadership, not staffship. The impediments come from the occasionally chaotic manner we implement; in some cases, there are too many organizations who think they have - or should have - the responsibility.

Many authors have endorsed the notion that business leaders need to lead change management and be empowered, with accountability, to do so. The proposal would undermine that principle. At what point does a business transformation effort become the purview of the PUSD(Management)? Moreover, we have the Aldridge study out there

with a series of needed reforms imbedded within it. Shouldn't we be spending our time implementing options that improve the joint look, the programming process, and policy outcomes? Why would we divorce "management" from those efforts? Why do we need yet another study?

Likely an IG study, or a study that provides the present leadership with more action oriented approaches to achieving their vision, but one that will result in no smarter action than re-organization is questionable. The clock is running and we don't need another stovepipe. My vote is to thank them for the suggestion, and if they agree, offer an action oriented effort to assist present management. Else, drop this."

■ **David Chu (as paraphrased by Bob Hale from conversation on February 24,2004):**

- Disagrees with PUSD(M) concept.
- Concerned that processes would be balkanized and that an additional layer of management would be unproductive.
- Agrees that some arrangement for continuity of major management projects when Administrations and senior officials change.
- Supports the Board looking at other potential approaches as alternates to the PUSD(M) solution.

March 15, 2004

TO: Paul Wolfowitz
cc: David Chu
Dov Zakheim
Mike Wynne
FROM: Donald Rumsfeld 
SUBJECT: Proposal for PUSD for Management

Here is a proposal from Gus Pagonis. Please get your head into it and come back to me with your own thoughts on it.

Thanks.

Attach.
3/1/04 Pagonis Memo to SecDef w/feedback from AT&L and P&R attached

DHR:db
031504-20

.....
Please respond by 4/9/04

OSD 03685-04

11-L-0559/OSD/40513



COMPTROLLER

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

03/16/04 14:12

INFOMEMO

March 16, 2004, 7:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Dov S. Zakheim 

SUBJECT: PUSD for Management

- Gus Pagonis' proposal regarding a PUSD for Management reflects numerous discussions that he and I have had on the subject, as well as discussions between myself and David Walker, and various talks among Dave Walker, Paul, and Gus.
- Dave Walker pushed for a second DepSecDef. Paul, Gus and I all thought this was not the right way to go. PUSD creates a primus inter pares among the under secretaries, while retaining the chain of command through the Deputy Secretary. I think Gus is right on with his proposal.

COORDINATION: NONE

11-L-0559/OSD/40514

OSD 03685-04

3/12
1730

3/15



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

SECRET

ACTION MEMO

2004 MAR 12 AM 10:26

DEFENSE BUSINESS PRACTICE
IMPLEMENTATION BOARD

March 1, 2004, 8:19 AM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Gus Pagonis, Chairman, Defense Business Board (DBB)

Pagonis 1 MAR 04

SUBJECT: Appointment of DBB Task Force to Provide Recommendations on the Creation of a Principal Under Secretary of Defense for Management and/or Other Options for Management of Business Transformation Initiatives

- In several of its recommendations and deliberations over the past two years, the DBB has made reference to the need for a senior official who has the time and authority to direct the implementation and integration of business transformation initiatives such as Business Management Modernization, Human Capital Reform, Balanced Scorecard, and Supply Chain Integration.
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- In principle, creating a PUSD(M) has received strong support from several Board members and official observers including David Walker, Comptroller General of the United States. However, concerns also have been expressed by some Board members and senior DoD officials regarding the negative effects of creating another potential layer of management.
- The DBB is anxious to evaluate this concept in further detail in order to validate it, or to present alternate structures that could accomplish the same

11-L-0559/OSD/40515



SPL ASSISTANT DI RITA	
SR MA GRABSTOCK	03485-0
MA BUCCI	
EXECSEC MARIOTT	1013 3/12

objective. Special emphasis will be placed on developing recommendations that avoid the potential for duplicative management oversight and balkanization of DoD decision making processes. The use of a focused DBB task group for this effort will ensure a quick turnaround and a set of recommendations on the following:

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RECOMMENDATION: That you direct the creation of the PUSD (M) task group with the mandate to report back to the Deputy Secretary of Defense within 90 days.

Attachments:
As stated.

CC: UNDER SECRETARY OF DEFENSE (AT&L)
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)

Approve _____

Disapprove _____

Prepared by: T.Modly/Executive Director, DBB/2E314 (b)(6) March 2, 2004

Summary of Feedback on Proposed DBB Study

■ Mike Wynne (from e-mail on February 7, 2004):

“I am a dissenter on this question. I do not believe we need a distinct PUSD (Management) to execute management reform or business transformation in the Department. I fear the erection of a new organization within OSD for this purpose will lead inevitably to duplication and conflict - without regard to whatever conclusion a study may come. The resource issues are real; the policy questions are real. ~~Our~~ focus ought to be on implementing existing efforts more efficiently. Those who have functional responsibility for a policy area ought to be - and in many instances are - at the forefront of management reform in the building. Making this a staff function could undermine ongoing actions, and instilling change is all about leadership, not staffship. The impediments come from the occasionally chaotic manner we implement; in some cases, there are too many organizations who **think** they have - or should have - the responsibility.

Many authors have endorsed the notion that business leaders need to lead change management and be empowered, with accountability, to do so. The proposal would undermine that principle. At what point does a business transformation effort become the purview of the PUSD (Management)? Moreover, we have the Aldridge study out there

with a series of needed reforms imbedded within it. Shouldn't we be spending our time implementing options that improve the joint look, the programming process, and policy outcomes? Why would we divorce "management" from those efforts? Why do we need yet another study?

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

2004 MAR 19 10:51 AM

PERSONNEL AND
READINESS

INFO MEMO

March 19, 2004 – 10:00 AM

FOR: SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS) *David S. C. Chu 19 Mar 04*

SUBJECT: Proposal for PUSD for Management — SNOWFLAKE

- Gus Pagonis' attachment fairly summarizes my views.
- I do believe we need a mechanism to ensure continuity of attention to management improvement.
- But appointing a separate official to “manage” management detracts from our actual and potential efforts. It tells those now charged with specific management processes and actions that they can leave improvement to someone else, and gives them (and their staffs) little incentive to take responsibility for change. This could lead to less improvement rather than more.
- Instead, I would concentrate on the “balanced scorecard” Ken Krieg is trying to create. Each of us should be meeting with you periodically to review results. (Ken could decide, based on the scorecard's values when a meeting with you is opportune.) The drive for better results should motivate management improvement. Continuity would come from publicizing the scorecard (as you're doing with the Annual Report). Publicizing the scorecard creates a marker for continued attention to management improvement, as a matter of focus for us and our successors.

RECOMMENDATION: INFORMATION ONLY

Attachment: As stated

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

cc: Dr. Zakheim (USD/C)
Mr. Wynne (Acting USD(AT&L))
Mr. Krieg (DPA&E)

OSD 03685-04



3/16/04

March 15, 2004

TO: Paul Wolfowitz
CC: David Chu
Dov Zakheim
Mike Wynne
FROM: Donald Rumsfeld 
SUBJECT: Proposal for PUSD for Management

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Thanks.

Attach.

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DHR:dh
031504-20

.....
Please respond by 4/9/04

11-L-0559/OSD/40521

1730

3/15



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

OFFICE OF THE SECRETARY OF DEFENSE

ACTION MEMO

2004 MAR 12 AM 10:26

DEFENSE BUSINESS PRACTICE
IMPLEMENTATION BOARD

March 1, 2004, 8:19 AM

FOR: SECRETARY OF DEFENSE

DepSec Action _____

FROM: Gus Pagonis, Chairman, Defense Business Board (DBB)

Pagonis 1 MAR 04

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11-L-0559/OSD/40522



SPL ASSISTANT DI RITA	
SR MA CRABBECK	03485-04
MA BUCCI	
EXECSEC MARRIOTT	1013 3/12

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RECOMMENDATION: That you direct the creation of the PUSD (M) task group with the mandate to report back to the Deputy Secretary of Defense within 90 days.

Attachments:
As stated.

CC: UNDER SECRETARY OF DEFENSE (AT&L)
UNDER SECRETARY OF DEFENSE (COMPTROLLER)
UNDER SECRETARY OF DEFENSE (PERSONNEL AND
READINESS)

Approve _____

Disapprove _____

Prepared by: T.Modly/Executive Director, DBB/2E314 (b)(6) March 2, 2004

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- Concerned that processes would be balkanized and that an additional layer of management would be unproductive.
- Agrees that some arrangement for continuity of major management projects when Administrations and senior officials change.
- Supports the Board looking at other potential approaches as alternates to the PUSD(M) solution.

3/17
1400



COMPTROLLER

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

2004 MAR 16 AM 11:19

020

INFOMEMO

March 16, 2004, 7:00 PM

FOR: SECRETARY OF DEFENSE

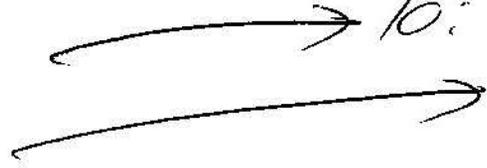
FROM: Dov S. Zakheim 

SUBJECT: PUSD for Management

- Gus Pagonis' proposal regarding a PUSD for Management reflects numerous discussions that he and I have had on the subject, as well as discussions between myself and David Walker, and various talks among Dave Walker, Paul, and Gus.
- Dave Walker pushed for a second DepSecDef. Paul, Gus and I all thought this was not the right way to go. PUSD creates a primus inter pares among the under secretaries, while retaining the chain of command through the Deputy Secretary. I think Gus is right on with his proposal.

COORDINATION: NONE

3/25

 To: Wynne]
Chue]
You

Thoughts
D. Rita

SPL ASSISTANT DI RITA	
SR MA CRADDOCK	
MA BUCCI	
EXECSEC MARRIOTT	3/17

Larry Di Rita

3/25

2
PA
104
2
MARRY



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

INFO MEMO

02/23/2004 10:48 AM

PERSONNEL AND
READINESS

February 23, 2004, 10:48AM

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE (P&R)

David S.C. Chu 14 Mar 04

SUBJECT: Writing to the Military – SNOWFLAKE

- Ms. Marsha Gray of Tupelo, Mississippi sent you a letter asking DoD to reinstate the any Service member mail programs (Tab A).
- After the anthrax incidents in 2001, DoD canceled Any Service Member mail programs to ensure force protection from anonymous mail sources.
- Service members are able to identify, prior to opening, mail received from known mailers such as family members and friends. Receiving mail from unknown sources leaves our forces vulnerable to all kinds of biological and chemical hazards that can be transported via the U.S. and Military Postal Systems. The February 2004 ricin incident on Capitol Hill reminds us that the mail system is still vulnerable to the mailing of hazardous materials.
- Alternatives exist -- unprecedented Service member access to internet allows use of web-based initiatives such as:
 - <http://anyservicemember.navy.mil/> This Web site drives Operation Dear Abby. Individuals send messages to Service members. Service members with Internet access may read those messages via "OperationDearAbby.Net". Service members without Internet access may still read messages as follows: Company Commanders that have Internet access have the ability to download bulk messages that can be printed and distributed according to Service branch and location. It also allows individuals to send an email to the troops.
 - <http://www.operationuplink.org/> This Web site allows individuals to sign on and request prepaid phone cards be sent to active duty military personnel or hospitalized veterans.
 - <http://www.defendamerica.mil/nmam.html> This Web site allows individuals to sign on and "Send Your Thanks To the U.S. Military."
- We have responded directly to Ms. Gray and provided her with these alternate options (Tab B).

COORDINATION: Tab C



ATTACHMENTS:

As stated

PREPARED BY: George Schaefer, ODUSD(MC&FP), at

(b)(6)

Thank you for doing all you do
for our Military. I am very
proud of them and the actions
they do. I started writing to the
"Any Military Member" program in
1990. It was discontinued after
anthrax. I'm still writing some of
the friends I made before the
program was stopped. I hope you
will be able to reinstate the program
in 2004. Have a happy holiday
season.



Best wishes
for a happy holiday season.

Marsha Gray

(b)(6)

(b)(6)

12/29/03

December 27, 2003

PR received
5 Feb 04

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Writing to the Military

Here is a letter from a woman asking us to reinstate the program of writing to the military. Why don't you have someone look at that, now that the anthrax scare has calmed down—if it has.

Thanks.

Attach.
Christmas card from Marsha Gray, (b)(6)

DHR:db
122703-14 (to computer)



Please respond by 1/16/04

*TO Charlie Abell:
Please respond.*

*V/R
Jaymie
Durnan
43*

OSD 01664-04



PERSONNEL AND
READINESS

THE OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000



FEB 27 2004

Ms. Marsha Gray

(b)(6)

Dear Ms. Gray:

Thank you for your inquiry concerning the possibility of reinstating the Any Service member mail programs. We regret the delay in responding to your letter to the Secretary of Defense.

After the anthrax incidents in 2001, the Department of Defense canceled Any Service Member mail programs to ensure force protection from anonymous mail sources. Unfortunately, we must continue this policy due to the fact that the threat of a terrorist attack via the mail has not diminished. We recognize that these mail programs were important morale boosters for our Service members. However, protecting our men and women in uniform **and** our fighting units is paramount. The Department of Defense took this action reluctantly and sincerely appreciates the efforts of citizens who have, in the past, supported America's military forces through these programs.

Our troops appreciate your continued support and due to unprecedented Service member access to the internet, alternatives now exist for the public to express their support through the use of web-based initiatives such as:
<http://anyservicemember.navy.mil/>; <http://www.operationuplink.org/>;
<http://www.defendamerica.mil/nmam.html>

Thank you again for your support to our troops.

Sincerely,

John M. Molino
Deputy Under Secretary of Defense
(Military Community and Family Policy)

cc:
ADUSD(TP)
MPSA



11-L-0559/OSD/40532

COORDINATION

ORG	NAME	REMARK	DATE
Deputy Director, MPSA	Mr. Ed Pardini	concur	2/10/04
ADUSD(Transportation Policy	Mr. Earl Boyanton	concur	2/11/04
PDUSD(P&R)	Mr. Charles Abell	<i>C.A.</i>	<u>CBA 3-4-04</u>



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

30 OCT 2011

MEMORANDUM FOR EXECUTIVE DIRECTOR,
MILITARY POSTAL SERVICE AGENCY

SUBJECT: Suspension of the Dear Abby and Any Service Member Mail Programs

In response to your recent memorandum, I approve your request to cancel **the** subject programs for the immediate future effective this day. I recognize that these mail programs are important morale boosters for our service members. However, the safety of our service members is paramount and in view of recent mail attacks, service member mail from unknown sources must be suspended. Please coordinate with the appropriate Defense offices to inform the mail program sponsors that the Department of Defense takes this action reluctantly and sincerely appreciates their past support of America's military forces.

Alan F. Estevez
Assistant Deputy Under Secretary
(Transportation Policy)
Acting

cc: ASD(PA)
USD(P&R)





720
DEPARTMENT OF DEFENSE
OFFICE OF GENERAL COUNSEL
1600 DEFENSE PENTAGON
WASHINGTON, DC 20301-1600



INFO MEMO

March 8, 2004 (12:00 pm)

Larry Di Rita
3/2 TO: SECRETARY OF DEFENSE

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

SUBJECT: Request for Information Concerning Tamiflu

- You asked if you should divest your financial interest in Gilead because on December 18, 2003, you asked Dr. John Baxter, Commander, Pentagon Flight Medicine Clinic, what the drug Tamiflu is used for and whether the Department is using it.
- Gilead created Tamiflu and receives a 17% royalty from Roche Pharmaceutical Co., the distributor, for sales of Tamiflu.
- Consequently, you may not knowingly take official actions that will directly and predictably affect your financial interests in Gilead. Your request for information concerning Tamiflu and whether the Department uses it does not trigger that prohibition.
- Because Gilead is not a Defense contractor, you have not been required by the SASC to divest your interest in Gilead. If, in the future, the Deputy is unable to take necessary action affecting the financial interests of Gilead, you may either assign the action to another official, or, once you have divested your interest in Gilead, take official action yourself.

COORDINATION: None

Prepared by: Gail Mason (b)(6)



11-L-0559/OSD/40535

OSD 03715-04

2 Jan 04

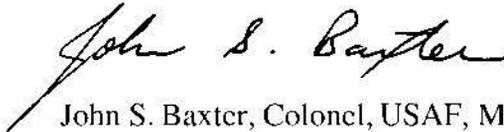
TO: The Honorable Donald Rumsfeld

FROM: John Baxter, Colonel, USAF, MC

SUBJECT: Response to Inquiry Regarding the Drug Tamiflu

1. The drug Tamiflu is an oral medication made by Roche Pharmaceuticals. It is effective in shortening the duration of flu symptoms once a person has acquired the flu. It can also be given to prevent a person from being infected with the influenza virus after exposure to a person with the flu. If given prophylactically in this way it significantly reduces the likelihood of the exposed person coming down with the flu. It can be given prophylactically for at least one week but up to six weeks.
2. The Department of Defense is using it in small amounts. It is not routinely carried in our military pharmacies. However, it can be specially procured for patients with unique indications for the drug. Also, military providers can write prescriptions, which can be filled in retail pharmacies that are part of our managed care support contractor (MCSC) network. DoD HA data from 1 Sep through 12 Dec this year indicates that 9,231 prescriptions were written for DoD beneficiaries at an average cost of around \$44 per course of therapy. (Total cost of around \$400,000).
3. There is a much older oral medication called Amantidine which works in a similar way. It is much cheaper, costing around \$5 for a course of therapy. Military providers are encouraged to use Amantidine instead of Tamiflu in their patients who require oral influenza medications.
4. DoD relies primarily on the flu vaccination to prevent influenza. Regular use of alcohol hand wash solution during the cold and flu season is also effective in reducing one's risk of contracting these ailments.

Respectfully submitted,



John S. Baxter, Colonel, USAF, MC, SFS
Commander, Pentagon Flight Medicine Clinic (11 WG)

11-L-0559/OSD/40536

C 117

DOSD

December 18, 2003

Durham
1/13

TO: Dr. Baxter
FROM: Donald Rumsfeld
SUBJECT: Tamiflu

What is the drug Tamiflu for? Is it a prophylactic way to avoid the flu? Are we using it at all?

Thanks.

DHR:dh
121803-4

.....
Please respond by 1/2/04

Sir,
Response attached.
vr/COA Nasry

3/3/04

7201

March 2, 2004

TO: David Chu
CC: Gen. Dick Myers
Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: "Freedom To Compete"

Please tell me what role, if any, the Department of Defense has in this task force called "Freedom To Compete."

Thanks.

Attach.
2/27/04 EEOC ltr to SecDef

DHR:dh
030204-1

.....
Please respond by

3/12/04

3/10



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

INFO MEMO

PERSONNEL AND
READINESS

March 10, 2004, 3:00PM

FOR: SECRETARY OF DEFENSE

DEPSEC Action _____

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

David S. C. Chu 11/2/04

SUBJECT: Freedom to Compete - Snowflake

- The 27 February letter (attached) that prompted your note, was intended to invite DoD to participate in an interagency meeting that will determine what role, if any, that DoD and other Federal agencies might play in a year-long celebration of the 40th anniversary of the passage of the Civil Rights Act of 1964 and the founding of the EEOC.
- EEOC staffers have yet to set an agenda for the 29 March 2004 meeting mentioned in the letter. An agenda is promised by the end of next week.
- Members of my Equal Opportunity staff will attend the initial interagency task force meeting on 29 March and will report the results to me. We will collaborate with the Services and the Joint Staff as appropriate.

RECOMMENDATION: None. For information only.

COORDINATION: None.

ATTACHMENTS:

As stated

PREPARED BY: Jerry Anderson, ODUSD(EO), (b)(6) *J Anderson 3/10/04*



Freedom to Compete - Snowflake

PDUSD(P&R)

Charles S. Abell

CRA 3-11-09

3/3/04

March 2, 2004

TO: David Chu
CC: Gen. Dick Myers
Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: "Freedom To Compete"

Please tell me what role, if any, the Department of Defense has in this task force called "Freedom To Compete."

Thanks.

Attach.
2/27/04 EEOC ltr to SecDef

DHR:dh
030204-1

.....
Please respond by

3/12/04
3/10



U. S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Washington, OC 20507

FEB 27 11 08 47

Office of the Chair

FEB 27 2004

Letter being sent via facsimile
and regular mail

The Honorable Donald H. Rumsfeld
Secretary
U.S. Department of Defense
Washington, D.C. 20301

Dear Secretary Rumsfeld:

I am writing to request your support of and participation in the "Freedom To Compete" Interagency Taskforce. In his Inaugural Address, President Bush made one solemn pledge. He said: "I will work to build a single nation of justice and opportunity." We now have an opportunity to showcase the work he has done to fulfill his pledge.

As you know, this year our Nation is observing the 50th anniversary of the 1954 landmark Supreme Court decision in Brown vs. Board of Education, and the 40th anniversary of the passage of the Civil Rights Act of 1964. These two historic events transformed our society not only by reaffirming our values of justice and equality, but also by affording everyone the freedom to compete on a level playing field, be it in education, housing, or employment.

Like yours, the United States Equal Employment Opportunity Commission (EEOC), established under the Civil Rights Act of 1964, is an agency that is proud of its role in making the promise of equal opportunity a reality for many. We are proud of our partnerships with sister agencies in ensuring the protection of civil rights. Yet, we recognize that, while much progress has been made, much remains to be done.

We would like to take the rare opportunity that these two anniversaries afford us to properly celebrate, honor and share the history of civil rights in America while showcasing the impressive efforts of our executive branch agencies to make justice and equality a reality. To this end, we have created the "Freedom to Compete" Inter-Agency Taskforce. The purpose of the Taskforce is to promote and coordinate events throughout the United States, highlighting the role of federal agencies, like yours, and including other agencies, such as the Departments of Justice, Education, Health and Human Services, and Housing and Urban Development, in ensuring the protection of each individual's civil rights.

D. Rumsfeld
Page 2

Your agency's participation is vital to the success of this effort. We hope we can call on you and other members of your senior management team to join us. Lisa Fisher, Acting Director for EEOC's Office of Communications and Legislative Affairs, will be directing this initiative on our behalf. Please have your designated representative contact Ms. Fisher at (b)(6) or (b)(6) for further information. The first Taskforce meeting will be held on Monday, March 29, 2004 at EEOC headquarters building, 1801 L Street, NW, Washington, DC, from 10 AM to 12 PM.

Our President has much to be proud of -- from launching the New Freedom Initiative to expand opportunities for people with disabilities, to leading the charge in protecting the civil rights of Muslims, Sikhs, and Arab-Americans post 9/11, to restoring opportunities for women and religious minorities, both in Afghanistan and Iraq, to vigorously enforcing civil rights laws and executive mandates. I look forward to working with you in putting a spotlight on the Administration's successful efforts to further the mission of justice and opportunity.

Sincerely,


Cari M. Dominguez
Chair

7:38 AM

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
DATE: January 7, 2004
SUBJECT: Article Attached

Let's get a letter drafted to the mayor of Comfort, Texas where Specialist Kiehl is from. Also write a letter to the editor of the local paper or write a letter to the mayor with our comments on this demonstration of support for him. Let me see it.

Thanks.

George Rhyndance
Thanks.
293

DHR/azn
010704.07

Attach: "Soldier's Funeral, Texas Style" Article

Please respond by:

~~1/21/04~~ 1/11/04

Purnell
2/3

3/11 →

*SecDef - Press took
too long, but still
worth doing; I think*

*There is no mayor,
so we did head of
the chamber. OSD 03732*

7 Jan 04

1/5/04
 SecDef - This story is going around the Internet.
 Worth looking at. DIRitz (President may find interesting)

SOLDIER'S FUNERAL, TEXAS STYLE



Specialist James Kiehl, age 22, from Comfort, Texas, was killed, along with six other soldiers at the same place and the same day that Jessica Lynch was taken prisoner. His body was one of those that our special forces heroes dug up with their bare hands near the hospital in Iraq. They held the funeral service in Comfort at the Baptist Church, and then took him ten miles to Center Point, Texas, and buried him.

A friend visited his grave July 4th, and it was a moving experience. He was compelled to offer a salute, and a simple "thank you, son" over the small grave (since he was cremated). There is no head stone as yet, only the metal funeral home tag. At his head are two fairly large American flags, and surrounding the grave are a dozen or more small ones, on sticks stuck in the ground. People have left mementos to honor his life.

The most remarkable thing at the grave is a rather crude sign, evidently made hastily from whatever could be found in a car or van. It reads: To the parents of Spc. James Kiehl. Thank you for your son. His acts of heroism make this a better country and a better world. It is signed by the Boy Scout Troop of East Bernard, Texas. some 200 miles distant.

What follows is a message from Vicki Pierce about her nephew James' funeral:

"I'm back, it was certainly a quick trip, but I have to also say it was one of the most amazing experiences of my life. There is a lot to be said for growing up in a small town in Texas.

The service itself was impressive with wonderful flowers and sprays, a portrait of James, his uniform and boots, his awards and ribbons. There was lots of military brass and an eloquent (though inappropriately longwinded) Baptist preacher. There were easily 1000 people at the service, filling the church sanctuary as well as the fellowship hall and spilling out into the parking lot.

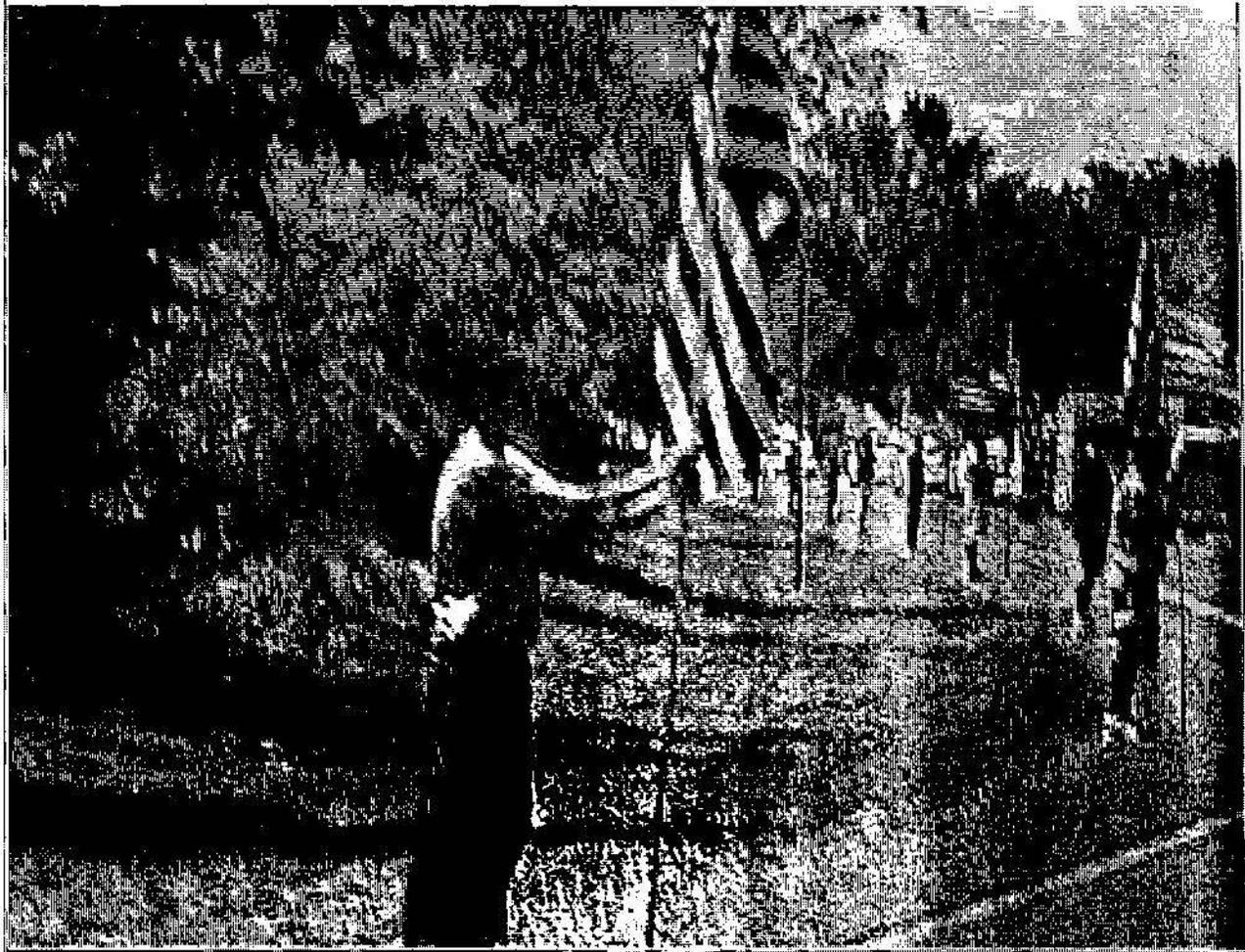
I've attached some pictures, some are blurry (we were moving), but you can get a small idea of what this was like. Thanks so much for all the prayers and support."



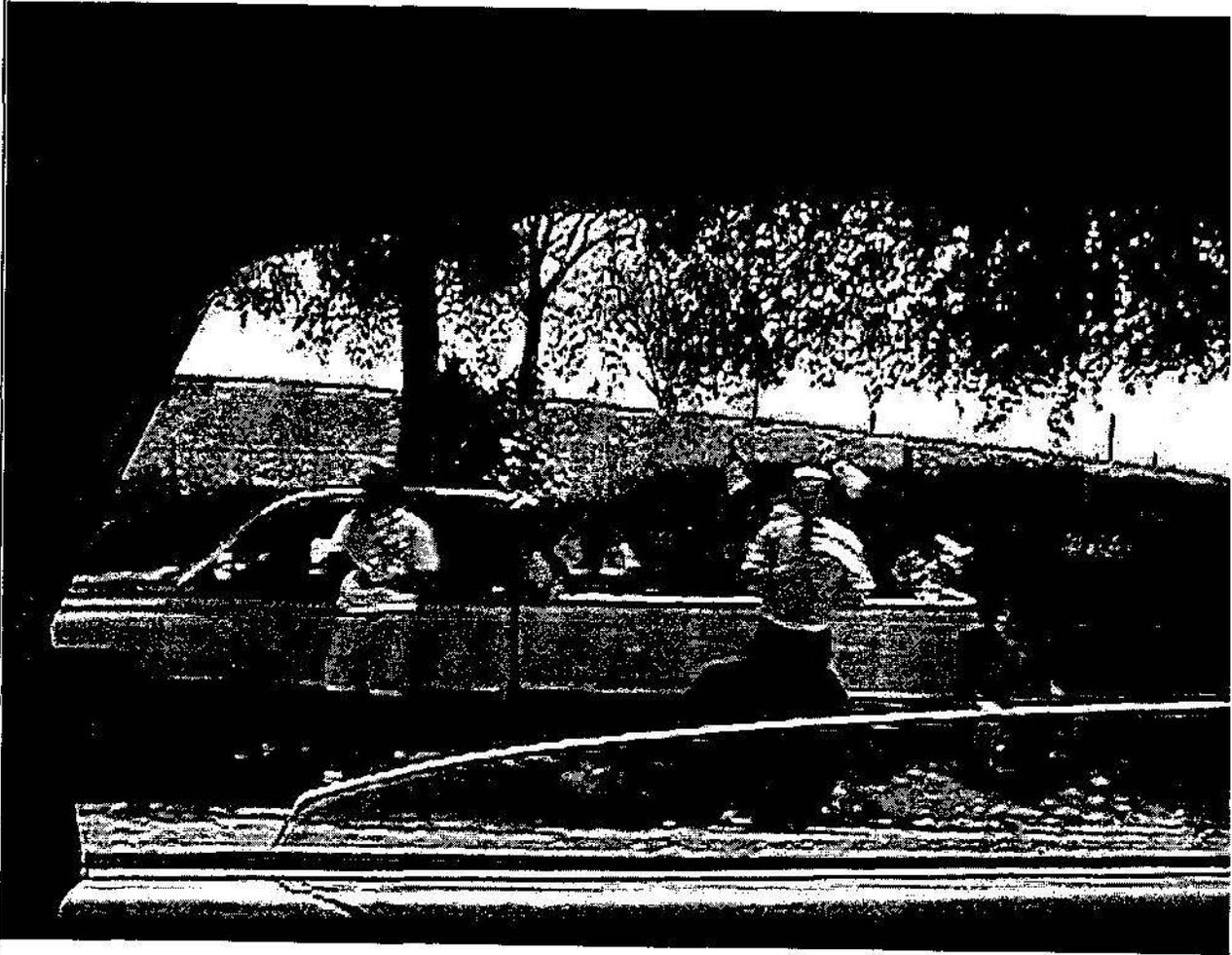
However, the most incredible thing was what happened following the service on the way to the cemetery. We went to our cars and drove to the cemetery escorted by at least 10 police cars with lights flashing and some other emergency vehicles, with Texas Rangers handling traffic.



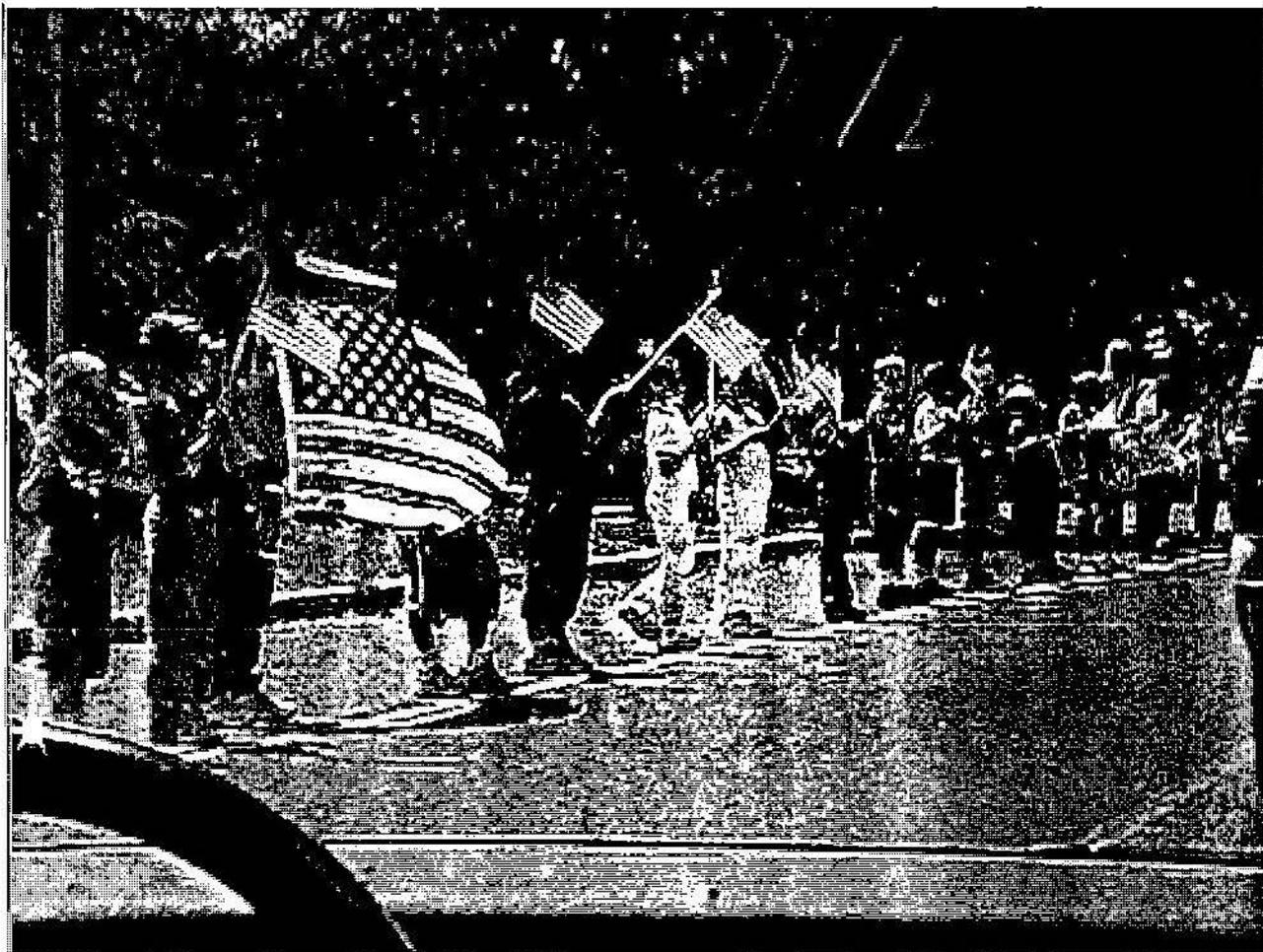
11-L-0559/OSD/40546



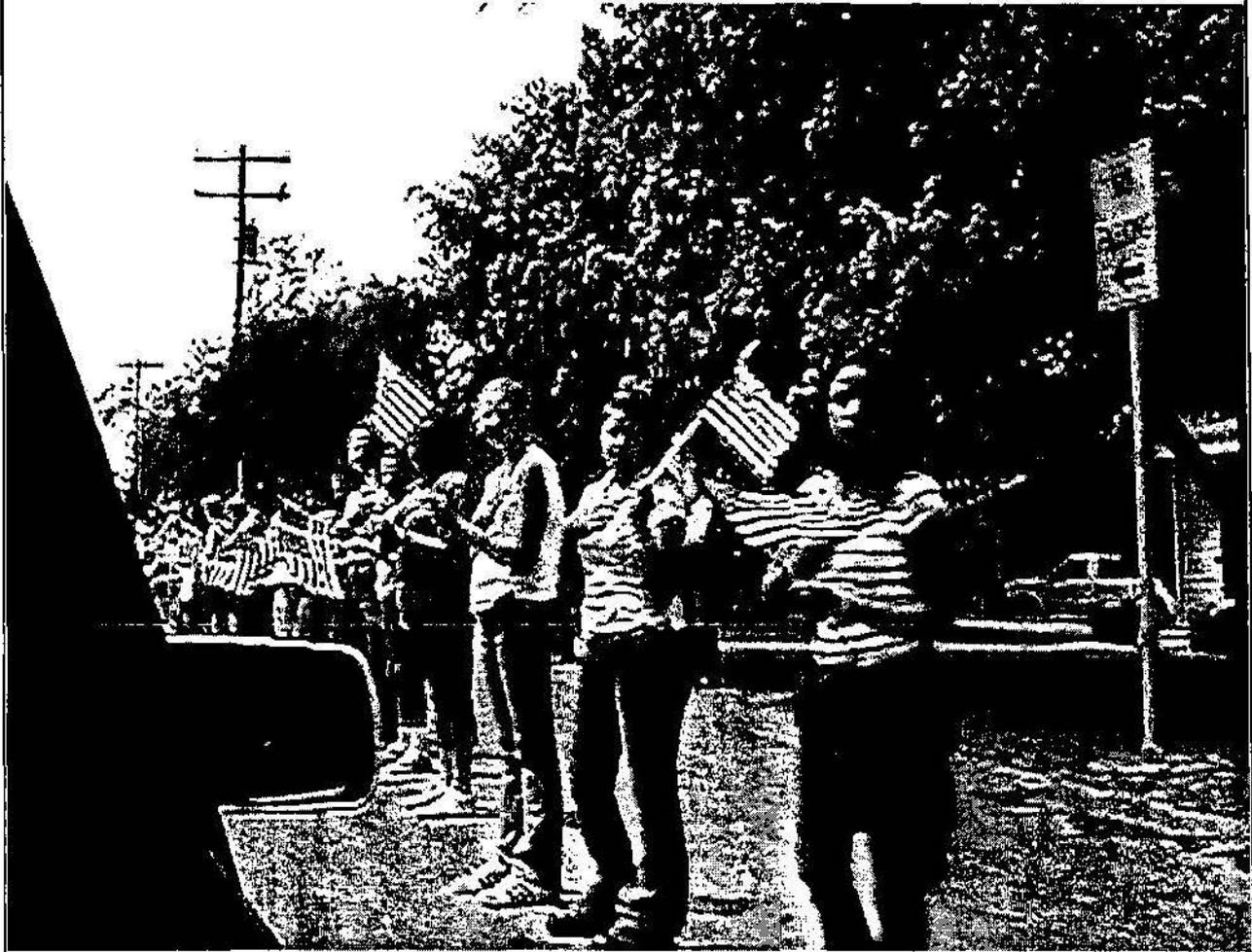
When we turned off the highway suddenly there were teenage boys along both sides of the street about every 20 feet or so, all holding large American flags on long flag poles, and again with their hands on their hearts. We thought at first it was the Boy Scouts or 4H club or something, but it continued for two and a half miles.



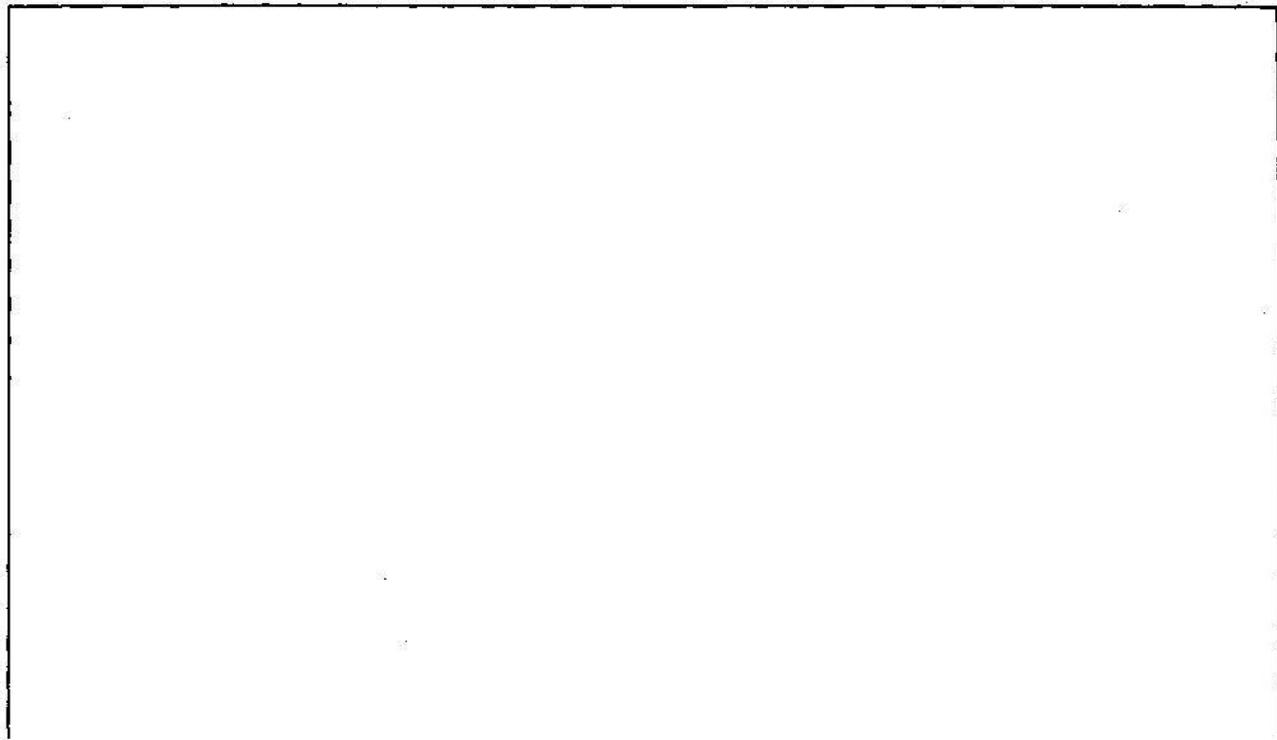
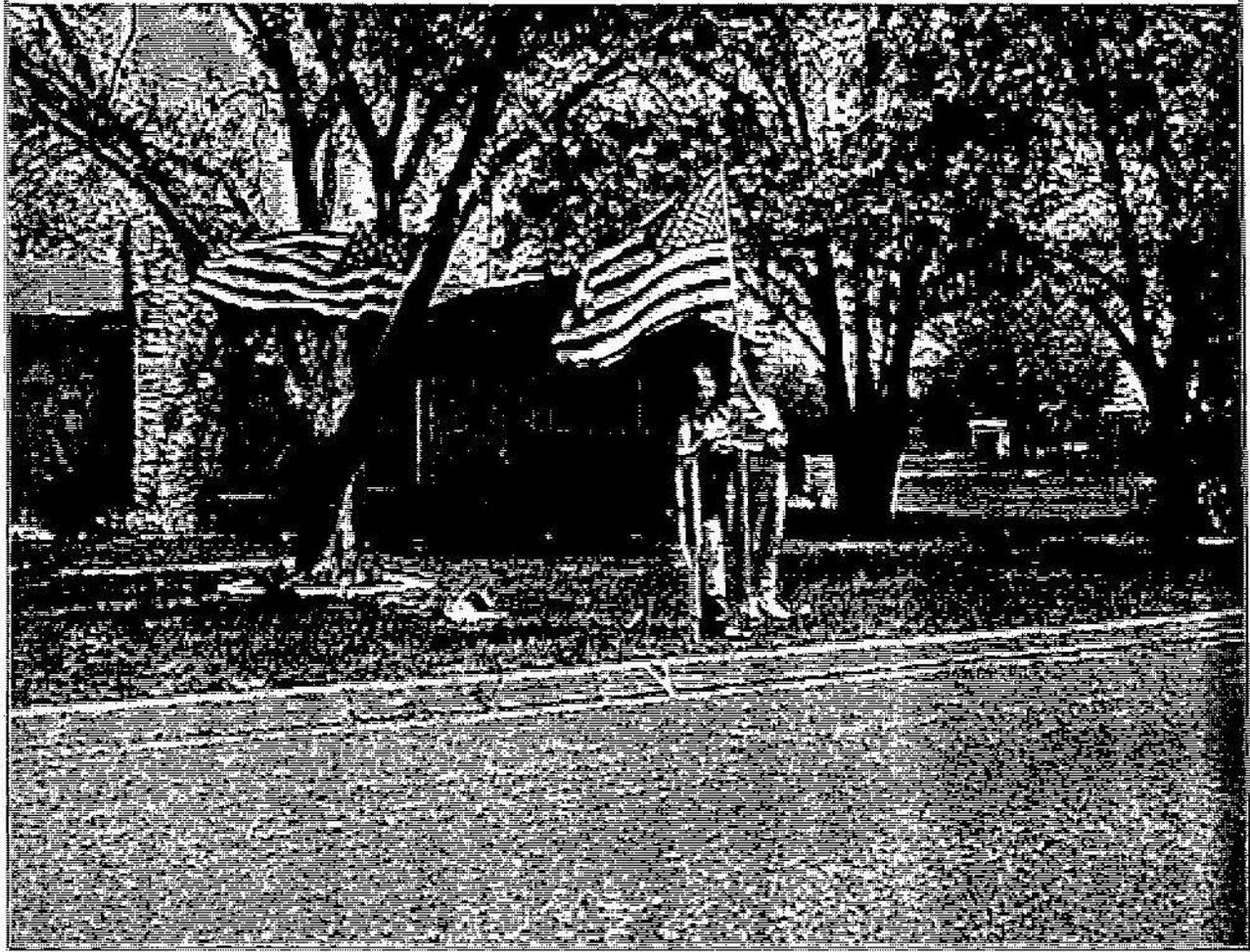
Construction workers stopped their work, got off their equipment and put their hands over their hearts, too. There was no noise whatsoever except a few birds and the quiet hum of cars going slowly **up** the road.



Hundreds of young people, standing silently on the side of the road with flags. At one point we passed an elementary school, and all the children were outside, shoulder to shoulder holding flags ... kindergartners, handicapped, teachers, staff, everyone. Some held signs of love and support.



Then came teenage girls and younger boys, all holding flags. Then adults. Then families. All standing silently on the side of the road. No one spoke, not even the very young children. The last few urns found people crowded together holding flags or with their hands on their hearts. Some were on horseback.



11-L-0559/OSD/40551

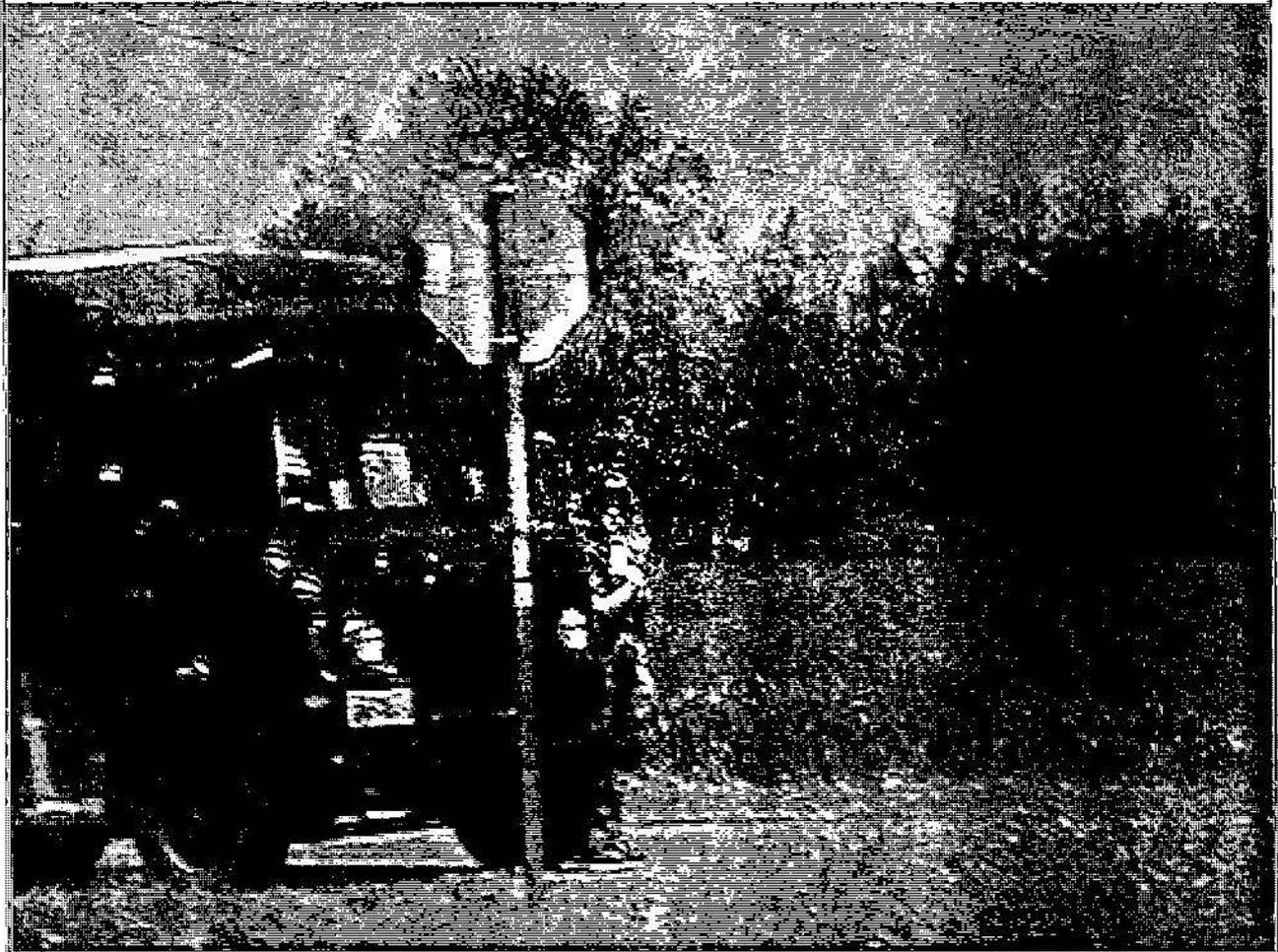


11- L-0559/OSD/40552



Shop keepers came outside with their customers and did the same thing.

11-L-0559/OSD/40553



Everyone on the road who was not in the procession, pulled over, got out of their cars, and stood silently and respectfully, some put their hands over their hearts, some had small flags.

11-L-0559/OSD/40554



The military presence...at least two generals, a fist full of colonels, and representatives from every branch of the service, plus the color guard which attended James, and some who served with him ... was very impressive and respectful, but the love and pride from this community who had lost one of their own was the most amazing thing I've ever been privileged to witness.

11-L-0559/OSD/40555



FALLEN HEROES MEMORIAL
ARMY SPC. JAMES M. KIEHL

11-L-0559/OSD/40556

<http://www.fallenheroesmemorial.com/oif/profiles/kih1jamesm.html>

	 BACK
---	---



TO HEAR "TAPS" -CLICK ON THIS SMALL BOX 



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 12 2004

Ms. Pam Duke
Editor
Comfort News
Post Office Box 218
Comfort, TX 78013

Dear Ms. Duke:

Recently, I read about the special tribute that Comfort, Center Point, and the surrounding areas in Texas paid Specialist James M. Kiehl on the day of his funeral last April.

I extend my thanks to these fine Americans for honoring Specialist Kiehl in this way. I can only imagine that this tribute was a source of great comfort and support to his family and friends.

Please convey my appreciation to your fellow Texans. We at the Department of Defense salute this community, and join them in honoring Specialist Kiehl's memory.

Sincerely,

335 SD

12 Mar 04

OSD 03732-04



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 12 2004

Mr. Fred Langston
President
Comfort Chamber of Commerce
Post Office Box 777
Comfort, TX 78013

Dear Mr. Langston:

Last April, the citizens of Comfort, Center Point, and the surrounding areas in Texas paid an extraordinary tribute to Specialist James M. Kiehl on the day of his funeral.

After reading about this event, I want to thank these fine Americans for honoring Specialist Kiehl in such a fitting way. I imagine his family and friends found it to be a source of great comfort and support.

Please convey my appreciation for their efforts. The Department of Defense salutes this community, and joins your fellow Texans in honoring Specialist Kiehl's memory and service to our nation.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Rumsfeld".

OSD 03732-04

11-L-0559/OSD/40559

March ¹⁵ 12, 2004

TO: Gen. John Abizaid

CC: Gen. Dick Myers
Paul Wolfowitz
Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Border

How do you think we are doing strengthening Afghanistan's border controls? I am told there are just 400 border police with a goal of 6,000 by June.

Why not screw your head into it and let me know what you think we should be doing.

Thanks.

DHR:dh
031204-14

.....
Please respond by

4/2/04

Afghanistan

15 Mar 04

March ¹⁵ 12, 2004

TO: Jerry Bremer
CC: Paul Wolfowitz
Doug Feith
Reuben Jeffery
FROM: Donald Rumsfeld *DR*
SUBJECT: Oil-for-Food

Attached is the Colin Powell material he mentioned in the meeting yesterday that you may not have seen.

Regards,

Attach.
3/10/04 Gingrich fax to SecState plus attached articles

DHR:dh
031204-13

.....
Please respond by _____

Iraq

15 Mar 04

**American Enterprise
Institute****Fax****To:** Secretary Colin Powell**From:** Newt Gingrich**Fax:** (b)(6)**Pages:** TEN (including this one)**Phone:****Date:** 3/10/2004

from newt
3/10/04

Claude Hankes-Drielsma (the man who uncovered the Nobel scandal in Sweden and negotiated the South African debt crisis) is convinced the UN oil for food program was the largest financial scandal in history.

he is also convinced it reaches into France, the UN, Jordan, and a host of other countries.

finally he is convinced it will inevitably show up as corruption in our efforts to modernize Iraq because the depth and habit of corruption are so deep.

it is vital that we get ahead of this corruption scandal by appointing a special investigative task force both to help uncover past corruption and to root out current corruption.

Given the scale of corruption KPMG is uncovering it is almost certain a lot of very clever experts in bribery and false accounting are doing business with CPA.

former Deputy Attorney General Ed Schmuts (sp?) is in Iraq now as Advisor to the Justice Ministry. He could be reassigned immediately to head an anti-corruption task force with a counterpart from Iraq.

Either we will be the people rooting out corruption or we will be the people presiding over corruption.

This could explode this summer and fall and be very much to our disadvantage unless we get ahead of the curve and very loudly meet it head on.

I am forwarding a few of the number of already published articles which make clear how big this is. Hankes-Drielsma is back in town next week and I am certain this will get bigger. Someone fairly senior should be assigned to work with him. Please have him or her contact Bill Sanders at the American Enterprise Institute (WSanders@aei.org, ph. (b)(6)) for Hankes-Drielsma's contact and scheduling information.

your friend, newt

Copyright 2004 The Financial Times Limited
Financial Times (London, England)
February 21, 2004 Saturday

Two firms named to probe Iraq graft claim

By THOMAS CATAN

Iraq's Governing Council has appointed KPMG accountants and Freshfields, the international law firm, to investigate allegations of corruption under the United Nations' oil-for-food programme - set up to alleviate the impact on ordinary Iraqis of sanctions against Saddam Hussein.

The IGC opened the investigation last month after compiling a list of some 270 people from 45 countries who allegedly received crude oil contracts from Mr Hussein's regime under the UN programme.

The Iraqi oil minister, Ibrahim Bahr al-Uloum, said last week that his ministry would sue anyone found to have taken bribes from Mr Hussein's regime.

The UN has strongly denied accusations of corruption within its operations and said it was requesting documentary evidence.

Claude Hankes-Drielsma, a British adviser to the IGC, said yesterday: "The concerns and questions put to the UN are serious and warrant an independent investigation by the UN ...I think what will shock everybody is the extent of it (the corruption) . . .

"The amounts involved and the blatancy of it is beyond anything that certainly I've seen," he added.

Some former weapons inspectors in Iraq have made similar allegations.

David Kay, former head of the US Iraq Survey Group, told the AP news agency last week that his team had found widespread corruption in the oil-for-food programme.

"There are going to be red faces among a lot of our allies and friends as to this," he said.

The US Treasury and the customs service are also investigating whether international sanctions against Iraq were violated.

###

Copyright 2004 News World Communications, Inc.
The Washington Times
February 20, 2004

Saddam's fan club

By Ariel Cohen

SPECIAL TO THE WASHINGTON TIMES

The latest revelations that the deposed Iraqi dictator Saddam Hussein used oil sales under the U.N. oil-for-food program to buy friends and influence policy around the world should turn on an alarm in Washington, New York, Paris and other capitals. Saddam's influence buying is only a part of a broader phenomenon. Other oil-producing countries are engaged in similar activities on an even larger scale.

Several important lessons arise from discovery of Saddam's buddy list. First, this is just the beginning: There are thousands of documents in Baghdad that American and Iraqi intelligence officers need to catalog, translate, analyze and investigate. The precedent - the Eastern German intelligence service STASI archives, which exposed hundreds of spies in Europe and America.

Second, the U.N. may have done more damage than good in Iraq - and may do so again. The U.N. oil-for-food officials knew about the global bribery effort and did nothing to stop it. Moreover, it is possible the officials in that august body facilitated and benefited from at least some of the transactions.

A key question is whether a "Mr. Sevan" who allegedly received oil export vouchers in Panama is the same person as the U.N. Assistant Secretary General Benon V. Sevan, who ran the oil-for-food program. So far, U.N. Secretary General Kofi Annan has refused an internal investigation, and the U.N. bureaucracy has stonewalled and resisted an external investigation of the oil-for-food program.

This is not the first time the U.N. has bungled major policy undertakings: The U.N. aid effort in the West Bank and Gaza called United Nations Relief and Works Agency for Palestine Refugees in the Near East [UNRWA] only perpetuated the refugee problem and has been thoroughly penetrated by Hamas and other terrorist organizations.

Third, persistent rumors are worth checking. Stories about Saddam's global payola have been in circulation for years, with nobody investigating. Similar stories are in circulation about Saudi and Chinese influence-buying. It is high time the law-enforcement and intelligence agencies in the U.S. and Europe cooperated in investigating.

The documents uncovered in Baghdad by the Iraqi Oil Ministry and published in Al Mada, an independent Iraqi newspaper, are a jackpot of embarrassing information. Their veracity is confirmed by Naseer al-Chaderji, a senior member of the Iraqi Governing Counsel [IGC], and by **Claude Hankes-Drielsma**, the British chairman of Roland Berger Strategy Consultants and an adviser to the IGC.

The documents list dozens of organizations and individuals in more than 50 countries who were instrumental in orchestrating pro-Saddam policies, and point to a spider web of allies, from the pro-Saddam British back-bencher Member of Parliament George Gallaway to President Jaques Chirac's friend Patrick Maugein, an oil trader, and to highly influential former French Interior Minister Charles Pasqua, who has denied any connection to Iraq. While Bernarde Merimee - France's ambassador to the United Nations - who is on Saddam's buddy list, denied accusations, can banking details available in Baghdad exculpate the French diplomat?

The list includes Indonesian President Megawati Sukarnoputri, the Bulgarian Socialist Party, the highly influential Russian Orthodox Church, Yasser Arafat's Palestine Liberation Organization and Jordanian Islamic radical leader Layth Shbeilat. Some of those fingered have denied the accusations. Others, like Mr. Maugein, have announced they "did nothing wrong."

There are a few surprises on the list. The extent to which Russia benefited from doing business with Saddam is mind-boggling. While others received several millions of barrels, Russia got the lion's share of 1.3 billion barrels.

Vladimir Zhirinovskiy's "Liberal Democratic Party" is listed as receiving a whopping 80 million barrels. A senior official in that extremist party complained to the author in a 2002 meeting at the Duma that Washington's military action against Saddam would "destroy the most lucrative business" they ever had.

President Putin's United Russia party was equally well-oiled. Russian politically influential oil companies received close to a billion barrels with market value of more than \$20 billion. "Our Foreign Ministry is for sale as far as the Russian oil companies are concerned. A department chief receives about \$200 a month - you do the math," a Moscow-based Russian Middle Eastern expert told me.

Many names and positions on the list require further investigation and clarification: Who is the anonymous "director" of the Russian Presidential Administration? The recently retired Alexander Voloshin, Mr. Putin's chief of staff, or a lower-level official, possibly still in place? Undeniably, Moscow's resistance to the war against Saddam was as implacable as it was shrill.

Did the millions of barrels earmarked for the "Ukrainian Social Democrat Party" benefit President Leonid Kuchma's Chief of Staff Alexander Medvedchuk, the leader of that party or go directly to the president who allegedly sold arms to Baghdad?

Just as Saddam's oily revenues corrupted presidential chancelleries and newsrooms, funds from other major Middle Eastern oil suppliers with ambitious religious and political agendas may wreak even more havoc.

At stake is the integrity of the foreign policy process, which is supposed to, but often does not, reflect national interests - not the size of bribes in ministers' bank accounts. However, an ugly reality is emerging, one that should be investigated by U.S. intelligence and law-enforcement agencies.

Consumer countries have to strive to turn oil suppliers into what they should be: commodity providers, not power peddlers corrupting global political systems, media and academia. National agendas should be set at the ballot box and in legislatures, not in desert tents. Global bribery may be as dangerous to the West as global terrorism. Saddam's buddy list is just the tip of the iceberg.

Ariel Cohen is a research fellow at the Heritage Foundation. His expertise is in international energy security.

###

Copyright 2004 The Financial Times Limited
Financial Times (London, England)
February 6, 2004

Saddam oil bribe claims probed in US

By THOMAS CATAN, CAROLA HOYOS and MARK TURNER

US authorities are investigating claims that hundreds of people received oil contracts from Saddam Hussein when US sanctions were in force in return for supporting his regime.

The US Treasury's office of foreign assets control and immigrations and customs enforcement are examining whether any oil contracts violated international sanctions. Iraq's Governing Council (IGC) has also launched an investigation since a local newspaper listed 270 people from more than 40 countries alleged to have received oil contracts, including foreign politicians, officials, companies and activists.

Senior United Nations officials will shortly discuss a response to related charges of corruption in connection with the oil-for-food programme, which the UN administered for Iraq during Mr Hussein's rule.

The UN meeting will also study a series of allegations made by members of the Governing Council, a UN official said.

In a letter this week to the UN, obtained by the FT, IGC adviser **Claude Hanks-Drielsma** detailed "serious transgressions" in the oil-for-food programme. He said the original list of oil contracts "demonstrates beyond any doubt that Saddam Hussein bought political and other support under the aegis of the UN". Kofi Annan, the UN secretary-general, has said the programme was satisfactorily audited many times.

According to Mr Hanks-Drielsma, the UK chairman of Roland Berger Strategy Consultants and a former chairman of the management committee at Price Waterhouse and Partners, at least 10 per cent was added to the value of all invoices under the UN-run programme.

He calculated that the scheme would have provided Mr Hussein's regime with more than Dollars 4bn (Pounds 2.2bn).

UN officials said they were aware that Mr Hussein's regime had found ways to circumvent the sanctions and raise cash through kickbacks.

"Everybody knew this was going on but it was not going on under our noses because it was not part of the procedures we were involved in," said a UN official. "Certainly a lot of people and companies got involved in illicit transactions but these were not part of the oil-for-food programme."

Mr Hanks-Drielsma said he was "absolutely certain" the document was legitimate. "I know how it was compiled and I'm totally satisfied that it's genuine." He said the list was compiled on IGC orders mainly from existing oil ministry records.

Mr Hanks-Drielsma has long known Mr Chalabi, head of the Iraqi National Congress (INC) and chairman of the IGC finance committee, which is investigating the allegations. Mr Chalabi began pursuing the charges against the UN at least eight months ago, according to a person who spoke to him last summer.

"There are many indications there's a huge amount of corruption as regards this programme," said a spokesman for Mr Chalabi.

Additional reporting by Mark Turner and Carola Hoyos

###

Copyright 2004 The Financial Times Limited
Financial Times (London, England)
February 5, 2004

Monitoring panel for Iraq spending yet to start work

By THOMAS CATAN

An independent watchdog set up by the United Nations nine months ago to monitor spending of Iraqi revenues by occupying powers has yet to begin work, plagued by long disagreements over its scope.

In the meantime, the occupying powers continue to spend billions of dollars in Iraqi funds without the independent oversight ordered by the UN Security Council last year.

"There's been all of this time, all these revenues, without any independent verification - which is in breach of UN resolutions," said John Davison of UK charity Christian Aid.

The Coalition Provisional Authority (CPA) is due to be dissolved in around five months' time, when it is scheduled to hand over power to an Iraqi government. It is unclear what will happen to both the fund and the international panel supposed to monitor it after that time.

The situation has fuelled suspicions that the CPA is deliberately dragging out the process to avoid independent scrutiny of its spending in its final months of existence - something it strongly denies.

"One is never quite sure what the actual hold-up is," said **Claude Hanks-Drielsma**, a British adviser to Iraq's Governing Council. "The lack of transparency and adequate consultation has at times contributed to that perception. It's quite disgraceful and unnecessary that it hasn't started work yet."

The UN Security Council set up the International Advisory and Monitoring Board (IAMB) last May to oversee spending from the Development Fund for Iraq (DFI) - a newly created account containing Iraqi oil revenues, frozen assets and funds left over from the UN's oil-for-food programme.

Under the terms of the UN resolution, the watchdog is made up by representatives of the International Monetary Fund, the World Bank and the Arab Fund for Social and Economic Development. They spent much of last year engaged in disagreements over the watchdog's remit.

"One of the issues that held it up is that the US didn't want it to have any real teeth," said an official from one of the watchdog's member organisations. "(The members) said wait a second, we are not in the business of rubber-stamping things here."

After months of wrangling, the IAMB was finally set up in October, and has held two procedural meetings since then. But it is still waiting for the CPA to nominate accountants, which the IAMB is meant to then approve or reject.

"The institutions presented a work programme to the CPA in December and are still waiting for a final commitment by CPA," said the official from an IAMB member organisation.

A CPA official, however, said they were waiting for the "statement of work" to be finalised before any accountants could be selected. According to CPA figures, Dollars 10.5bn has flowed into the DFI account in New York, of which just over Dollars 3bn has been spent. The CPA says it has used funds from the account to, among other things, buy wheat, pay Iraqi salaries, rebuild essential services and print the new currency.

As time goes by, there is a growing sense among critics that they will simply have to take occupying forces at their word.

"Five months from now, the CPA is supposed to dissolve," said Nathaniel Hurd, who is preparing a report on spending by the occupying powers for Iraq Revenue Watch, a watchdog funded by financier George Soros. "So this whole thing may have been some giant window-dressing exercise and all of this money may be spent with minimal external oversight," said Mr Hurd.

###

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THE DAILY TELEGRAPH(LONDON)
October 16, 2003

Taylor Nelson creates new role for Lowden

ROLAND Berger Strategy Consultants have appointed **Claude Hankes-Drielsma** as chairman. He is chairman of the Windsor Leadership Trust.

###

Copyright 2003 The Financial Times Limited
Financial Times (London,England)
October 15, 2003

And finally... Claude Hankes-Drielsma

By RUTH SULLIVANBODY:

* Roland Berger Strategy Consultants has appointed **Claude Hankes- Drielsma**, former chairman of Price Waterhouse's management committee, as chairman.

###

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The Times (London)
October 7, 2003

The College of St George Windsor Castle

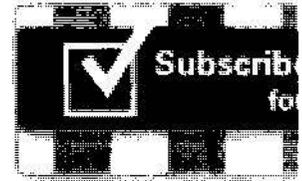
Mr **Claude Hankes-Drielsma** was elected Honorary Fellow and Special Adviser, The College of St George, at the meeting of the General Chapter on September 29, 2003.

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OpinionJournal

from THE WALL STREET JOURNAL Editorial Page



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BY THERSE RAPHAEL

AQ EDWARDS

WEASEL ALERT

Saddam's Global Payroll

It's time to take a serious look at the U.N.'s oil-for-food program.

BY THERSE RAPHAEL

Monday, February 9, 2004 8:00 a.m. EST

On Dec. 5, during a trip to Baghdad, Claude Hankes-Drielsma faxed an urgent letter to U.N. Secretary-General Kofi Annan. Mr. Drielsma, the U.K. Chairman of Roland Berger Strategy Consultants, had recently been appointed to advise Iraqi Governing Council. What he saw in Baghdad left him shocked. "As a result of my findings here, combined with earlier information," he wrote, "I most strongly urge the U.N. to consider appointing an independent commission to review and investigate the 'Oil for Food Programme.' Failure to do so might bring into question the U.N.'s credibility and the public's perception of it. . . . My belief is that serious transgressions have taken place and may still be taking place."

Just how serious these transgressions were became clear late last month, when the Iraqi daily Al Mada published a partial list of names, compiled by Iraq's oil ministry, of those whom Saddam Hussein rewarded with allocations of Iraqi oil. Mr. Hankes-Drielsma, who says he was among the first to see the list in early December, says it is based on numerous contracts and other detailed documents and was compiled at the request of the Iraqi Governing Council.

The list, a copy of which has been seen by the Journal's editorial page, is in spreadsheet format and details (in Arabic) individuals, companies and organizations, grouped by country, who oil ministry and Governing Council officials believe received vouchers from the Iraqi regime for the purchase of oil under the oil-for-food program. Mr. Hankes-Drielsma said the recipients would have been given allocations at below-market prices and then been able to pocket the difference when a middleman sold the oil on to a refinery; 13 time periods are designated and with indications of how much crude, in millions of barrels, each recipient allegedly received.

The list reads like an official registry of Friends of Saddam across some 50 countries. It's clear where his best, best friends were. There are 11 entries under France (totaling 150.8 million barrels of crude), 14 names under Syria



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(totaling 116.9 million barrels) and four pages detailing Russian recipients, voucher allocations of over one billion barrels. Many of the names, transliterated phonetically from Arabic, are not well-known or are difficult to identify from the information given. Others stand out. There's George Gallo the Saddam-supporting British MP recently expelled from the Labour Party, has always denied receiving any form of payment from Saddam. Other notable include Indonesian President Megawati Sukarnoputri (also listed separately the "daughter of President Sukarno"), the PLO, the Popular Front for the Liberation of Palestine, the Russian Orthodox Church, the "director of the Russian President's office" and former French Interior Minister Charles Pasqua. Some--including Mr. Pasqua, the Russian Church and Ms. Megawati--have denied receiving anything from Saddam. Patrick Maugein, a close friend of Jacques Chirac and head of Soco International oil company, says his dealings were all within "the framework of the oil-for-food program and there was nothing illegal about it."

The list's breadth, and the difficulty in reading and interpreting it, has slowed its exposure. There's also the question of authentication. Mr. Hanks-Driels (who is not an Arabic speaker) is convinced it is authentic and will be followed by more detailed evidence as the Iraqi oil ministry and Governing Council conduct further investigations. "I've seen the documents that have satisfied beyond any doubt that we're dealing with a genuine situation," he told me.

One of the most eye-catching names on the list is easy to miss as it's the sole entry under a country one would not normally associate with Iraq--Panama. The entry says: "Mr. Sevan." That's the same name as that of the U.N. Assistant Secretary-General Benon V. Sevan, a Cyprus-born, New York-educated career U.N. officer who was tapped by Kofi Annan in October 1997 to run the oil-for-food program.

When I tried Mr. Sevan for comment, a U.N. spokesman wouldn't put me through to him directly but offered to pass on e-mailed questions. In an e-reply to questions about Mr. Sevan's apparent inclusion on the list and interest in the Panama-based business that allegedly received the discounted oil, the spokesman quoted Kofi Annan's statement Friday: "As far as I know, nobody at the Secretariat has committed any wrongdoing. If there is evidence, we will investigate it very seriously, and I want those who are making the charges to give the material they have to me so that we can follow up to determine if there has been any wrongdoing and I would take necessary action. So far, no statements are being made but we need to get facts." The pro forma U.N. response certainly seems inadequate. Mr. Sevan should take the opportunity to defend himself against the inference that the presence of his name on this list could help explain how Saddam was able to get by with so much influence-buying around the world with little apparent objection from the U.N.

In the seven years that Oil-for-Food was operational, (it was shut down in November and its obligations are being wound up) Saddam was able to skim funds for his personal use, while at the same time doing favors for those who supported the lifting of sanctions, supplied him with his vast arsenal of weapons, and opposed military action in Iraq. Indeed, it was clear from the outset that Saddam would be able to use the program to benefit his friends. The 1995 U.N. resolution setting out the program--Resolution 986--bends a little backwards to reassure Iraq that Oil-for-Food would not "infringe the

11-L-0559/OSD/40573

sovereignty or territorial integrity" of Iraq. And to that end it gave Saddam power to decide on trading partners. "A contract for the purchase of petrole and petroleum products will only be considered for approval if it has been endorsed by the Government of Iraq," states the program's procedures. Predictably, Saddam exploited the program for influence-buying and kickba and filled his coffers by smuggling oil through Syria and elsewhere. With Oil for-Food and smuggling, he was able to sustain his domestic power base ar maintain a lavish lifestyle for his inner circle.

The system was ripe for abuse, in part because a divided Security Council g Saddam far too much flexibility within the program. Oil-for-Food not only g Iraq the power to decide with whom to deal, but also freedom to determine official price of Iraqi oil, revenues from which went legally into the U.N.'s Oi for-Food account. U.N. rules did not allow it to order Iraq to deal directly wi end-users and bypass all those lucky middlemen who got deals from Sadda Nor was the U.N. allowed to view contracts other than those between the oi ministry and the first purchaser, so it had no way of verifying that surcharg were being imposed by the middlemen on end-users. That enabled him to a surcharges to finance his own schemes while still making the final price competitive.

U.N. rules were ostensibly devised to prevent pricing abuses, but in one of many indications of administrative failure, those safeguards appear not to h been enforced. In response, the U.S. and Britain tried often from 2001 to impose stricter financial standards, but Russia blocked changes. Then the U and Britain instituted a system of retroactive pricing--delaying approval of t Iraqi selling price so that they could take account of the market price when giving their approval. This too met with grumbling from Friends of Saddam while it reduced oil exports, it didn't end the corruption.

Throughout most of the program's life, Mr. Sevan's office seemed to see no evil. When overwhelming evidence finally surfaced that Oil-for-Food had become a gravy-train for the Iraqi regime, U.N. officials acknowledged som the abuses but refused any of the blame. Criticism is routinely portrayed as politically motivated. "The [program] has existed in a highly politicized environment from day one," explains the U.N. Web site. "The scale of these operations has also made it a rather large target." Its last line of defense w to punt to the Security Council, whose sanctions committee (authorized by 1990 sanctions resolution and composed of Council members) was meant to oversee the program, receive reports and review audits.

The record of systemic abuse of the program lends credence to claims that oil-ministry list is genuine and should be investigated. The Iraqi Governing Council says it's considering legal action against anyone found to have profi illegally from Oil-for-Food. The U.S. Treasury's Bureau of Immigration and Customs Enforcement is investigating possible violations of U.S. law. But th U.N. has resisted calls for an independent investigation into abuses. Says M Hanks-Drielsma: "I would urge the U.N. to take the high moral ground and instigate a truly independent investigation."

To this end, he wrote a second letter to the U.N. secretariat on Feb. 1, this addressed to Hans Correll, Under Secretary for Legal Affairs and Legal Cour of the U.N., with a copy to British Foreign Secretary Jack Straw. He catalog:

11-L-0559/OSD/40574

questions on areas "which need urgent investigation," e.g. "Why did the U.I approve oil contracts to non-end users?" His letter alleges that "not less than 10% was added to the value of all invoices to provide cash to Saddam . . . was this not identified and prevented?" The letter also asks "What controls in place to monitor BNP [the French bank] who handled the bulk of the LCs, total value of which may have [been] in the region of \$47 billion?"

In a June 2000 statement on Oil-for-Food, Mr. Sevan said, "As [Mr. Annan] it recently, we, as international civil servants, take our marching orders from the Security Council." It might have been more accurate to acknowledge that the U.N. took its marching orders from Saddam.

Ms. Raphael is editorial page editor of The Wall Street Journal Europe.

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720
TAB A

January 27, 2004

671

TO: Gen. Dick Myers

CC: Paul Wolfowitz
Larry Di Rita
David Chu
Powell Moore

FROM: Donald Rumsfeld *DR*

SUBJECT: Legislation on Numbers

At the first day of the CINC conference, there was the discussion about end strength and the need for greater flexibility.

Let's get a proposal fashioned to recommend to the Congress to relieve us of the burden of having to be at a certain number—not above, not below—once each year.

Thanks.

DHR:dh
012704-11

.....
Please respond by 2/27/04

04 JAN 29 AM 7:10

OSD 03774-04

Tab A

11-L-0559/OSD/40576



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

83
2011*15 11 1 07

INFO MEMO

CH-1613-04
12 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS ^{For} *RB/MS 12 Mar 04*

SUBJECT: Legislation On Numbers

- **Issue.** "Let's get a proposal fashioned to recommend to the Congress to relieve us of the burden of having to be at a certain number - not above, not below - once each year." (TAB A)
- **Discussion.** I concur in OSD(P&R)'s proposed language (TAB B) to change United States Code, title 10, section 105 (Personnel Strengths: Requirement for ^{Annual} ~~Annual~~ Authorization), eliminating DOD's requirement to report end strength by ^{stating} ~~stating~~ average strength. OSD(GC) will deliver the proposal in March (TAB C) as part of DOD's OMB-cleared Fiscal Year 2005 legislation program to Congress.

COORDINATION: TAB D

Attachments:

As stated

Prepared By: LtGen James E. Cartwright, USMC; Director, J-8; (b)(6)

11-L-0559/OSD/40577

OSD 03774-04

TAB A

January 27, 2004

671

TO: Gen. Dick Myers
CC: Paul Wolfowitz
Larry Di Rita
David Chu
Powell Moore
FROM: Donald Rumsfeld *DR*
SUBJECT: Legislation on Numbers

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Thanks.

DHR:dh
012704-11

.....
Please respond by 2/27/04

04 JAN 29 AM 7:10

11- L-0559/OSD/40578

Tab A

TAB B

Sec. 115. Personnel strengths: requirement for annual authorization

(a) ACTIVE-DUTY AND SELECTED RESERVE END STRENGTHS TO BE AUTHORIZED BY LAW.—Congress shall authorize personnel strength levels for each fiscal year for each of the following:

(1) The average strength for each of the armed forces (other than the Coast Guard) for:

(A) active-duty personnel (other than members of a Reserve component described in subsection (b)(2)) who are to be paid from funds appropriated for active-duty personnel, and

(B) active-duty personnel and full-time National Guard duty personnel who are to be paid from funds appropriated for reserve personnel in connection with organizing, administering, recruiting, instructing, or training the reserve components of the armed forces to perform duties as prescribed in section 12310 of this title.

(2) The average strength for the Selected Reserve of each reserve component of the armed forces.

(b) CERTAIN RESERVES ON ACTIVE DUTY TO BE AUTHORIZED BY LAW.—Except as authorized under subsection (a)(1), Congress shall authorize the maximum average strength for members of a Reserve component on active duty (other than for training) or full-time National Guard duty (other than for training) who are paid from funds appropriated for—

(1) reserve personnel; or

(2) active duty personnel, to include funds reimbursed to reserve appropriations for reserve or National Guard personnel to perform active duty or full-time National Guard duty provided—

(A) the period of duty is for three years or less; and

(B) the cumulative periods of active duty (other than for training) and full-time National Guard duty (other than for training) performed by the member in the previous 1460 days is less than 1095 days.

(c) LIMITATIONS ON APPROPRIATIONS FOR MILITARY PERSONNEL.—No funds may be appropriated for any fiscal year to or for—

(1) the use of active-duty personnel or full-time National Guard duty personnel of any of the armed forces (other than the Coast Guard) unless the average strength for such personnel of that armed force for that fiscal year has been authorized by law; or

(2) the use of the Selected Reserve of any reserve component of the armed forces unless the average strength for the Selected Reserve of that component for that fiscal year has been authorized by law.

(d) MILITARY TECHNICIAN (DUAL STATUS) AVERAGE STRENGTH TO BE AUTHORIZED BY LAW.—Congress shall authorize for each fiscal year the average strength for military technicians (dual status) for each reserve component of the Army and Air Force. Funds available to the Department of Defense for any fiscal year may not be used for the pay of a military technician (dual status) during that fiscal year unless the technician fills a position that is within the number of such positions authorized by law for that fiscal year for the reserve component of that technician. This subsection applies without regard to section 129 of this title. In each budget submitted by the President to Congress under section 1105 of title 31, the average strength

requested for military technicians (dual status) for each reserve component of the Army and Air Force shall be specifically set forth.

(e) STRENGTH LEVELS.—(1) The Secretary of Defense shall prescribe and include in the budget justification documents submitted to Congress in support of the President's budget for the Department of Defense for any fiscal year the Secretary's proposed end-of-quarter strengths for each quarter of the fiscal year for which the budget is submitted, in addition to the Secretary's proposed fiscal-year average-strengths for that fiscal year. Such strengths shall be submitted for each category of personnel required to be authorized by law under subsection (a) or (d). The Secretary shall ensure that resources are provided in the budget at a level sufficient to support the average-strengths as submitted.

(2) Whenever the Secretary establishes that the average strength level under paragraph (2) will not be achieved in a manner that the Secretary determines will impact national security objectives, the Secretary shall notify the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives of that strength level and its projected impact on national security objectives.

(f) AUTHORITY OF THE SECRETARY OF DEFENSE TO INCREASE THE STRENGTH OF RESERVES ON ACTIVE DUTY.—Upon determination by the Secretary of Defense that such action is in the national interest, the Secretary may increase the strength authorized pursuant to subsection (b), notwithstanding the restrictions of subparagraphs (A) and (B) of paragraph (2), for a fiscal year for any of the armed forces by a number equal to—

(1) the number of members of a reserve component of that armed force on active duty in support of a contingency operation,

(2) the number of members of the National Guard called into Federal service under section 12406 of this title,

(3) the number of members of the militia called into Federal service under chapter 15 of this title, and

(4) the number of members of a reserve component called to or retained on active duty under sections 12301(g), 12301(h) or 12322 of this title.

(g) ADJUSTMENT WHEN COAST GUARD IS OPERATING AS A SERVICE IN THE DEPARTMENT OF THE NAVY.—The authorized strength of the Navy under subsection (a)(1) is increased by the authorized strength of the Coast Guard during any period when the Coast Guard is operating as a service in the Department of the Navy.

(h) DEFINITION.—The term "average strength" shall be the average of the month-end strength levels for the fiscal year.



GENERAL COUNSEL

TAB C

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

✓
2/12

INFO MEMO

February 12, 2004, 5:11 PM

FOR: SECRETARY OF DEFENSE
FROM: William J. Haynes II, General Counsel
SUBJECT: New Legislation concerning End Strength

- This responds to your request to see the proposed legislation on getting new end strength language.
- The Department has not submitted any major new legislative initiatives concerning end strength to the Office of Management and Budget for clearance as part of its Fiscal Year 2005 legislation program.
- The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is reviewing options for new legislation, including re-submission of the bold proposal eliminating end strength in favor of average strength that the Department submitted last year as part of the Department of Defense Transformation Bill. (TAB A)
- Last year, the Senate supported the Department's average strength proposal, but the House did not. The ensuing Conference Committee agreed upon an amendment requiring the Department to submit planned end-of-quarter strength reports in addition to the existing annual end strength report. (TAB B) The final provision enacted by Congress last year did not include the Department's average strength proposal.
- I expect to deliver the Department's OMB-cleared Fiscal Year 2005 legislation program to Congress at the beginning of March. USD(P&R) is aware of this time frame.

Handwritten notes: "Per 2/12" with a circle around the third bullet point.

Attachments: As stated

COORDINATION: (1) USD(P&R) B. Loo 2/12/04
(2) ASD(LA) D. Stanley 2/12/04

Prepared by Vic Bernson, (b)(6)

OSD 02523-04



Tab C

TAB D
COORDINATION

OSD(GC)	William J. Hayes II	6 February 2004
OSD(P&R)	Bill Carr	6 February 2004



TAB

February 6, 2004

TO: **Gen. Dick Myers**
 Paul Wolfowitz
 Gen. Pete Face
 Doug Feith
 Steve Cambone
 Ken Krieg

CC: Les Brownlee, Gordon England, Jim Roche

FROM: Donald Rumsfeld *DR*

SUBJECT: Metrics on "Usability of Forces"

We need metrics that track the usability of US forces—in the aggregate, **by** Service, and **by** categories within the Services. The metrics need **to** be agreed and tracked. This is **as** important as tracking readiness metrics.

Ken Krieg, please take the lead. Work with the Service Secretaries and the other addressees to develop agreed-upon metrics. You may need to use **an** outside consultant to help. We will then set up a tracking mechanism **to** measure progress, with quarterly reports.

When we get that task done, we then ought to **try** to back our metrics into **the NATO** countries and into NATO. Metrics can be a source of embarrassment, but they are a powerful incentive to get right with the world.

Thanks.

DHR:dh
D20504-11 (ts computer).doc

.....

Please respond by 3/1/04

OSD 03775-04



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

2004 MAR 12 11:07

INFO MEMO

CM-1612-04

12 March 2004

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS ^{FIR} *[Signature]* 12 Mar 04

SUBJECT: Metrics on "Usability of Forces"

- **Issue.** You stated that we need metrics to track the usability of JS forces, and tasked Ken Krieg to take the lead in developing agreed-upon metrics (TAB).
- **Answer**
- My staff is fully engaged to support Mr. Krieg's efforts. Ken Krieg formed a panel from OSD, the Joint Staff, Services, and US Joint Forces Command to develop metrics. The panel met on 26 February 2004 to start the process.
- At a follow-up meeting on 4 March 2004, my staff presented a Global Force Management (GFM) briefing, describing where we are now and the capabilities-based objectives of GFM. Mr. Krieg has tasked OSD(P&R) to develop supporting briefings that describe how DOD tracks usability of forces today and how the Defense Readiness Reporting System will support GFM in the future.

COORDINATION: NONE

Attachment:

As stated

Prepared By: LtGen James E. Cartwright, USMC; Director, J-8;

(b)(6)

11-L-0559/OSD/40584

OSD 03775-04

TAB

February 6, 2004

TO: Gen. Dick Myers
Paul Wolfowitz
Gen. Pete Pace
Doug Feith
Steve Cambone
Ken Krieg

CC: Les Brownlee, Gordon England, ~~Jim~~ Roche

FROM: Donald Rumsfeld *DR*

SUBJECT: Metrics on "Usability of Forces"

We need metrics **that** track the usability of US forces—in the aggregate, **by** Service, and by categories within the Services. The metrics need to be agreed and tracked. **This** is as important **as** tracking readiness metrics.

Ken Krieg, please take the **lead**. Work with the Service Secretaries and **the** other addressees **to** develop agreed-upon metrics. **You** may need to use **an** outside consultant to **help**. We will then set up a tracking mechanism to measure progress, with quarterly **reports**.

When **we** get that **task** done, we then ought to **try** to back our metrics into the **NATO** countries and into NATO. Metrics can be **a** source of embarrassment, but they are a **powerful** incentive to get right with **the** world.

Thanks.

DHR:dh
020504-11 (is computer).doc

.....
Please respond by 3/1/04

March 15, 2004

TO: Gus Pagonis
CC: Paul Wolfowitz
FROM: Donald Rumsfeld
SUBJECT: Proposal



230.02

I received your proposal about the creation of a new management position. We'll wash it around and get back to you.

Thanks.

DHR:dh
031504-19

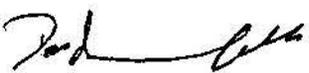
.....
Please respond by _____

15M 04

March 15, 2004

TO: Honorable Colin Powell

CC: Vice President Richard B. Cheney
 Honorable Andrew H. Card, Jr.
 Dr. Condoleezza Rice

FROM: Donald Rumsfeld 

SUBJECT: Visa Interviews for Saudi General Officers

The problem of the US requiring Saudi Arabian general officers be interviewed at the US Embassy is serious. These are individuals we are inviting to the US for military-to-military meetings. They will not come if they have to go to our embassy to be interviewed, or if they have to be interviewed in their own facilities.

What can I do to help?

DHR:dh
 031504-22

Saudi Arabia

15 Mar 04

January 26 2004

~~JOS~~ 207
~~OFF~~
~~BR~~
Pl. fute.

TO: David Chu
CC: Paul Wolfowitz
Jim Haynes
FROM: Donald Rumsfeld *DR*

SUBJECT: Governance for Military Academies

Please draft **up** a memo from me implementing Gordon England's recommendations for the military academies, unless you have reason to believe we should do something else. Then see that it is properly coordinated before I sign it.

Thanks.

Attach.

1/22/04 SecNav memo to SecDef re: Governance for Military Academies

DHR:dh
012204-6

.....
Please respond by 2/6/04

- GC
- PDGC
→ P&HP

OSD 03911-04

(66) 11-44-11

11-L-0559/OSD/40588



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

INFO MEMO

CLASSIFICATION

GENERAL COUNSEL

March 11, 2004, 4:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Legislation for the Governance for Military Academies

- o Working with USD (P&R), we have drafted legislation (Tab A) consistent with the recommendations of the Secretary of the Navy (Tab B) and as recommended by the Fowler Commission concerning Sexual Misconduct Allegations at the Air Force Academy. The proposed legislation would apply to all the Military Academies, as follows:
 - o Repeal the statutory requirement that Service Academy Superintendents retire after their assignment;
 - o Expand the pool of potential candidates for the position of Dean of the Faculty and Dean of the Academic Board, to include both civilian employees and military officers;
 - o Restructure the composition, nomination allocations, duties and responsibilities of the Board of Visitors with mandatory meeting and report requirements.
- OMB has cleared these legislative initiatives and they ~~should be~~ ^{have been} forwarded to Congress, ~~within the week.~~ *WJH*

COORDINATION: None.

cc: USD(P&R)

Prepared By: Robert E. Reed, ODGC (P&HP), (b)(6)



TAB

A

SEC. ___ . DEAN OF THE FACULTY; DEAN OF ACADEMIC BOARD

1 (a) UNITED STATES AIR FORCE ACADEMY.—Section 9335 of title 10, United States Code,
2 is amended to read as follows:

3 **“§ 9335. Dean of the Faculty**

4 “(a) There shall be a Dean of the Faculty at the Academy responsible to the
5 Superintendent for developing and sustaining the curriculum and overseeing the faculty.
6 Notwithstanding any other provision in law, the qualifications, selection procedures, training,
7 retention, and determinations of appropriate pay grade of the Dean of Faculty shall be prescribed
8 by the Secretary of the Air Force. Candidates for Dean of Faculty shall be serving officers or
9 retired or former officers with terminal degrees. The Dean may be either a military officer or a
10 civilian.

11 “(b) While serving as Dean of the Faculty, **an** officer incumbent who holds a grade lower
12 than brigadier general shall hold the grade of brigadier general, if appointed to **that** grade by the
13 President, by and with the advice and consent of the Senate. **The** retirement age of **an** officer so
14 appointed is **that** of a permanent professor of the Academy. **An** officer so appointed is counted
15 for purposes of the limitation in section 526(a) of this title on general officers of the Air Force on
16 active duty. A civilian incumbent will be designated as a member of the Senior Executive
17 Service.”

18 (b) UNITED STATES MILITARY ACADEMY.—section 4335 of title 10, United States Code,
19 is amended to read as follows:

20 **“§ 4335. Dean of Academic Board**

March 8, 2004 386(1)

1 “(a) There shall be a Dean of the Academic Board at the Academy responsible to the
2 Superintendent for developing and sustaining the curriculum and overseeing the faculty.
3 Notwithstanding any other provision in law, the qualifications, selection procedures, training,
4 retention, and determinations of appropriate pay grade of the Dean of the Academic Board shall
5 be prescribed by the Secretary of the Army. Candidates for Dean of Faculty shall be serving
6 officers or retired or former officers with terminal degrees. The Dean may be either a military
7 officer or a civilian.

8 “(b) While serving as Dean of the Academic Board, an officer incumbent who holds a
9 grade lower than brigadier general shall hold the grade of brigadier general, if appointed to that
10 grade by the President, by and with the advice and consent of the Senate. The retirement age of
11 an officer so appointed is that of a permanent professor of the Academy. An officer so appointed
12 is counted for purposes of the limitation in section 526(a) of this title on general officers of the
13 Army on active duty. A civilian incumbent will be designated as a member of the Senior
14 Executive Service.”

Section-by-Section Analysis

This proposal would implement recommendations from the Fowler Commission established to review sexual misconduct allegations at the Air Force Academy. Specifically, this proposal would expand the available pool of potential candidates for the position of Dean of Faculty/Dean of the Academic Board to include both civilian and military officers at both the U.S. Air Force Academy and the U.S. Military Academy. The Naval Academy does not have a statute that deals with the Dean of Faculty.

March 8, 2004 386(1)

11-L-0559/OSD/40592

**SEC. ___ . REPEAL OF REQUIREMENT THAT SERVICE ACADEMY
SUPERINTENDENTS RETIRE AFTER ASSIGNMENT.**

1 (a) REPEAL.—Sections 3921, 4333a, 6371, 6951a, 8921 and 9333a of Title 10,
2 United States Code, are repealed.

3 (b) CLERICAL AMENDMENTS.—

4 (1) The table of sections at the beginning of chapter 367 is amended by
5 striking the item relating to section 3921.

6 (2) The table of sections at the beginning of chapter 403 is amended by
7 striking the item relating to section 4333a.

8 (3) The table of sections at the beginning of chapter 573 is amended by
9 striking the item relating to section 6371.

10 (4) The table of sections at the beginning of chapter 603 is amended by
11 striking the item relating to section 6951a.

12 (5) The table of sections at the beginning of chapter 867 is amended by
13 striking the item relating to section 8921.

14 (6) The table of sections at the beginning of chapter 903 is amended by
15 striking the item relating to section 9333a.

Section-by-Section Analysis

This proposal would implement the Fowler Commission Recommendations concerning Sexual Misconduct Allegations at the Air Force Academy and apply them to all of the service academies. This proposal addresses the Fowler recommendations to change the requirement that assignment as the Academy Superintendent by a terminal position.

This proposal eliminates the requirements that the Secretary of each Military Department retire the officer serving as the Superintendent of that Department's Service Academy upon the completion of the officer's detail to the Superintendent's position and that an officer acknowledge the obligation to retire as a condition precedent to being detailed to the Superintendent's position. This section permits the Secretaries of the Military Departments to exercise the greatest flexibility with regard to future utilization of talented senior officers following their tours of duty as the superintendents of service academies.

**SEC. ____ . REPEAL OF REQUIREMENT THAT SERVICE ACADEMY
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7 striking the item relating to section 4333a.

8 (3) The table of sections at the beginning of chapter 573 is amended by
9 striking the item relating to section 6371.

10 (4) The table of sections at the beginning of chapter 603 is amended by
11 striking the item relating to section 6951a.

12 (5) The table of sections at the beginning of chapter 867 is amended by
13 striking the item relating to section 8921.

14 (6) The table of sections at the beginning of chapter 903 is amended by
15 striking the item relating to section 9333a.

Section-by-Section Analysis

This proposal would implement the Fowler Commission Recommendations concerning Sexual Misconduct Allegations at the Air Force Academy and apply them to all of the service academies. This proposal addresses the Fowler recommendations to change the requirement that assignment as the Academy Superintendent by a terminal position.

This proposal eliminates the requirements that the Secretary of each Military Department retire the officer serving as the Superintendent of that Department's Service Academy upon the completion of the officer's detail to the Superintendent's position and that an officer acknowledge the obligation to retire as a condition precedent to being detailed to the Superintendent's position. This section permits the Secretaries of the Military Departments to exercise the greatest flexibility with regard to future utilization of talented senior officers following their tours of duty as the superintendents of service academies.

**SEC. ____ . BOARD OF VISITORS; UNITED STATES AIR FORCE ACADEMY;
UNITED STATES MILITARY ACADEMY; UNITED STATES NAVAL
ACADEMY.**

1 (a) UNITED STATES AIR FORCE ACADEMY. ---Section 9355 of title 10, United States Code,
2 is mended to read as follows:

3 **"§ 9355. Board of Visitors**

4 "(a) A Board of Visitors to the Academy is constituted annually of—

5 "(1) two members of the Senate designated by the Vice President or the President
6 pro tempore of the Senate;

7 "(2) one person, who is not a member of the Senate, as designated by the Vice
8 President or the President pro tempore of the Senate;

9 "(3) three members of the House of Representatives designated by the Speaker of
10 the House of Representatives;

11 "(4) one person, who is not a member of the House of Representatives, designated
12 by the Speaker of the House of Representatives; and

13 "(5) eight persons designated by the President, or his designee.

14 "(b) All Board members will pledge full participation in executing their responsibilities to
15 the Board. The persons designated by the President serve for three years each except that any
16 member whose term of office has expired shall continue to serve until his successor is appointed.
17 The President shall designate replacement members each year to succeed the members appointed
18 by the President whose terms expire that year. At least two persons designated by the President
19 shall be graduates of the Air Force Academy.

March 8, 2004 385(1).wpd

1 “(c) If a member of the Board dies or resigns, a successor shall be designated for the
2 unexpired portion of the term by the official who designated the member. If a member fails to
3 attend or fully participate in two successive Board meetings, Board membership will be
4 automatically terminated, unless granted prior excusal from those meetings, for good cause, by
5 the Board Chairman.

6 “(d) When possible, the Board should meet at least four times a year, with at least two of
7 those meetings at the Academy. The Board or its members may make other visits to the
8 Academy in connection with the duties of the Board.

9 “(e) Board meetings should last at least one full day. The Board shall inquire into the
10 morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal
11 affairs, academic methods, and other matters relating to the Academy which the Board decides to
12 consider and receive candid and complete disclosure, consistent with applicable laws concerning
13 disclosure of information, by the Secretary of the Air Force and Academy Superintendent of all
14 institutional problems, and to recommend appropriate action. Board members shall have
15 unfettered access to Academy grounds and cadets.

16 “(f) Within 30 days after any meeting, the Board shall submit a written report to the
17 Secretary of Defense, through the Secretary of the Air Force, with its views and
18 recommendations pertaining to the Academy.

19 “(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

20 “(h) While performing duties, each member of the Board and each adviser shall be
21 reimbursed under Government travel regulations for travel expenses.”.

22 (b) UNITED STATES MILITARY ACADEMY.—section 4355 of such title is amended to read

March 8, 2004 385(1).wpd

1 as follows:

2
3 **“§ 4355. Board of Visitors**

4 “(a) A Board of Visitors to the Academy is constituted annually of—

5 “(1) two members of the Senate designated by the Vice President or the President
6 pro tempore of the Senate;

7 “(2) one person, who is not a member of the Senate, as designated by the Vice
8 President or the President pro tempore of the Senate;

9 “(3) three members of the House of Representatives designated by the Speaker of
10 the House of Representatives;

11 “(4) one person, who is not a member of the House of Representatives, designated
12 by the Speaker of the House of Representatives; and

13 “(5) eight persons designated by the President, or his designee.

14 “(b) All Board members will pledge full participation in executing their responsibilities to
15 the Board. The persons designated by the President serve for three years each except that any
16 member whose term of office has expired shall continue to serve until his successor is appointed.
17 The President shall designate replacement members each year to succeed the members appointed
18 by the President whose terms expire that year. At least two persons designated by the President
19 shall be graduates of the United States Military Academy.

20 “(c) If a member of the Board dies or resigns, a successor shall be designated for the
21 unexpired portion of the term by the official who designated the member. If a member fails to
22 attend or fully participate in two successive Board meetings, Board membership will be

March 8, 2004 385(1).wpd

1 automatically terminated, unless granted prior excusal from those meetings, for good cause, by
2 the Board Chairman.

3 “(d) When possible, the Board should meet at least four times a year, with at least two of
4 those meetings at the Academy. The Board or its members may make other visits to the
5 Academy in connection with the duties of the Board.

6 “(e) Board meetings should last at least one full day. The Board shall inquire into the
7 morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal
8 affairs, academic methods, and other matters relating to the Academy which the Board decides to
9 consider and receive candid and complete disclosure, consistent with applicable laws concerning
10 disclosure of information, by the Secretary of the Army and Academy Superintendent of all
11 institutional problems, and to recommend appropriate action. Board members shall have
12 unfettered access to Academy grounds and cadets.

13 “(f) Within 30 days after any meeting, the Board shall submit a written report to the
14 Secretary of Defense, through the Secretary of the Army, with its views and recommendations
15 pertaining to the Academy.

16 “(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

17 “(h) While performing duties, each member of the Board and each adviser shall be
18 reimbursed under Government travel regulations for travel expenses.”.

19 (c) UNITED STATES NAVAL ACADEMY.—Section 6968 of such title is amended to read as
20 follows:

21 **“§ 6968. Board of Visitors**

22 “(a) A Board of Visitors to the Naval Academy is constituted annually of—

1 “(1) two members of the Senate designated by the Vice President or the President
2 pro tempore of the Senate;

3 “(2) one person, who is not a member of the Senate, as designated by the Vice
4 President or the President pro tempore of the Senate;

5 “(3) three members of the House of Representatives designated by the Speaker of
6 the House of Representatives;

7 “(4) one person, who is not a member of the House of Representatives, designated
8 by the Speaker of the House of Representatives; and

9 “(5) eight persons designated by the President, or his designee.

10 “(b) All Board members will pledge full participation in executing their responsibilities to
11 the Board. The persons designated by the President serve for three years each except that **any**
12 member whose term of office has expired shall continue to serve until his successor is appointed.
13 The President shall designate replacement members each year to succeed the members appointed
14 by the President whose terms expire that year. At least two persons designated by the President
15 shall be graduates of the United States Naval Academy.

16 “(c) If a member of the Board dies or resigns, a successor shall be designated for the
17 unexpired portion of the term by the official who designated the member. If a member fails to
18 attend or fully participate in two successive Board meetings, Board membership will be
19 automatically terminated, unless granted prior excusal from those meetings, for good cause, by
20 the Board Chairman.

21 “(d) When possible, the Board should meet at least four times a year, with at least two of
22 those meetings at the Academy. The Board or its members may make other visits to the

March 8, 2004 385(1).wpd

1 Academy in connection with the duties of the Board.

2 “(e) Board meetings should last at least one full day. The Board shall inquire into the
3 morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal
4 affairs, academic methods, and other matters relating to the Academy which the Board decides to
5 consider and receive candid and complete disclosure, consistent with applicable laws concerning
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7 institutional problems, and to recommend appropriate action. Board members shall have
8 unfettered access to Academy grounds and cadets.

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10 Secretary of Defense, through the Secretary of the Navy, with its views and recommendations
11 pertaining to the Academy.

12 “(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

13 “(h) While performing duties, each member of the Board and each adviser shall be
14 reimbursed under Government travel regulations for travel expenses.”.

Section-by-Section Analysis

This proposal would implement recommendations from the Fowler Commission established to review sexual misconduct allegations at the Air Force Academy. Specifically, this proposal alters the composition and charter of the Board of Visitors (BOV) for the Military Academies.

More members of the Board would be appointed by the President. In addition, the Board would be required to meet four times each year, up from the current requirement of one meeting, and members may not miss two consecutive meetings without prior permission from the Board Chairman for good cause. Failure to meet this requirement would result in the automatic termination of the individual’s membership.

In addition, the charter of the Board would be expanded in this legislation to a more detailed inventory of Academy climate, culture, and procedures for review, and the requirement for Board reports would be increased from one per year to one per meeting, with the report due in

March 8, 2004 385(1).wpd

30 days instead of the existing 60 days.

The Fowler Commission considered these changes to be desirable due to the perceived lack of rigorous oversight of the U.S. Air Force Academy by its Board of Visitors. This proposal would ensure that future oversight is constant, meaningful, and consistent across the Military Departments.

March 8,2004 385(1).wpd

11-L-0559/OSD/40601

TAB

B

26
January 22, 2004

~~JAS~~ 207
~~AS~~
~~SEA~~
P. H. P.

TO: David Chu
CC: Paul Wolfowitz
Jim Haynes
FROM: Donald Rumsfeld *DR*

SUBJECT: Governance for Military Academies

Please draft up a memo from me implementing Gordon England's recommendations for the military academies, unless you have reason to believe we should do something else. Then see that it is properly coordinated before I sign it.

Thanks.

Attach.

1/22/04 SecNav memo to SecDef re: Governance for Military Academies

DHR:dh
012204-6

.....
Please respond by 2/6/04

- GC
- PDGC
→ P&HP

(66) 11-44-11

11-L-0559/OSD/40603

✓
1/22

January 22, 2004

To: SECDEF
Fr: SECNAV
Subj: Governance for Military Academies

Mr. Secretary,

Three changes could be made to improve the governance of all services academies.

- (1) In regard to the makeup and operation of the Board of Visitors, universally apply the "Fowler recommendations" to all three academies.
- (2) The Board of Visitors should report to the respective service secretary (under your oversight) instead of to the President as is currently the case under 10USC § 9355.
- (3) Finally, service secretaries should consider creating an executive steering group to link the Secretary's office and the academy for day-to-day matters. These boards are either in place or being implemented now by each service secretary, and their governance responsibilities should be codified for consistency across the academies.

A handwritten signature in black ink, appearing to be "A. ...", with a long horizontal line extending to the right.

720

March 19, 2004

TO: Honorable Andrew H. Card, Jr.
FROM: Donald Rumsfeld *DR*
SUBJECT: Intrepid Foundation Invitation for POTUS

Here is a letter from the Intrepid Foundation in New York. They want to honor the President in May.

It is an organization that does a good deal for the military, including providing scholarships to dependents. The Fisher family also funds the Fisher Houses, which are rooms military families can use while visiting loved ones undergoing treatment at military health facilities, including Walter Reed and Bethesda Naval Hospital.

It is worth your consideration.

Thanks.

Attach.
12/22/03 intrepid Foundation invitation to POTUS

DHR:dh
03/19/04-7

001, 16H

17 Mar 04 16 Mar 04

OSD 03920-04



ARNOLD FISHER
CHAIRMAN OF THE BOARD

December 22, 2003

Dear Mr. President,

On behalf of the Board of Trustees of the Intrepid Museum Foundation, it is my honor to invite you to receive the 2004 **Intrepid Freedom Award**, a special honor presented to selected world leaders for their leadership in the advancement of **peace, freedom and democracy**.

The **Intrepid Freedom Award** was created by the Board of Trustees in 1992 to recognize outstanding leaders who have stood tall in defense of the principles prized by people throughout the world. Past recipients have included Presidents Reagan and Yeltsin, and Prime Ministers Rabin and Thatchee, as well as then-Secretary Cheney and General Powell. Our board has recommended you for this Award in recognition of your pursuit of world freedom and democracy.

The Award will be presented at the **Fleet Week Gala**, hosted aboard the historic World War II aircraft Carrier *Intrepid* in New York City on the evening of May 27, 2004. The dinner will be part of the 17th anniversary of Fleet Week. Fleet Week, often referred to as "America's Premiere thank-you to the men and women of the Armed Forces," is hosted annually by the Intrepid Museum Foundation and the City of New York. Vessels from the United States Navy and Coast Guard, as well as from Allied nations from around the world, visit New York to join in the week's celebrations.

Since the inception of Fleet Week in New York in 1987, 300,000 American military personnel, from all five branches of the Armed Forces, have joined in the event. The Museum arranges a series of activities for them, including free crew parties aboard *Intrepid*, athletic competitions, and other special events. Other New York organizations join in as well: The New York Yankees and Mets each donate 5,000 tickets for the troops for baseball games; theatres offer Broadway show tickets, and many restaurants and stores offer discounts for servicemen and women in town. Fleet Week has become a true opportunity for American citizens to offer their thanks to those who serve in our nation's defense. This year 10,000 U.S. troops will be joined by sailors from other allied nations for our celebration.

The black-tie Gala is hosted on the hangar deck of the World War II - era carrier *Intrepid*, which serves as the centerpiece of the Intrepid Sea Air Space Museum. The Gala, which also honors the members of the Armed Forces of the United States and allied nations, is a military-themed event featuring patriotic entertainment. The event is scheduled to begin at six o'clock with a reception, followed by dinner in the carrier's hangar deck area. Senior Federal, State and City officials will be in attendance. Our nation's top corporate CEO's and national figures will be present as well.

01/09/04 03:59

(b)(6)

Received: 1/ 9/04 10:59:

01/09/04 FRI 17:24 TEL

-> INTREPID MUSEUM BVP; PAGE 0

0000

I hope that you will join in what I promise will be an outstanding event. My office will provide all details required by your staff, and we are standing by to assist in any special arrangements that may be required. We hope that you will accept our invitation and that we will see you and the First Lady at the Gala.

Sincerely,

A handwritten signature in black ink, appearing to be "G. W. Bush", written in a cursive style.

The Honorable George W. Bush
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

11-L-0559/OSD/40607

(b)(6)

08/03/1995 09:59



OFFICE OF THE SECRETARY OF DEFENSE
2009 MAR 17 AM 8:48

BILL WHIT
President

Background info only - Faxed file copy only - do not send

Dear Mr. Se _____

I hope you are well. Attached please find a copy of an invitation letter that Arnold Fisher sent to The President. We would like to seek your support and counsel on the best way to proceed and would welcome the opportunity to discuss it with you at your earliest convenience.

With warmest regards to you and Joyce,

Bill

(b)(6)

3/19

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

Enclosure

OSD 03920-04



OFFICE OF THE
SECRETARY OF DEFENSE
2004 MAR 17 AM 8:43

Faxed

BILL WHITE
President

March 16, 2004

Dear Mr. Secretary,

I hope you *are* well. Attached please find a copy of an invitation letter that Arnold Fisher sent to The President. We would like to seek your support and counsel on the best way to proceed and would welcome the opportunity to discuss it with you at your earliest convenience.

With warmest regards to you and Joyce,

Bill

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

Enclosure

OSD 03920-04



ARNOLD FISHER
CHAIRMAN OF THE BOARD

December 22, 2003

Dear Mr. President,

On behalf of the Board of Trustees of the Intrepid Museum Foundation, it is my honor to invite you to receive the 2004 Intrepid Freedom Award, a special honor presented to selected world leaders for their leadership in the advancement of peace, freedom and democracy.

The Intrepid Freedom Award was created by the Board of Trustees in 1992 to recognize outstanding leaders who have stood tall in defense of the principles prized by people throughout the world. Past recipients have included Presidents Reagan and Yeltsin, and Prime Ministers Rabin and Thatcher, as well as the Secretary Cheney and General Powell. Our board has recommended you for this Award in recognition of your pursuit of world freedom and democracy.

The Award will be presented at the Fleet Week Gala, hosted aboard the historic World War II aircraft carrier *Intrepid* in New York City on the evening of May 27, 2004. The dinner will be part of the 17th anniversary of Fleet Week. Fleet Week, often referred to as "America's Premiere thank-you to the men and women of the Armed Forces," is hosted annually by the Intrepid Museum Foundation and the City of New York. Vessels from the United States Navy and Coast Guard, as well as from Allied nations from around the world, visit New York to join in the week's celebrations.

Since the inception of Fleet Week in New York in 1987, 300,000 American military personnel, from all five branches of the Armed Forces, have joined in the event. The Museum arranges a series of activities for them, including free crew parties aboard *Intrepid*, athletic competitions, and other special events. Other New York organizations join in as well: The New York Yankees and Mets each donate 5,000 tickets for the troops for baseball games; theatres offer Broadway show tickets, and many restaurants and stores offer discounts for servicemen and women in town. Fleet Week has become a true opportunity for American citizens to offer their thanks to those who serve in our nation's defense. This year 10,000 U.S. troops will be joined by sailors from other allied nations for our celebration.

The black-tie Gala is hosted on the hangar deck of the World War II - era carrier *Intrepid*, which serves as the centerpiece of the Intrepid Sea Air Space Museum. The Gala, which also honors the members of the Armed Forces of the United States and allied nations, is a military-themed event featuring patriotic entertainment. The event is scheduled to begin at six o'clock with a reception, followed by dinner in the carrier's hangar deck area. Senior Federal, State and City officials will be in attendance. Our nation's top corporate CEO's and national figures will be present as well.

08/03/1995 09:59

(b)(6)

Received: 1/9/04 10:59

-> INTREPID MUSEUM BVP: Page 5

01/09/04 FRI 17:24 TEL

005

I hope that you will join in what I promise will be an outstanding event. My office will provide all details required by your staff, and we are standing by to assist in any special arrangements that may be required. We hope that you will accept our invitation and that we will see you and the First Lady at the Gala.

Sincerely,



The Honorable George W. Bush
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

March 17, 2004

014,35

TO: Honorable Andrew H. Card, Jr.
FROM: Donald Rumsfeld *DR*
SUBJECT: Opportunity to Vote

Andy—

Attached is a talking paper on what we are doing with respect to absentee voting. Also attached are some memoranda I have sent to the secretaries of the military departments and to the Chairman of the Joint Chiefs of Staff and the combatant commanders.

Regards,

Attach.
3/16/04 Talking Paper re: Absentee Voting Preparations for the 2004 Elections
Memos to DoD

DHR:dh
031704-4

OSD 03927-04

19 MAR 04

TALKING PAPER

March 16,2004 — 12:02 p.m.

SUBJECT: Absentee Voting Preparations for the 2004 Elections

- The Secretary of Defense is the Presidential Designee [to carry out the Uniformed and Overseas Citizens Absentee Voting Act, which covers the voting rights of the Uniformed Services and their family members - both CONUS and OCONUS - as well as all US citizens outside the United States.
- The Department publishes a biennial Voting Action Plan laying out programmatic responsibilities. Each Service has assigned a Senior Service Voting Representative (of General or Flag rank) and a Service Voting Action Officer, who is responsible for the program.
- There are more than six million potential voters: 3.7 million overseas civilians not affiliated with the Government; 1.4 million military; 1.3 million dependents of voting age; and .1 million federal civilian employees. Past Absentee voting:

<u>Year</u>	<u>Uniformed</u>	<u>Federal Civilian</u>	<u>Civilian (non-federal)</u>
2000	69%	65%	37%

- The Federal Voting Assistance Program Office (FVAP) has been visiting mobilization sites (7 sites) and major installations. To date, 43 Voting Assistance Officer Training workshops have been completed at 41 installation sites. An additional 144 workshops are scheduled through August 2004. In addition, Voting Assistance Officer Training is offered on-line, on compact disc, and in book form.
- All States now accept the on-line version of the Federal Post Card application. We have been monitoring voting during the Primaries to detect problems and implement necessary corrective actions before the General Election.
- The NDAA FY02 directed the DoD to conduct an electronic voting demo (Secure Electronic Registration and Voting Experiment (SERVE)), for 2004. In view of the inability to ensure legitimacy of votes that would be cast in the Electronic Registration and Voting Experiment thereby bringing into doubt the integrity of the election results, the Department took immediate steps to suspend the use of the system to register or vote via the Internet.
- We have established September 3 – 11, 2004, as Armed Forces Voter Registration Week to ensure timely voter registration. Absentee Voter Week will be scheduled for October 11 – 15, 2004, to ensure absentee ballots are completed and mailed prior to the general election.

11-L-0559/OSD/40613



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

MAR 17 2004

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Opportunity to Vote During the 2004 Elections

As the men and women of our Uniformed Services serve around the world defending democracy and freedom, we are reminded of our precious right as Americans to choose our national leaders. Today, more people around the world than ever before hold this most fundamental democratic right—the right to vote. This year, Americans at home and abroad will vote in elections to fill Federal, state and local offices. We will be voting to elect the President and Vice President, 34 U.S. Senators, the entire U.S. House of Representatives, 13 State Governors, and hundreds of local officials. The outcome of these elections will shape the nation's future.

For the men and women of our Uniformed Services, the opportunity to register and cast their ballots in the 2004 elections will depend significantly on the assistance and support they receive from Service and command voting programs and from the Voting Assistance Officers assigned to their units. Those serving overseas, especially in Iraq and Afghanistan, and mobilized National Guard and Reserve units, will face the additional challenges of the availability of election information and materials and the lengthened time it takes to receive and return their absentee ballots through the mails. I want your support for the following:

- Ensure command support of the voting program at all levels of command. Personal involvement of commanders is crucial to effective implementation of the voting program. Assign quality officers the duty of Voting Assistance Officers and comment on their performance as a Voting Assistance Officer on their evaluation reports. Voting Assistance Officers must be given the time and resources needed for them to perform their duties effectively, including the opportunity to complete a Federal Voting Assistance Program Training Workshop.
- Publicize the identity and location of Voting Assistance Officers within each major command, on each installation, and within each unit. Service, command, installation and unit websites should maintain prominent voting information links for the benefit of Service members.
- Service Voting Assistance Officers must establish and maintain a directory of major command and installation Voting Assistance Officers and have the



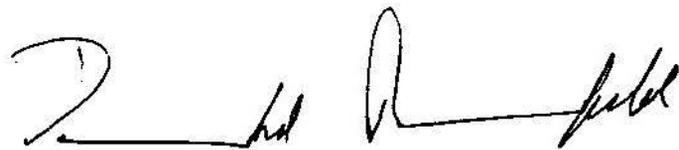
11-L-0559/OSD/40614

means by which to effectively and rapidly communicate with them and their subordinates. I will be asking Dr. David Chu to meet with the Senior Service Voting Representatives regularly between now and election day to get updates and act quickly to resolve any problems.

- Voting materials, including the Federal Post Card Application and the Federal Write-In Absentee Ballot must be distributed to all units, and unit Voting Assistance Officers must be aware of the availability of such materials. These materials are available in book form, on CD and on the Internet at <http://www.fvap.gov>. I want to ensure each Service member is handed the Federal Post Card Application and is offered assistance in completing the form if needed.
- Use your command and public information capabilities to support the September 2004 Armed Forces Voter's Week and designate other special days to inform members and families of absentee voter registration and voting procedures ensuring that all voters are registered to vote by the end of September. I want each of you to designate the week of October 11-15" as Absentee Voting Week. If overseas voters complete and mail their ballots by October 15, their votes will reach any precinct in time to be counted.,

We will not recommend any party or candidate. Our mission is to ensure every Service member and their families have the opportunity to vote in the appropriate Primary, Special, Runoff and General Elections and to ensure that their votes are counted.

Voting is both a privilege and a responsibility of citizens in a democracy. It is our responsibility, as leaders of the Armed Services, to do everything we can to ensure that our Service members and their families exercise their right to vote.

A handwritten signature in black ink, appearing to read "David Chu". The signature is written in a cursive style with a long horizontal stroke at the end.



THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAR 17 2004

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF COMBATANT COMMANDERS

SUBJECT: Opportunity to Vote During the 2004 Elections

As the men and women of our Uniformed Services serve around the world defending democracy and freedom, we are reminded of our precious right as Americans to choose our national leaders. Today, more people around the world than ever before hold this most fundamental democratic right—the right to vote. This year, Americans at home and abroad will vote in elections to fill Federal, state and local offices. We will be voting to elect the President and Vice President, 34 U.S. Senators, the entire U.S. House of Representatives, 13 State Governors, and hundreds of local officials. The outcome of these elections will shape the nation's future.

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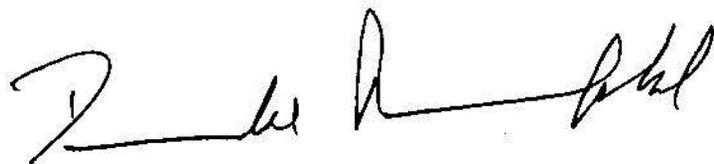


11-L-0559/OSD/40616

- Service Voting Assistance Officers must establish and maintain a directory of major command and installation Voting Assistance Officers and have the means by which to effectively and rapidly communicate with them and their subordinates. I will be asking Dr. David Chu to meet with the Senior Service Voting Representatives regularly between now and election day to get updates and act quickly to resolve any problems.
- Voting materials, including the Federal Post Card Application and the Federal Write-In Absentee Ballot must be distributed to all units, and unit Voting Assistance Officers must be aware of the availability of such materials. These materials are available in book form, on CD and on the Internet at <http://www.fvap.gov>. I want to ensure each Service member is handed the Federal Post Card Application and is offered assistance in completing the form if needed.
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Voting is both a privilege and a responsibility of citizens in a democracy. It is our responsibility, as leaders of the Armed Services, to do everything we can to ensure that our Service members and their families exercise their right to vote.



March 17, 2004

TO: SEE DISTRIBUTION

FROM: Donald Rumsfeld 

SUBJECT: Updating Systems and Procedures

We have had a series of difficulties over the past three years, where only after a period of serious problems with a DoD system or process have we realized that we were still in the industrial age, rather than the 21st century.

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For example:

- DoD Contingency Plans were out of date, and the process for preparing them was antiquated, excessively long and not suitable for the 21st century. Now we are fixing them.
- The deployment process for the Iraq conflict was broken. Now we are fixing it.
- The balance between the Active component and the Reserve component was clearly out of whack. Now we are rebalancing the AC/RC.
- Our SRO procedures were sluggish and out of date. Now they have been revamped.
- Today we read that the pay systems for the Guard and Reserve are okay if the Guard and Reserve are doing one weekend per month and a two-week active duty period per year, but seriously inadequate when we are mobilizing to the extent we have had to during the Iraq conflict.

17 Mar 04

OSD 03937-04

I am concerned about what we'll discover next that is broken. We've made lots of progress on the operational side, but please review the systems, procedures and business practices that you use and/or are responsible for, and advise me of those that you believe we need to fix now, before we need them and before we discover they are not suited to the 21st century. I'd like to try to get ahead of the curve.

Please coordinate your responses with Ken Krieg in PA&E.

Thanks.

DHR:dh
031504-23

.....
Please respond by 4/16/04

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CoS Army

CoS Air Force

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COCOM: EUCOM, NORTHCOM, TRANSCOM, STRATCOM, PACOM,
SOUTHCOM, JFCOM, CENTCOM

USFK



SECRETARY OF THE AIR FORCE
WASHINGTON

DA 4/22

APR 26 2004

FOR SECRETARY OF DEFENSE

SUBJECT: Updating Systems and Procedures (Your memo, 17 March 04)

General Jumper and I share your concern that Operational Support (OS) processes are lagging behind the needs of our Joint Warfighters. Our principal focus is on meeting the needs of our key customer – the joint warfighter.

To that end, we established the Commanders' Integrated Product Team (IPT). The IPT is chaired by our DCS, Warfighting Integration with the Air Force CIO as the Vice Chair. The team includes nine other Air Staff leaders and four vice commanders of our major commands – this team is making progress in providing integrated, cross-functional OS support. This renewed focus has already paid dividends – the ramp up in Air Force portal use shown in our Top Six report is a direct outcome of the push.

381

In addition, we have implemented a process whereby we receive feedback from our key customers on computer systems that have broad, negative impact to mission accomplishment. The worst of these become our "Top Six" which we continuously review and improve through a coordinated effort among functional leaders, support communities, users, and program managers until they are "well enough" to be removed from oversight, and other systems then take their place.

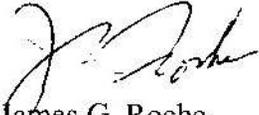
Our functional communities have embarked on a deliberate effort to adopt commercially-based business practices. These activities are aligned with the overarching direction provided and reviewed by the OSD Business Management team. Key examples include establishment of a foundational capability to share operational support data through a program called Global Combat Support System-AF (GCSS-AF), the restructuring of our logistic processes to make better use of commercial enterprise resource planning tools under an initiative called eLog21, and improved support to Airmen through a personnel and finance initiative called Customer Service Transformation. As a result of this last initiative, we are calling for acceleration of OSD delivery of DIHMRS to the Air Force, and expect to return a number of personnel in support functions to stressed expeditionary specialties.

26 Apr 04

We have also identified two key processes that need to be adapted. The first is an initiative to replace the current OMB competitive sourcing strategy (A-76) with a Strategic Partnership Campaign Plan. This plan will identify non-core competency activities for competitive sourcing enterprise-wide using a single strategic partner for a given activity. The goal is to reduce the patchwork nature of the way activities are currently performed across the Air Force. The second is to implement a process to better identify joint senior leader skill requirements and develop joint senior leaders. This would offer the Services a clearer opportunity to fill military and civilian positions with a wider base of best available senior leaders, thereby enhancing overall performance.

17 Mar 04

The attachments to this memo list some of the detailed areas where we need to improve. We are pursuing several areas that build on one another as a means to orchestrate overall Operational Support. I would be happy to have our team share thoughts with your staff.



James G. Roche
Secretary of the Air Force

Attachments:

1. Operational Support Modernization, Systems and Procedures
2. Top Six Update, Mar 04
3. Joint Requirements Project

cc: ASD/PA&E

TAB

1

Operational Support Modernization (Systems and Procedures)



U.S. AIR FORCE

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Part 1: DoD Initiatives

AF Support of Business Management Modernization

Identified need: Legacy financial management and associated feeder systems are unable to provide warfighters and decision-makers timely, reliable, and accurate financial and management information and are unable to process transactions at "Internet speed," because they are not integrated or they are incompatible.

Processes to be addressed: This gap or shortfall affects the following processes:

- Military pay
- Vendor and commercial payment
- Accounting
- Budget
- Cost performance

Changes to systems/ personnel: The DoD Business Management Modernization Program (and its Air Force equivalent, the Operational Support Management Program) is designed to address the bulk of this challenge by transforming business processes and developing integrated enterprise solutions. In support of this, PM has launched the following initiatives:

- Provide self-service internet-based pay and personnel customer service so that airmen anywhere at anytime can take care of their pay requirements.
- Implement seamless e-commerce for our vendor payment environment that maximizes discount opportunities, minimizes interest penalties, **and** assures billing costs are minimized.
- Develop performance-based budgets that link planning, programming, budgeting and execution to capabilities and performance so that we improve resource decision-making.
- Deploy a COTS accounting system (with cost functionality) so that it produces reliable and timely information and warfighters know the true cost of major processes and can make the proper trade-offs when confronted with unforeseen contingencies.
- Use data warehousing and business intelligence support tools to increase FM decision support capability.

POC: Lt Col Jones, /SAF/FMT, (b)(6)

Spend Plan/Strategic Sourcing

Identified need: Ability to analyze spend data across the DoD Enterprise which is captured in contract writing systems in order to find and leverage strategic sourcing opportunities.

Processes to be addressed: AF Contractings' ability to gather information and create business intelligence will be enhanced by the AF's involvement with the OSD Acquisition Domain and the Rapid Acquisition Incentive - Net Centric (RAI-NC) programs' Acquisitions Spend Analysis Pilot (ASAP). The objectives of the ASAP are to:

- Automate the collection of spend data across the DoD
- Prove that it is possible, from a DoD-wide perspective, to reduce the complexity of data integration
- Increase the accuracy of information used to support DoD's strategic sourcing commodity efforts

This pilot will virtually link contracting data from the AF, Navy, Army and MDA to provide intelligence on strategic sourcing opportunities in a net centric environment. This pilot is scheduled for September 2004.

Changes to systems/personnel: This is a pilot effort. There will be a DoD opportunity analysis conducted in October 2004.

AF POC: Mr. Dan Bowman, SAF/AQC, (b)(6)

OSD POC: Ms Diane Morrison, Defense Procurement & Acquisition Policy, Ebusiness Acquisition Domain, (b)(6)

Expeditionary Contracting

Identified need: The Joint Forces Commander needs the capability to acquire supplies, services, and construction in a joint seamless end-to-end environment, providing the best value for taxpayer dollars by enabling aggregated buying and standardization (e.g. spend analysis). The resultant solution must operate at home base or in deployed/contingency environments. It must provide a procurement capability that anticipates expeditionary forces requirements and delivers contracting tools and information in a net centric environment.

Processes to be addressed: The Acquisition Domain is addressing current and programmed capability to accomplish the sourcing tasks across DoD under the full range of operating conditions. The capability resulting from the analysis will enable the DOD to acquire services, supplies, and construction in support of its mission in a standardized, seamless, end-to-end, shared data environment. The capability will provide DoD with a sourcing capability for services, supplies and construction during peacetime and contingencies. It establishes an environment that captures data at the source and shares it with authorized users without duplication. The Air Force has begun to implement part of its Enterprise Architecture for Procurement (EAP) through Commodity Councils, which is a complimentary strategic sourcing effort. A commodity council is a cross-functional group of contracting and product/service experts who come together to analyze the market, define the future need for a product/service and develop and implement an enterprise wide strategy to meet that need. While each commodity is different, the process used to develop and implement the enterprise strategy is the same. The EAP is directly tied to the AFMC Purchasing and Supply Chain Management (PSCM) effort and is coordinating with other AF architecture efforts.

Changes to systems/personnel: We will provide desktop access to negotiated/established contracting vehicles and business intelligence to almost 8,500 contracting professionals. This will move contracting personnel towards becoming strategic business advisors (versus tactical buyers). The change will require new position descriptions and training. The full extent of training and job changes needed is TBD. The full extent of the savings is TBD though the average commercial purchase cost reduction for this type of change is 12%. Interim systems capabilities are being created, including the Contracting Business Intelligence System (CBIS) and AFWay.

POC: Mr. Dan Bowman, SAF/AQC, (b)(6) and Ms Carolyn Lee, SAF/AQC, (b)(6)

Improve Access and Utilization of Air Reserve Component

Processes to be addressed: The current accession and utilization policies imposed on members of the Air National Guard and Air Force Reserve (AFR) are complex and often misunderstood. This makes Unified Combatant Commanders (COCOMs) hesitant to rely on Air Reserve Component (ARC) capabilities, often driving COCOMs to insist on utilizing ARC members only in a mobilized status.

Changes to systems/personnel: Simplification of the mobilization, volunteer, and orders process so ARC members can be more readily and efficiently utilized:

- Simplify the many different duty statuses that exist for ARC members (e.g. Inactive Duty Training, Annual Training, Mobilized, Military Personnel Appropriation, Reserve Personnel Appropriation, etc.)
- Create a forum or single point of up-to-date information where COCOMs can quickly determine restrictions on the ARC and the best ways to optimally utilize ARC capability.

POC: Brig Gen William Rajczak, Deputy Chief of Air Force Reserve

Synchronize Rate Setting Process

Processes to be addressed: The Department of Defense should make efforts to synchronize the Revolving Fund with the Planning, Programming, Budgeting, and Execution (PPBE) process. The current rate setting by the working capital funds do not coincide with the PPBE programming cycle, and as a result customers either have too much or too little in their programs to cover Working Capital related expenses because the rates are set either after the fact or when the Services have completed their Budget Reviews.

Changes to systems/personnel:

Reconcile Revolving Fund rate setting with the PPBE process to prepare sound and executable budgets.

POC: Brig Gen William Rajczak, Deputy Chief of Air Force Reserve

Improve Air Reserve Component Mobilization Process

Processes to be addressed: Despite the lessons learned from past mobilizations, the functionality of mobilizing and preparing reservists to deploy is not smooth. There are several areas we would suggest for improving this process to prepare ARC forces to get into the fight quicker.

Changes to systems/personnel:

- Accelerate Deliberate & Crisis Action Planning & Execution Segments (DCAPES) incremental developments and upgrades. Provide new funding sources to bring DCAPES back on-line with the original development and implementation schedule.
- Integrate/Interface Aerospace Planning & Execution Network web-based tool into DCAPES to ensure the data accuracy on forces' presentation and tie personnel authorizations and mobilization requests with requirements in the Time Phased Force Deployment Data from the war plans.
- Provide DCAPES training for unit, NAF, and MAJCOM HQ personnel to ensure appropriate parties can utilize DCAPES to accomplish work required at all levels in support of planning, execution, and reconstitution of forces.
- Consolidate readiness offices at the MAJCOM headquarters into a one-stop shopping organization, e.g. DOX or a below the line A-Staff supporting Crisis Action Teams (CAT) operations at execution. This will enable more effective and efficient cross-functional planning, execution, and reconstitution of forces.

POC: Brig Gen William Rajczak, Deputy Chief of Air Force Reserve

Medical Systems Integration with AF and DoD Infostructure

Identified need: Need to balance the integration and support of DoD mandated systems and the requirements of those systems to function on the service-specific infostructure. Challenges like the migrations to new operating systems driven by DoD and AF that may not be synchronized, and security issues such as access into the LAN that are often MAJCOM-constrained.

Processes to be addressed: AF Medical Service (AFMS) is addressing these challenges by organizational aligning with the AF Corporate structure to better understand and influence through the sharing of clearly defined requirements so that decisions made about infostructure and business processes will not affect or be affected by DoD systems. The Medical Service participates in Corporate Structure (panels), Enterprise Architecture Intergration Council, Commander IPT, CONOPS development and Capability Review and Risk Assessment (CRRA) participation. The AFMS has stood up an AF mirrored Capabilities Based Planning, Programming, Budget Execution Process.

Changes to systems/personnel: No specific changes in systems/personnel except in the resultant changes as the AFMS moves away from maintaining infostructure and relies on AF line support.

POC: Lt Col Alan Bartholomew, AF/SGK, (b)(6)

Process for Investigation Reports of Friendly Fire and Other Accidents

Identified need: The process for releasing reports of investigation for friendly fire and other accidents conducted at combatant commands is insufficiently formalized and may lead to OSD, JCS or the services not being adequately prepared to make appropriate congressional notifications, prepare for media queries, and otherwise react to questions regarding the incident and results of the investigation. Inadequate communications plans can lead to significant erosion of confidence in military operations.

Processes to be addressed: Recommend modifying DODI 6055.7, para E4.3 and/or E4.6.6 in order to formalize a notification process within DoD. Air Force Instruction 51-503, para 9.6, may provide a useful model (excerpt below).

AFI 51-503, Aircraft Accident Investigations

9.6. Distributing the AIB Report: High Interest Mishaps

9.6.1. If the AIB Report involves a high-interest mishap, certain documents must be forwarded by datafax or email to AFLSNJACT immediately following approval of the Report. In order to allow sufficient time for AF/CC, Air Staff and Secretariat review, the briefings to the NoK and seriously injured personnel, and the public release of the AIB Report will be scheduled no sooner than two duty days after the documents have been forwarded to AFLSNJACT and provided to AF/CC, the Air Staff and Secretariat. The documents that are forwarded to AFLSNJACT will be considered "close hold" until the public release date. The documents to be forwarded are:

9.6.1.1. A cover sheet that prominently displays: "CLOSE HOLD UNTIL PUBLIC RELEASE."

9.6.1.2. Convening Authority's Action.

9.6.1.3. Executive Summary.

9.6.1.4. Summary of Facts.

9.6.1.5. Statement of Opinion.

9.6.1.6. PA Release Plan, approved by the convening authority, which includes:

9.6.1.6.1. Proposed timeline for the release of the report, including NoK or seriously injured personnel briefings and public release.

9.6.1.6.2. Description of public, press, and congressional interest.

9.6.1.6.3. Proposed press release and anticipated questions and answers.

9.6.1.6.4. Do not put the names of involved personnel in the AIB press release, but refer to their position, e.g. Mishap Pilot or Mishap Pilot #1, etc.

9.6.2. In addition, prior to briefing NoK and seriously injured personnel, and prior to any public release of the report, provide the Executive Summary, Summary of Facts, and Statement of Opinion to the following offices (annotate on each copy that the report is CLOSE HOLD UNTIL PUBLIC RELEASE):

9.6.2.1. Mishap wing commander and intermediate commanders.

9.6.2.2. Other MAJCOM commanders whose assets or personnel were involved in the accident.

9.6.2.3. Foreign military commanders whose assets or personnel were involved in the accident.

Changes to systems/personnel: No expected change to personnel (numbers), training, supporting systems, and no dollar savings/cost avoidance anticipated. This would be a procedural change only.

POC: Lt Col Doug Murdock, HAF/CZ (b)(6)

Improving Environmental Cleanup Process

Identified need: Environmental cleanup actions are taking too long (15-30 years) and are too costly (\$12 billion)

- Reaching a Record of Decision (ROD) for just remedy selection takes an average of seven years
- The cleanup program is focused on process rather than results
- The AF has spent \$6 billion on the 6,830 sites in the active and BRAC since 1994. Only 51% of those sites have been closed-out
- Estimated cost-to-complete is another \$6 billion
- Cleanup has been to the most stringent standards for land use, rather than acknowledging the technical infeasibility of achieving such standards, and imposing land use and use controls (LUC)
- Each cleanup site undergoes the complete process as if it were completely unique, rather than incorporating the lessons learned from 25 years of DoD and private sector cleanup experience to ensure efficient and effective cleanup on new sites

Processes to be Addressed: Revise the process used for the cleanup program

- Goal: Restore resources to mission ready state in most cost-effective manner
- Objective: Improve environmental protection through reduced time and cost to obtain site restoration
 - Comprehensive cleanup policy beyond ROD/LUC Policy (1 Oct 03) - develop models for performance based cleanup--Agreements and RODs
 - Create AF performance measures leveraging 25 years of cleanup experience (benchmarking)
 - Continue to revamp Annual Report to Congress
 - Energize reform of EPA risk assessment/standard setting to align risk analysis with risk management
- SAF/IEE Initiatives 2004/2005
 - Implement transformation principles (through issuance of policy, guidance and performance measures) that encourage sustainment, restoration and modernization of natural, statutory, and workforce infrastructure to ensure operational capability
 - AFPD 90-8, the directive to commanders on ESOH, in for 2-letter coord
 - IPT to work AFIs 90-801 & 802, for use by commanders, in process
 - Bring appropriate ESOH focus to AF operations through the implementation of an AF ESOH Management System constructed similar to environmental management systems (i.e. ISO 14001) with integrated safety and occupational health aspects

Changes to systems/personnel:

- Implement ESOH Management System to include new metrics (particularly at OSD level)
- Streamline cleanup process and make management decision based on knowledge gained from over 3,000 cleanup actions
- - Focus effects on outcomes that enhance operational capability and de-emphasize the cleanup process
- Streamlined focus is expected to require fewer people
- Invest cost savings back into cleanup process to reduce future budget requirement
- Cost-to-complete estimated savings for both active duty and BRAC installations is already \$650M

POC: SAF/IE

The Process by which DOD Recruits, Hires, and Promotes Employees

Identified need: DOD must be able to compete in the marketplace to recruit and retain the best employees.

Processes to be addressed: The process through which we recruit and hire new employees, as well as promote existing employees is broken. Currently, it can take six months to over a year to recruit and hire a new employee. In the case of current employees, it can take months to actually process a promotion after management has made the decision to promote the person. The tyranny of arcane personnel rules and procedures must be broken so that we can recruit, hire and promote employees in a more timely fashion. Otherwise, it is going to be difficult for us to continue to recruit and retain the best and the brightest.

Changes to systems/personnel: The developing National Security Personnel System (NSPS) will provide a new framework for a civilian personnel system, however, it will still be broken if we do not eliminate some of the burdensome procedures and requirements that we have imposed on ourselves when hiring new employees or promoting existing employees.

POC: Mr. Don Fox, Deputy General Counsel (Fiscal and Administrative Law),
SAF/GCA (b)(6)

The Current Workers' Compensation System for Federal Employees

Identified need: The current workers compensation system is too slow and complex to the detriment of both management and the employee.

Processes to be addressed: Currently, DOD civilian employees are covered by a workers' compensation system established under the Federal Employees' Compensation Act (FECA). The system is not controlled by DOD, but is instead administered by the Department of Labor. The current system is broken in that it takes far too long for an employee's status to be finalized. It is possible that an employee who is injured to be unable to work for over a year, but that person cannot be replaced until their status is finalized. Some positions remain vacant for over a year while employees and managers are waiting for the injured employee's workers' compensation status to be finalized.

Changes to systems/personnel: Unfortunately, this is not a system that is likely to be addressed by the development of the new National Security Personnel System (NSPS). The workers compensation system is managed by the Department of Labor, not DOD. DOD should, however, work with the Department of Labor in suggesting reform of the system.

POC: E. David Hoard, Assistant Deputy General Counsel (Installations & Environment), SAF/GCN, (b)(6)

Discharge Characterization of Reserve Component Members for Misconduct Occurring When They are Not on Active Status

Identified need: DOD should be able to characterize the service of reserve component members discharged for off-duty misconduct in the same way that the service of active duty members is characterized when they are discharged for similar off-duty misconduct.

Processes to be addressed: Reserve component members may be subject to discipline for off-duty conduct, but the relevant DOD Directives, specifically, DOD Directive 1332.14, E3.A2.1.3.2.3.5, and implementing Air Force regulations limit how Reserve component commanders can characterize egregious misconduct by their members in the civilian community. A discharge under other than honorable conditions is authorized only if the misconduct "directly affects the performance of military duties." Misconduct by a reservist or National Guard member in the civilian community which has "an adverse impact" on his unit's effectiveness or morale can only result in a general discharge. Showing a "direct effect" is a very difficult requirement for the commander to satisfy. Thus, under these rules, a reservist or National Guard member who molests a child in the civilian community while not on orders only receives a general discharge because the commander can typically show only a passing impact on unit "morale" or "effectiveness."

Changes to systems/personnel: DOD action to amend DOD Directive 1332.14 is required to remove this limitation on all the services. Removing this restriction would permit the Air Force to revise its regulations accordingly. It would also have the effect of bringing the characterization of such misconduct by a reservist or National Guard member in line with how the active force typically characterizes this type of offense.

POC: Col. Felix Losco, Associate General Counsel (National Security and Military Affairs), SAF/GCM, (b)(6)

The Approval Process for DOD Support to Civilian Law Enforcement Agencies

Identified need: The process for approving DOD support to civilian law enforcement is outdated and confusing.

Processes to be addressed: The process for approving DOD support to civilian law enforcement agencies is clearly broken. Guidance in DOD Directive 5525.5 and related guidance is critically outdated and difficult to understand. There is confusion both as to approval authority and to procedures for seeking approval.

Changes to systems/personnel: DOD Directive 5525.5 should be revised and updated. The basic interrelationships and responsibilities of the NORTHCOM, OSD and Joint Staff regarding requests for, and approval of, support to civil authorities -- particularly as they relate to Service-provided support -- need to be clearly established and communicated.

POC: Anthony L. Wagner, Associate General Counsel (National Security and Military Affairs), SAF/GCM, (b)(6)

Part 2: USAF Initiatives

'One-Stop' Customer Service, Anytime, Anywhere

Identified Need: The SAF/FM and AF/DP communities are collaborating to transform the personnel and pay business by providing an integrated 'one-stop shopping' service to customers while in garrison or deployed and delivering that service anytime, anywhere by leveraging technology. Central to this effort is web-based transaction processing and reachback to expert advice through a contact center on a 24/7/365 basis. It is our goal to enable customers to make well-informed decisions regarding their professional responsibilities, personal careers and the welfare of their families by giving them the tools and expert information they need. Ultimately, a by-product of this transformation will be a reduced Pers/Pay footprint, which will allow the Air Force to apply resource dividends to warfighting operations – consistent with transformation goals.

Process to be Addressed: Three key elements of Customer Service Delivery model are:

- Air Force Portal – A single point-of-entry for web-based customer services available 24/7/365 requiring only one user ID and password. Applicants and recruits will also have the ability to access a broad-range of information about USAF careers.
- Integrated Contact Center – A single telephone number that will provide customers with access to many of the same services available through the Air Force Portal, but via an alternate method – 24/7/365 customer contact representative availability.
- Front-line Support Cadre – A single integrated customer service center (personnel, pay, manpower and training) at base level or deployed location.
- Once fully developed and implemented, each element will provide new and/or improved capabilities to create a seamless service delivery system for all customers.

Changes to Systems/Personnel: We are working toward implementing the Customer Service Delivery model incrementally with spiral 1 web and contact center functionality deployed in FY06. Incremental implementation will allow us to deploy capability, measure impact and then shift resources to stressed career fields without negatively impacting Airmen. As we implement the Customer Service Delivery model, we must ensure integration with the Defense Integrated Military Human Resource System (DIMHRS) currently under development. We have requested acceleration of DIMHRS for the Air Force because we believe an integrated personnel and pay system will result in fewer pay discrepancies -- a key objective in personnel and pay transformation effort.

While we are still identifying the functionality gap between the transformed AF processes versus what DIMHRS will provide at initial implementation, preliminary analysis indicates that DIMHRS will provide only 30% of our current functionality. We must ensure critical/strategic AF modules not supported by DIMHRS are identified and integrated, one such process is accounting for deployed forces in classified positions.

Our strategy is to develop short-term solutions to meet our immediate needs while providing the same requirements to DIMHRS for a long-term solution. In the example cited above, our short-term solution is to move to a single classified database (eliminating some 300 others) that ensures a single authoritative source for deploying/arriving/ departing personnel. These systems combined will support the long-term goals of our transformed Customer Service Delivery model and the SECDEF's goal of shifting resources from "tooth to tail."

POC: Mr. Duane Goytowski, AFPOA/DPXSD, (b)(6)

Core Competencies / Strategic Partnering Campaign Plan

Identified Need: DoD's competitive sourcing strategy and policies (governed by the Office of Management and Budget Circular A-76 Commercial Activities Program) should be replaced by a Core Competency-based approach, a commercial best business practice. The Core Competency premise argues that the functions to be performed in-house are dictated by the relationship between our "mission" strategy (manifested through the product lines we offer to our Combatant Command customers), and our core competencies (Developing Airmen, Adapting Technology-to-Warfighting, and Integrating Operations). Whether these are "commercial" activities or not is irrelevant. The main issue is whether those functions control the key attributes of product value perceived by the customer as being distinctively associated with the Military Service supplying the product. A Core Competency-based approach leads to the following policy rules: 1) the Military Services should perform "in-house" those functions and activities that contribute to customer perceptions of value—that are the means by which the Service's Core Competencies touch, shape, or create each of their core products; 2) shift non-core competencies out of the organization comprehensively, when feasible, across the entire enterprise; 3) functions requiring some skill and finesse to perform, and in which there are within the market place, important variations in quality, should be placed in the care of a Strategic Partner; 4) anything that is not a core competency, even if it is not a commercial activity, should be evaluated for outsourcing; and 5) seek competitive outsourcing environments.

The Air Force's historical decentralized approach to competitive sourcing resulted in a patchwork quilt with diverse levels of service throughout the Air Force in most activities. This patchwork quilt consists of individual activities that are contracted out; sourced by a "most efficient organization" (MEO) (as a result of a competitive sourcing study); or never competitively sourced at a particular location. The Personnel community is an example: there are 61 contracts in MPF worldwide, 18 MEOs, and nearly 2,000 residual in-house authorizations in MPFs which have never been competitively sourced.

Process to be Addressed: The Strategic Partnership Campaign Plan is a Headquarters Air Force initiative, identifying non-core competency activities for competitive sourcing enterprise-wide with a single strategic partner for a given activity. The endstate would greatly reduce, if not eliminate, the patchwork nature of the way activities are performed across the Air Force. Step 1 would consolidate contracts across the Air Force in a particular function such as Personnel into a single contract with a strategic partner. Step 2 would competitively source residual in-house operations for possible inclusion into the contract with the strategic partner. Step 3 would competitively source existing MEOs as they expire for possible inclusion into the contract with the strategic partner.

Changes to Systems/Personnel: No changes to existing IT systems are required to fully implement this initiative. The changes required would be in approach: a centralized versus decentralized approach to selecting functions/locations to be competitively sourced as well as management of the existing contracts into a single agreement.

POC: Lt Col Stephanie Waldrop, AF/DPMS, (b)(6)

Joint Competencies

Identified Need: There is no general understanding among the Services of the skills required for their GO/FO joint jobs. Deep expertise in one career field is no longer sufficient to ensure success as a joint senior military leader. A need exists to analytically derive joint senior leader skill requirements.

Processes to be addressed: The RAND Corporation studied the Air Force, Army and Navy General Officer/Flag Officer (GO/FO) position skill requirements. This research led to a better understanding of senior leader skill requirements in the AF and has assisted in a total redesign of how the AF develops its people. In addition, AF research led to an understanding that some senior leader positions may be filled by a uniformed officer or a civilian. Advantages: GO/FO billets could be reallocated to more uniquely military duties; SES members will be given more opportunity to develop a broader base of skills; Services will fill positions with a wider base of best available senior leaders. RAND's methodology will survey all joint jobs (GO and SES) and create a catalog of jobs that contains skill requirements in generic language for use by all the Services.

Changes to systems/personnel: This project can be conducted at no additional cost to the Services. It supports the AF Force Development effort and will assist in further definition and refinement of the skills needed to fill GO/FO positions. Services were briefed on this study in a DCS Personnel meeting and agreed it would be a great benefit to Joint training and development. The Director, Joint Staff was also briefed. AFSLMO was asked to coordinate efforts with J7 and JFCOM in order to inform their effort to rewrite the OPMEP. AF could sponsor and manage the effort while delivering progress checks to the other Services.

POC: Lt Col Cassie Barlow, AFSLMO, (b)(6)

Capabilities Based Acquisition

Identified Need: Test and Evaluation (T&E) process must be flexible and adaptive in order to maintain continuous support to a capabilities based acquisition process that includes spiral development and rapid fielding initiatives.

Processes to be addressed: The Air Force requirements, acquisition, and T&E communities collaborated closely in developing a totally new and unified policy structure, a first time achievement to help ensure a greater chance of program success. Air Force T&E processes have been adapted to provide cost efficient test and evaluation programs in a continuum of integrated testing known as seamless verification. Interim guidance was issued on 8 March 2004 pending release of Air Force Instruction 99-103, *Capabilities Based Test and Evaluation*. Expected release date is June 2004. New mandatory policies address requirements for integrated test planning, early tester involvement, formation of integrated test teams, T&E for evolutionary acquisition, spiral development and incremental development, tester roles in the requirements development process, and major command tester roles and responsibilities.

Changes to systems/personnel: New mandatory policies and procedures are implemented for planning, conducting, and reporting capabilities-based T&E using the Seamless Verification Concept. The guidance applies to all Air Force organizations and personnel conducting T&E activities, including the Air National Guard and Air Force Reserve Command.

POC: Mr Jim Renshaw, AF/TER, DSN: (b)(6)

Lean Responsive Airfield Operations

Identified need: The Air Force is challenged to provide lean responsive expeditionary airfield operations capability. Task Force *Enduring Look* (TFEL) Quick Report Number 9, Airfield Operations (AO) and other after action reports identified deficiencies in the Air Force's ability to provide AO services. The TFEL report identified various areas of concern including confusion caused by two chains of command (AF/XO for air traffic control and airfield management personnel and AF/IL for airfield equipment and its maintainers), the age and condition of current deployable airfield equipment and lack of adequate combat skills training.

Processes to be addressed: An integrated process team, made up of various HAF and MAJCOM stakeholders, is reviewing AO capabilities (equipment and personnel) and optimum organizational structure required to support various AF CONOPS and Force Module requirements to quickly open, establish and operate contingency airfields.

Changes to systems/personnel: It is too early in the process to identify all required changes. The team will focus on organizational structure, roles and responsibilities of AF AO providers, combat skills training and determining deployable AO equipment requirements. The team anticipates requirements for additional or restructured manning and funding of new deployable equipment to fully support the combatant commanders' AO requirements.

POC: Maj Tony Militello, HQ AFFSA/XAR, (b)(6)

Global Situational Awareness

Identified need: Need a way to provide persistent, global situational awareness and tracking capability to decision makers at all levels of the military and intelligence community. Many of our current ISR systems were not designed to be able to interact with other systems to provide information and cueing to other systems to be able to provide the right information to the right people at the right time.

Process to be addressed: Representatives from all services, the *NRO*, NGA (formerly NIMA) and other IC agencies are working together to determine the true requirements and capabilities needed to ensure Space Based Radar (SBR) is able to work with other ISR systems. Result should be a capability to provide global and focused situational awareness to decision makers at all levels.

Changes to system/personnel: SBR development.

POC: Maj Todd Ellison, AF/XOS, (b)(6)

Extend GIG to Airborne Domain

Identified need: The ability to effect joint and combined net-centric operations in the air.

Process to be addressed: A migration strategy for net-enabling Air Force platforms. The Air Force has initiated an effort to architect an airborne network capability and to net-enable those nodes (i.e., airborne, space-based, terrestrial) critical to providing the capabilities necessary to extend the Global Information Grid (GIG) into the airborne domain.

Changes to systems/personnel: Prioritize, field, and install an integrated net-enabled capability on selected nodes. Primary enablers to networking are the installation of a net-enabled radio (e.g., FAB-T, JTRS, MP-CDL) and net-enabled infrastructure as an integrated capability on affected nodes. The establishment of space (e.g., Transformational SATCOM or TSAT) and terrestrial (e.g., DoD Teleport, GIG-Bandwidth Expansion or GIG-BE) networks, and the fielding of net-centric network-level services represent critical supporting elements in this effort.

POC: Mr. Douglas Klimek, AF/XOSO, (b)(6)

Create and Sustain Space Cadre

Identified need: Create and sustain a cadre of Space Professionals to advance the use of space power and to transform military and intelligence operations. These professionals "will have to master highly complex technology; develop new doctrine and concepts of operations for space launch, offensive and defensive space operations, power projection in, from and through space...and operate some of the most complex systems ever built and deployed."

Process to be addressed: Implementing Force Development and the AF Space Professional Strategy via focused career development, education, and training, specifically:

- Instituting stronger, technically oriented space education and training programs
- Determining the unique skills that distinguish the Space Cadre from other career specialties and identify individually who is in the Space Cadre
- Identifying each Space Cadre billet and determine the education, experience, and certification requirements for every position
- Designing a certification program to measure progress throughout an individual's career
- Issuing Career Development Guidance in accordance with the Force Development construct
- Establishing a permanent Space Professional Management Function

Changes to systems/personnel: No systems will support these changes. It's a matter of personnel management and increased education & training opportunities

POC: Maj Tim Murtha, AF/XOSO, (b)(6)

Modify OPLANS to Include Space Capability Infrastructure Support

Identified Need: Space in Annex C.

Process to be addressed: Point out infrastructure support and Warfighting capabilities of space capabilities in OPLANS as the military moves to the strategy of “places not bases”. As the military has both large bases in Europe and outposts in Middle East and Central Asia, space capabilities (satellite communications and intelligence) have the potential to become more important and at the same time stretched for resources.

Changes to be addressed: Streamline Air & Space fight in war plans. Change to OPLANS, COAs and doctrine to include space capabilities addressing communications, intelligence and space control in the joint fight.

POC: Maj Marc Del Rosario, AF/XOSI

Share Weather Data in the Air Operations Center

Identified Need: Enable decision superiority through comprehensive integration of weather information in C2 systems at a machine-to-machine(M2M) level. Provides time- and location-specific terrestrial and space weather data necessary to calculate and visualize environmental impacts to planned and executing operations via an XML-based web service. Makes all relevant weather data and imagery available to planners/decision makers via a variety of automated tools (e.g., Common Operational Picture (COP), Master Air Attack Plan Tool Kit (MAAP-TK)).

Processes to be addressed: All C2 processes in an AOC are impacted by weather: Strategy; Guidance Apportionment & Targeting (GAT); Combat Plans; Combat Ops; Intelligence, Surveillance, Reconnaissance and Weather (ISRW); Air Mobility Division (AMD); Agile Combat Support (ACS); Time Critical Targeting (TCT).

Changes to systems: Interim capability merges AF Joint Wx Impact System (JWIS) and Navy Integrated Tactical Subsystem (NITES) Meteorological & Oceanographic (METOC) systems for Joint C2 Air and Space Operations. Does not require change in manning but streamlines capabilities and eliminates current shortfalls caused by stovepipe systems and ops tempo. Does not significantly add to AOC systems training, but adds 30 minutes of training during GCCS Common Operational Picture (COP) training. Subsystems within TBMCS, GCCS, GCSS, would employ XML-based Joint METOC Brokering Language (JMBL) to make requests for weather data/impacts. The Family of Interoperable Operational Pictures (FIOP) would request weather data/impacts/imagery for COP visualization via GCCS (later JC2) database tied to JWIS-NITES system. Reuse of Navy capability in NITES saves the AF \$6M in development activities to provide weather on the GCCS COP.

POC: Maj David Bacot, XOWR, (b)(6)

Network Protection

Identified need: The area of network protection continues to require the attention of the IT community and the general populace. Indeed, secure information is the necessary resource of the 21st Century. Now that IT is on the flightline and in the cockpit, our expeditionary forces require reliable and secure access to information.

Processes to be addressed: The Air Force learned that our information security incident reporting and mitigation processes required attention. Our network security processes were not as effective or efficient as they could have been. Two primary reasons were identified. First, multiple offices and agencies were involved in the reporting and mitigation process. The Air Force Computer Emergency Response Team and the Air Force Network Operations Center, two of our primary network protection organizations, needed a clear operational chain of command with a leader of sufficient rank to enforce network security directives. Second, our network protection capabilities were hindered by hundreds of redundant network servers and stove-piped systems that were wasting information security manpower.

Changes to systems/personnel: Two significant changes were implemented to address these issues. In the summer of 2003, the Air Force Network Operations and Security Center (AFNOSC) was established with the concurrence of all Air Staff agencies. The AFNOSC consolidates the information security activities of the Air Force and provides a single Officer of Primary Responsibility (OPR) for DoD and other information security entities to coordinate with the Air Force. Further, the AFNOSC is organizationally located under the purview of the 8th AF/CC thus providing sufficient rank to enforce network security mandates. Earlier in 2003, the AF progressed with a network server consolidation initiative that reduced the number of servers requiring security by 4000. This, in turn, freed up nearly 1000 IT professionals who are now able to focus on other networking issues.

POC: Lt Col Dave Biros, AF-CIO/P, (b)(6)

Software Security

Identified need: While software manufactures strive to build secure products, often these programs are so large and complex that security vulnerabilities are difficult to identify at the time of production. Further, in an attempt to ease the workload of systems administrators, software manufactures often configure their products with minimal default security settings. This leaves programs vulnerable to hackers until secure configuration settings can be implemented.

Processes to be addressed: The current process of software system analysis and design is in need of attention. Software manufactures can benefit from interaction with the Air Force to learn what software configuration best suit our organization as well understand what vulnerabilities we face. The Air Force can no longer wait for software vulnerabilities to be identified after the product is released.

Changes to systems/personnel: The AF is taking a two-step approach to this issue. First, the AF is teaming with other organizations like NSA and with software vendors like Microsoft to improve the secure posture of software products before they are released. Currently, the AF must install patches to tens of thousands of systems in order to mitigate software vulnerabilities. This requires us to purchase patching software and employ hundreds of system security specialists to secure our networks. By assisting software companies at making their products more secure, we can significantly reduce the burden. Second, we are working with DISA and AF agencies to champion "gold disks" or special compact disks with a specified set of system configurations that systems administrators can load into new IT systems prior to attaching them to the network. This will allow systems administrators to bring new systems on line faster and reduce their cognitive task of secure system configuration.

POC: Lt Col Dave Biros, AF-CIO/P, (b)(6)

Information Assurance Training

Identified need: A recent STRATCOM report noted that 30 percent of the information security incidents were due to poor user security practices. Upon annual review of the its information assurance training requirements, it was determined that AF personnel were not getting the frequency of IA training needed to keep them vigilant with respect to information security threats. Information Security is a main ingredient to a net-centric force.

Processes to be addressed: A review of the process determined that instead of an annual training requirement, AF personnel were given information assurance training only when they moved into a new organization. Thus, it was possible for a person to go many years without receiving information assurance training. As a result, the AF-CIO and the IL Director of Communications Operations(AF/ILC) issued policy mandating that information assurance training be conducted on an annual basis.

Changes to systems/personnel: As of Fall 2003, all AF military, civilian, and contractor personnel are required to have Information Assurance training. In short, over 500,000 Air Force users will receive the needed training. This will help our users to employ sound information assurance practice and, in turn, reduce the number of incident due to poor user security practices. In the future, our user training will be upgrade to focus on new vulnerabilities. Further, we will continue to train our information system security personnel at or above the 91 percent annual training level we see today.

POC: Lt Col Dave Biros, AF-CIO/P, (b)(6)

Re-Engineer Information Systems and Support Processes

Identified need: At the end of CY 2000, more than 3,000 legacy information systems had been identified across the Air Force enterprise. Many of these systems exchanged data via point-to-point (PTP) interfaces and contained duplicative business logic and rules. At the time, it was estimated that approximately 30-40% of our software budget was devoted towards maintaining the PTP interfaces. The extent of duplicative logic was unknown, making it impossible to determine potential savings through cost avoidance measures. These problems are not only costly to the AF, but add unneeded complexity and time to the decision process required to support the warfighter and internal business requirements.

Processes to be addressed: The problems of PTP interfaces and duplicative business logic are not uncommon in large enterprises such as the Air Force. To solve these problems, the AF analyzed three areas and developed corresponding strategies. The first of these areas, business process reengineering (BPR), revealed a need to communicate across functional boundaries. This motivated exchange of information concerning data sharing and business process ownership. Next, the AF addressed software development practices and directed that all applications and systems be migrated to a common enterprise environment. Last, business owners were directed to identify authoritative data elements and make those elements available to all authorized users across the enterprise. The efforts are still underway, but great progress has been made towards resolving the problems described above.

Changes to systems/personnel: The AF has instituted many changes during the past four years in addressing these issues. A Chief Architect for the Air Force was appointed and work began to develop the AF Enterprise Architecture. At the same time, the AF began working to develop GCSS-AF as an enterprise environment allowing integration of systems, horizontal sharing of data, and use of common services by users and applications. GCSS-AF includes the AF Portal for user interface and presentation, a framework for integration of applications and services, and an electronic data warehouse for storage of enterprise data. We are currently integrating systems and eliminating PTP interfaces. Additionally, systems are being scrubbed prior to integration to ensure duplicative logic and processes are not perpetuated. We are also finalizing a corporate strategy to complete identification of authoritative enterprise data elements for migration to the data warehouse. In addition to GCSS-AF, we are developing a concept of operations to integrate 9 critical enterprise services ultimately resulting in a net-centric 'compliant' Air Force enterprise capability. These efforts will be accomplished in consonance with our enterprise architecture to ensure consistency and reliability across the Air Force.

POC: Mr Dave Keal, AF-CIO/S (b)(6)

Combat Support Command and Control

Identified need: Need better Expeditionary Combat Support information and tools to improve C2 for combat support functions.

Processes to be addressed: Lesson learned indicate improvements are needed in the areas of organizational structure and processes; training and education; and systems integration and decision support tools.

Changes to systems/personnel: Air Force clearly defined an organizational structure to augment the Joint Task Force structure along with the roles and responsibilities of each of the elements and advocates the need to grow combat support C2 professionals. We plan to do this through both education and training, aimed at all ranks, as well as experience through assignments to key joint command and control organizations. In the long term, the implementation of GCSS-AF using an enterprise approach to data management and integration into the joint GCSS system will ensure real-time information availability and provide collaborative planning and operations, resulting in the greatest leap in combat support C2 capability.

POC: Lt Col Kimberlee Zorich, AF/ILGX, (b)(6)

Expeditionary Site Planning

Identified need: OIF highlighted shortcomings in Expeditionary Site Planning survey process and tools.

Processes to be addressed: Areas of standardization of the site survey process, a lack of credible expeditionary operating location information, the lack of standardized tools and equipment for expeditionary site surveys, and the lack of formal training for site survey responsible units and personnel.

Changes to systems/personnel: To mitigate these shortcomings, the AF Logistics community began efforts to re-engineer our processes in 2001. We have since then published interim guidance to the AF major commands regarding Integrated Expeditionary Site Planning, and are on track to publish a significantly revised instruction by July of 2004. Concurrently, we have developed a fully coordinated joint Integrated Expeditionary Site Survey checklist and are working to automate data input and retrieval and store the resultant data into the joint Expeditionary Knowledge Base via Logisticians Contingency Assessment Tools (LOGCAT). We are in the midst of a consolidation of systems to include the tabular data resident in the EKB with the geospatial data provided by GeoReach to enhance the quality of site planning information we provide to deployed and deploying commanders. We are also sponsoring the Visualization of Expeditionary Sites Tool (VEST). VEST is only one of two Agile Combat Support initiatives showcased in Joint Expeditionary Force Experiment 2004. The lead developer for the application is the Air Force Command and Control (C2) Battle lab. Results of the effort will be the capability to visualize Graphic (geospatial) and tabular data from GeoReach and LOGCAT on the same computer screen in accordance with the AF Chief of Staffs guidance.

Further, with the advent of the Air Mobility Warfare Center's Expeditionary Site Survey Process Course at Fort Dix New Jersey, we are reaching the tactical level players who are actually going to be called on to perform site surveys with the proper training with the integrated tool sets available now, and are arming them with knowledge to the familiarity level to operate the integrated set of tools. As a testament to the validity of the course and integration efforts on data collection, a recent graduate wrote in his course critique: "STRENGTH: Hands on, practical application with the Global Positioning System, INMARSAT (*sic*, satellite communications), Survey Tool for Employment Planning data input/transfer, GeoReach (graphic mapping and site survey tool), etc was outstanding...spot on! STRENGTH: Coordination and use of Millville Airport (representative deployed airfield) and practical application of site survey was outstanding...spot on!"

POC: Maj Duane Bowen, AF/ILGD, (b)(6) and ILE

End-to-End Joint In-Transit Visibility

Identified need: Lack of joint expeditionary in-transit visibility (ITV) coupled with some theater distribution issues led to a great deal of lost and misrouted materiel, which in turn generated duplicate shipments from the wholesale supply system.

Processes to be addressed: Improve end-to-end joint ITV and provide relevant information to the warfighter.

Changes to systems/personnel: The Air Force has long been a leader in supporting in-transit visibility (ITV). It has deployed a single automated information system providing shipping support and sending associated in-transit visibility data to the Department of Defense's In-Transit Visibility System, the Global Transportation Network. This system supports active duty and Air Reserve Component forces in the United States and around the world, and is used to support deploying forces from other services at Air Force Ports of Departure.

A stand-alone version of our system will be released in July 04. This will allow the same joint ITV capability to be made available to austere locations. By providing a way to generate shipping documents, automated identification technology enabled labels, and advanced shipping notices, this capability will greatly enhance cargo processing and visibility as cargo flows through the theater distribution process. It will also improve current system support to the Army's Theater Distribution Center in Europe.

ITV leadership is not confined to the information technology arena. In Feb 2004, the Air Force published an In-Transit Visibility regulation (Air Force Instruction 24-238). It identifies in-transit visibility roles and responsibilities, extending from Headquarters Air Force down to individual organization at the installation level. It establishes the Air Force Directorate of Logistics Readiness as the Air Force in-transit visibility OPR. It translates DoD ITV policy into Air Force process. The Air Force continuously monitors technology and processes to identify ways to enhance in-transit visibility, and we are willing to share this knowledge to further enhance ITV support to all warfighters.

POC: Mr James Wakeley, AF/ILGD, (b)(6)

Expeditionary Combat Support Systems

Identified need: For Air Force logistics to be expeditionary, the logistics processes and systems need to be network-centric. Deployed units should not have to alter their business rules or processes when they deploy. Rather, the logistics system supporting that unit should be able to sense a change in the operating conditions and reconfigure itself to be able to support the deployed unit.

Processes to be addressed: Our Expeditionary Combat Support System (ECSS) will tackle the challenges that need to be overcome in developing a responsive, network-centric logistics system. Among the processes it will address and subsume are strategic, integrated, collaborative planning, supply and munitions visibility, transportation times and nodes, better retrograde maintenance planning and control, improved end-to-end supplier interfaces, total product life cycle support, and demand reduction.

Changes to systems/personnel: The ECSS is a COTS Enterprise Resource Planning system that will consolidate or eliminate approximately 700 IT systems used to support Air Force logistics. ECSS will run on GCSS infrastructure. Personnel will have to understand an enterprise approach to logistics vice single silos cemented with antiquated IT systems. The system implements COCOM 57 and COCOM 129, will measurably improve synchronization of ops/logistics planning and execution, improve command and control, provide near real-time worldwide asset visibility, improve mission critical weapon system availability, and provide seamless transition from in-garrison to expeditionary operations.

POC: AF/ILI

TAB

2

Headquarters U.S. Air Force

Integrity - Service - Excellence

Top Six Report

March 04



U.S. AIR FORCE



Military Personnel Data System (MilPDS)

U.S. AIR FORCE

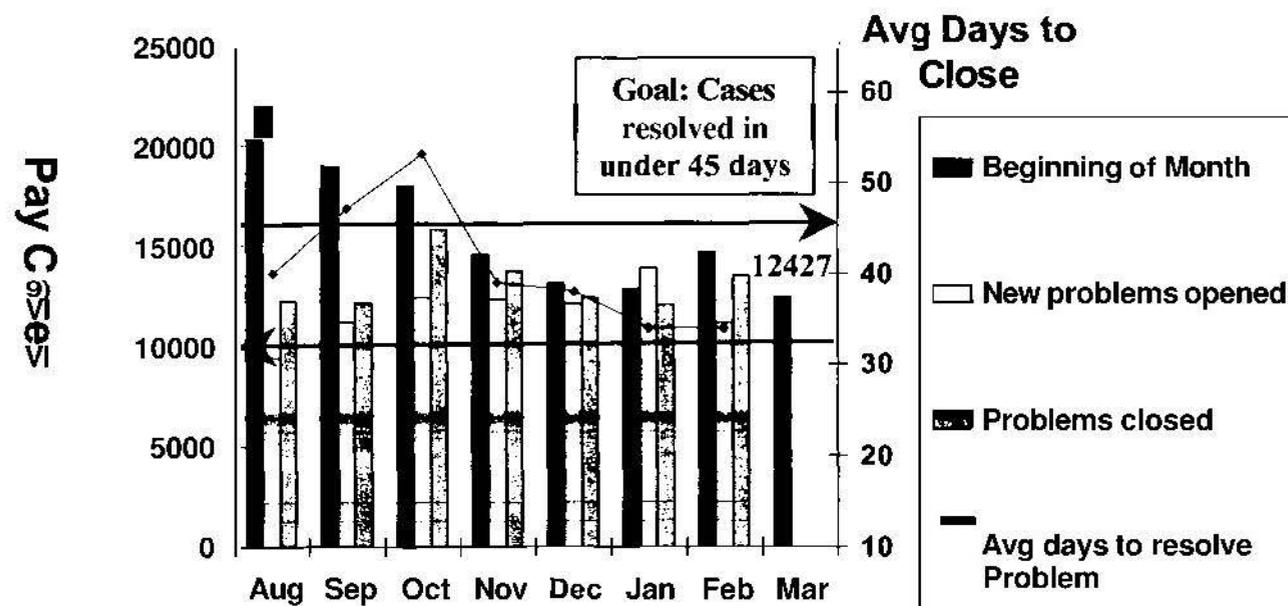
OPR: AF/DPXIF

Problem Statement: Lack of engineering discipline, poorly programmed resources, and haphazard training resulted in sub-standard performance for USAF's personnel data system.

Status Update: Rigorous requirements management and software development increasing user confidence. Air Force Inspection Agency to visit various bases and ensure training procedures and CMS are being implemented correctly. Total pay cases are again declining. Strategies to accelerate to DIMHRS and DIMHRS+ and de-commission MilPDS are in progress.

Assessment

- Force Development Tool Kit Proof of Concept near completion;
- MilPDS system requirements documentation 60% complete; est completion Jun 04
- 154 of 213 total force MPFs visited for MilPDS training
 - Systems performance metrics on Web
 - Moved AFPC Secure applications to Portal in Jan 04
 - 17K vMPF hits
- Rapid requirements/development process being tested
 - Part of Personnel Lab product



Goal: Under 10,000 problem cases (Mar 04)

As of: 01 Mar 04

The Way Ahead

- Plan for DIMHRS migration
 - Developing acquisition strategy for AF uniques (DIMHRS+)—one size may not fit all
- DIMHRS estimated to cover 35% of current functionality
- New requirements process and management tool being implemented—FOC Jul 04

Integrity - Service - Excellence

11-L-0559/OSD/40660



Defense Civilian Personnel Data System (DCPDS)

OPR: AF/DPXS

U.S. AIR FORCE

Problem Statement: Some process times continue to be slow.

Status Update: The Program Office (PO) has partnered with AF/ILC and AF CIO to explore possible inconsistencies in local base network infrastructure and solicited the support of bases to report problems to base-level INOSCs. The PO continues to work with CPMS on improving process performance by providing monthly timings on 24 key processes, so possible deficiencies in code can be identified and corrected. A prototype automated performance measurement process is being established at 11WG to more precisely measure DCPDS process times and facilitate development of objective performance measures.

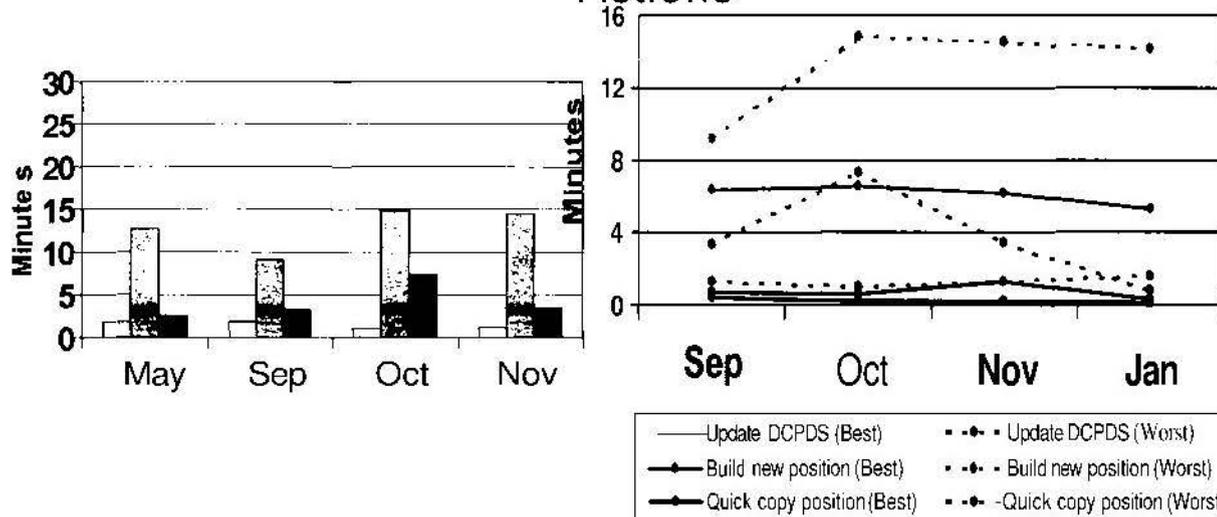
Assessment

- DCPDS process timings are slowly improving, but some have not yet reached satisfactory levels of performance.
- Local base network performance should be monitored until system process times are consistent from month to month across Air Force.

Changing metric to reflect best and worst case timings

- Previous metric on left reflected average timings

Mean Times of Performance for Selected Actions



The Way Ahead

- The PO will continue to monitor system performance.
- The PO will continue to provide monthly process timings to CPMS.
- The PO will continue to work with AF CIO and AF/ILC to address local base infrastructure configurations in an effort to optimize DCPDS performance across the WAN and LAN. The PO will provide AF/ILC the monthly timings on 24 key processes to assist in the analysis.

Integrity - Service - Excellence

11-L-0559/OSD/40661



U.S. AIR FORCE

Defense Joint Military Pay System (DJMS)

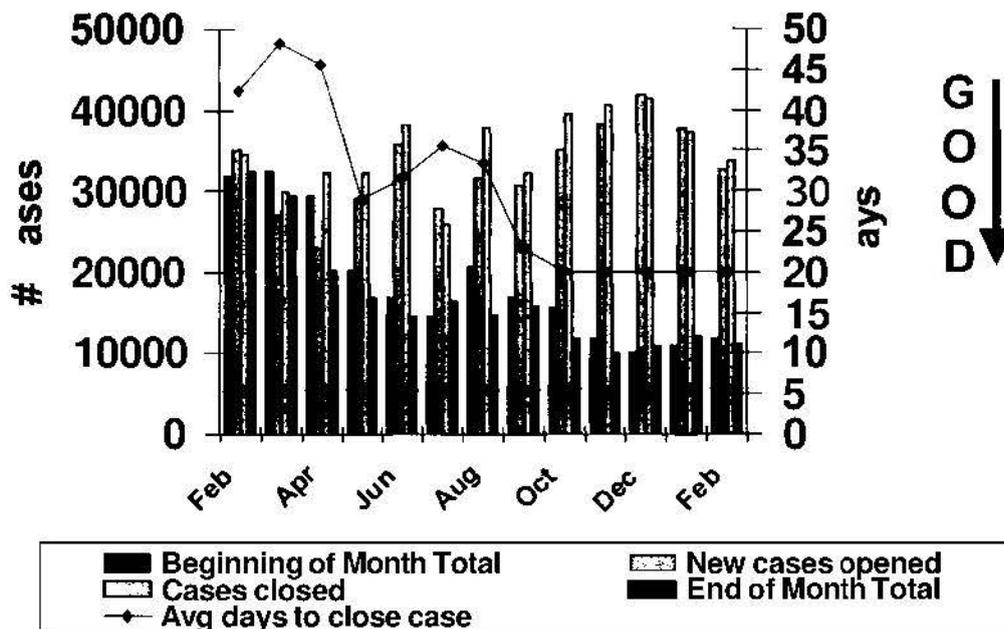
OPR: DFAS-DE/PMJ

Problem Statement: Pay and Personnel transaction errors cause inaccurate and/or untimely pay to AF members.

Status Update: DFAS continues to implement DJMS software changes and execute manual workarounds. Additionally, DFAS is training the technicians both at base and center level to increase pay accuracy.

Assessment

- DJMS will have limited upkeep until an interim pay system is in place. Scheduled implementation date of November 2005.
- Per SLA consistently meeting goal of 20 or less days to resolve problem cases
- Potential move back to watch list



GOOD ↓

The Way Ahead

DFAS is tracking causes for transaction errors and providing training to FSOs and feedback to AFPC.

Integrity - Service - Excellence

11-L-0559/OSD/40662



Core Automated Maintenance System (CAMS)

U.S. AIR FORCE

OPR: AEPEO/C2&CS

Problem Statement: CAMS is an older system that maintainers use to key in data at the end of the workday. Its non-user friendly "green screens" are the source of base-level data errors. Its 106 base-specific databases do not provide a common data repository for timely, accurate analyses in support of strategic logistics decisions. It must maintain unique interfaces with other legacy maintenance information systems.

Status Update: CAMSv6R2 provided a graphical user interface (GUI). Users convert to GUI as base infrastructure/workstation upgrades and operational missions allow. As of 28 Feb 04, the average AF CAMS GUI usage rate is ~ 85%. CAMSv7R1 consolidates 106 databases into one central database (CDB). QT&E II begins 9 Apr 04 using 15 databases. Worldwide release begins 16 Jul with FOC 17 Sep 04. The program office is analyzing a Web Service replacement for legacy interfaces.

Assessment

The central database is in development test, and on schedule for worldwide release

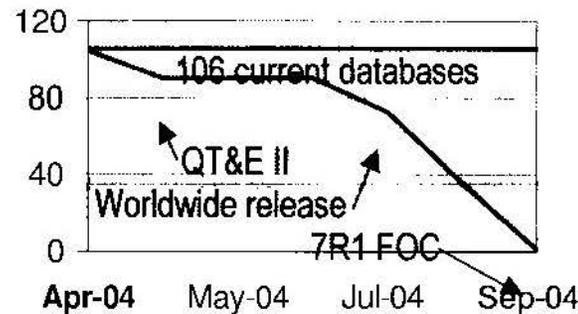
- Technical analysis of a Web Service interface was completed in Feb 04; will be demo'd in Mar
- Funding cuts delaying conversion of legacy CAMS to IMDS
- Recent delivery of LogEA products will result in reconsideration of CAMS modifications

The Way Ahead

- Continue to transition users to GUI and emphasize GUI use in meetings/correspondence with field. Attain usage goal of 100% by Sep 04 (previously Sep 03)
- Field the single, CDB by Sep 04; Point of Maintenance (POMX) upgrade (3.0) required for CAMS central database compatibility
- Use AF's Logistics Enterprise Architecture project to frame long-term final solution. Limit CAMS modifications to those in support of LogEA efforts



Average % GUI Usage



Database Reduction

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11-L-0559/OSD/40663



Combat Ammunition System (CAS)

U.S. AIR FORCE

ODD AFPEO/C2&CS

Problem Statement: In-transit visibility (ITV) of munitions is not currently visible in worldwide stockpile numbers while assets are in "shipped" status. Combat Ammunition System (CAS) requires upgrade to enhance ITV capability.

Status Update:

AF completed 100% fielding CAS 1.1 on 26 January 2004 - ahead of schedule (Mar 04). This converts base level systems from client server to web-based service on Global Combat Support System-AF.

In-transit visibility - Fielding of update completed 29 Jan 04.

Assessment

Program on track to mitigate issues identified in problem statement

- Inventory variance missing; JDAM tracking represents munitions issues

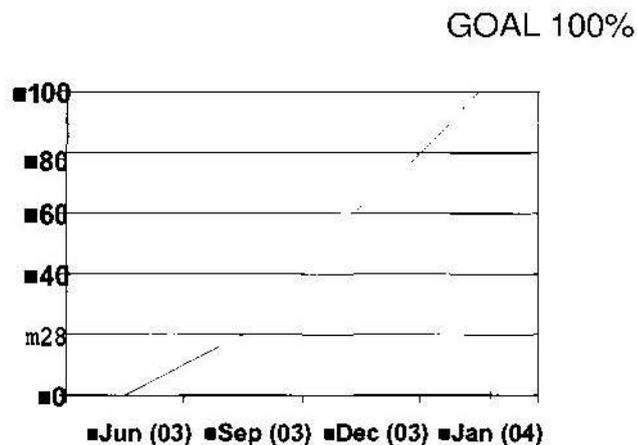
The Way Ahead

- CAS web-enabled through GCSS-AF CAS 1.1 -- 100% fielded on 1/26/04

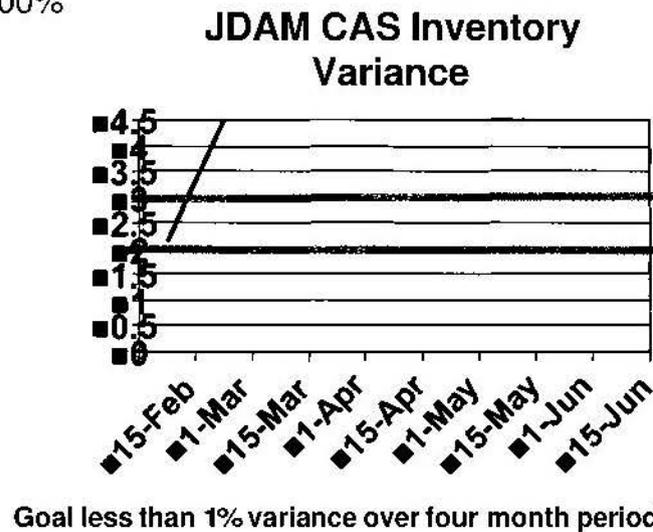
- In-transit visibility: define, execute, and field. Scheduled for Jun 04; completed 1/29/04

- Established baseline numbers to track inventory variance of selected munitions (JDAM) caused by lack of ITV- Goal for metric to report <1% variance for four consecutive months.

- Use AF's Logistics Enterprise Architecture project to frame the long term final solution. Limit CAS modifications to those that support LogEA efforts



CAS 1.1 Fielded Percentage



Goal less than 1% variance over four month period

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11-L-0559/OSD/40664



U.S. AIR FORCE

AF Portal / GCSS-AF

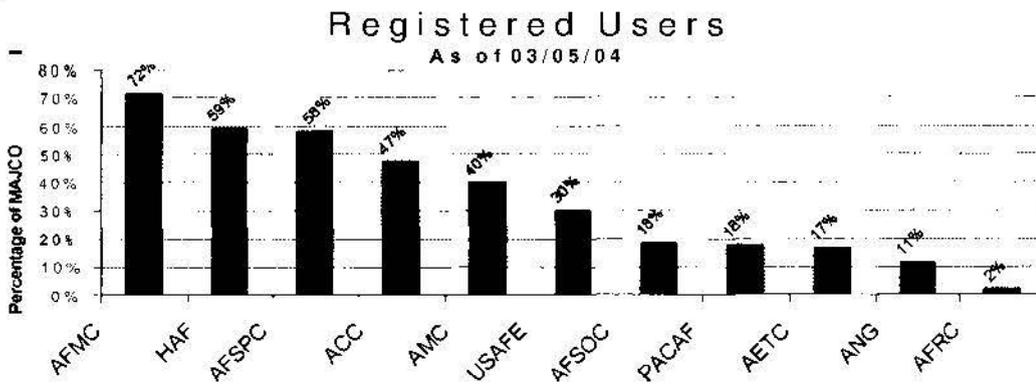
OPR: AF-CIO/S

Problem Statement: The functionality and content available via the AF Portal do not provide sufficient value to AF users.

Status Update: The aggressive outreach effort has resulted in a 74% increase in users. Continued emphasis placed on content owners to accelerate movement of killer applications and essential capabilities to the AF Portal.

Assessment

Schedule is aggressive but achievable with continued oversight and executive level emphasis by content owners to make content available to AF members via the Portal. Leveraging bi-monthly CIO/XI Executive Board to manage risk.



173K user accounts; 200K weekly logins; 800K- 1,200K pages viewed daily

FY04 Work Plan

FY04 Summary	Accomplished	Planned
Reduced Sign-On	39	50
Po		
GCSS-AF IT Upgrades	8	10
Total	74	110

The Way Ahead

- Continue aggressive communications campaign
 - Articles released in AF News, AirForce Times, Aim Points, and within AFPC
- Usability issues are top priority
 - Improving user navigation & registration
- Performance improvements
 - Heavy use of Portal during worldwide rollout is intermittently slowing response time
 - Response time under 3 sec, 80% of time; continuing to monitor with new releases
- Further migration of killer applications and capabilities for worldwide rollout
 - Delivered vMPF with 13 other AFPC apps
 - AF Fitness Management System (AFFMS)
 - Desktop integration & web-based e-mail pilot
 - AF performance report workflow & myPay

Integrity - Service - Excellence

11-L-0559/OSD/40665



U.S. AIR FORCE



U.S. AIR FORCE

Integrity - Service - Excellence

11-L-0559/OSD/40666

TAB

3

Headquarters U.S. Air Force

Integrity - Service - Excellence

Joint Senior Leader Force Planning



**BGen Rich Hassan
US Air Force
Senior Leader Management Office**

U.S. AIR FORCE



U.S. AIR FORCE

Where did we start?

Gen Ryan (as CSAF in 1997) Concerned That GO Candidate Pool Provided Insufficient Selectivity



Conclusions:

**Not enough selectivity for top jobs
in the Air Force**

**Too many narrowly
experienced specialists**

**Too few with desired
background and experience**

**Need specific
multifunctionality rather than
“generalists”**

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11-L-0559/OSD/40669



U.S. AIR FORCE

Developed Senior Leader Job Database

- Developed through
 - Interviews with selected senior leaders
 - Surveys of prior and current job holders
 - Multiple reviews (three-star or SES equivalent) and syntheses

Structure:

	Occupational competencies		Functional familiarities	Cross-functional competencies
	Primary	Secondary		
Jobs				

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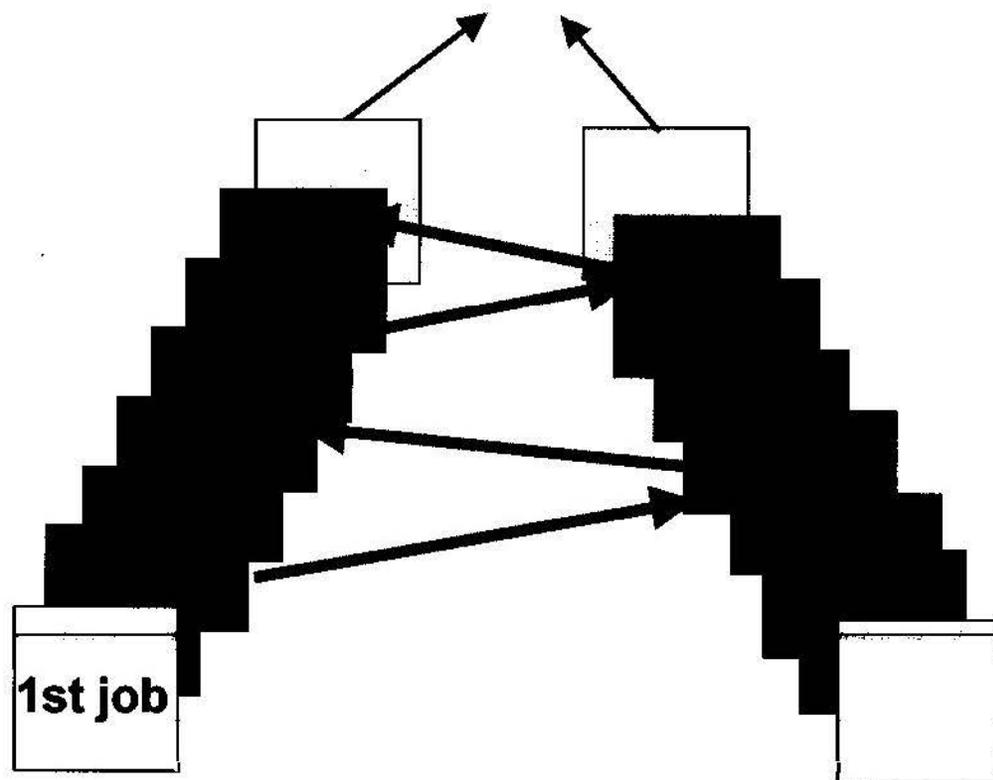
11-L-0559/OSD/40670



Desired Development Pattern

U.S. AIR FORCE

General Officer



Example

Fighter pilots
need secondary
competencies in

Aerospace power
employment

Pol-mil affairs

Space

Acquisition mgt

Plans & programs

Fighter pilot

Pol-mil affairs

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11-L-0559/OSD/40671



U.S. AIR FORCE

Found Overlaps Between GO and SES Job Characteristics

		Functional expertise	
		Deep	Broad
Position continuity	Stable	I	II
	Mobile	III	IV



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11-L-0559/OSD/40672



U.S. AIR FORCE

Determined Which Jobs Could be Filled by Either GO or SES

Total jobs =

GO	SES

Some jobs must be military

Military occupation		
Military command		
Military discipline/combat		
Military experience		
Joint military requirement		

Some jobs must be civilian

Deep		
Stable		
Ph.D.		
Civilian experience		
Joint civilian requirement		
O-6-equivalent job		

“Off the table” (not either/or candidates)

--	--

“On the table” (either/or candidates)

--	--

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11-L-0559/OSD/40673



U.S. AIR FORCE

Objective

To analyze senior-leader job requirements in order to help OSD, the Joint Staff, and the services develop officers and civilians to optimally fill joint senior-leader positions.



U.S. AIR FORCE

Methodology/Timeline

- Identify the joint jobs that will be included in these analyses (Jan 04)
- Determine the structure of the requirement taxonomies (Jan 04)
- Identify military/civilian essentiality indicators--the characteristics of a position that indicate whether the position must be military, must be civilian, or may be either (Jan 04)
- Develop Survey (Feb 04)
- Using the taxonomic structures developed above, survey joint senior leaders to collect incumbents' and prior job holders' assessments of competency requirements and military/civilian essentiality indicators (Feb 04 – March 04)



U.S. AIR FORCE

Methodology/Timeline (cont.)

- **Analyze survey results and create a database of skill requirements and military/civilian essentiality indicators for senior leader positions (Apr 04)**
- **Produce a job book (Mar 04)**
- **Explore feasibility and utility of a flow model (Apr/May 04)**
- **Explore implications for tactical, operational and strategic joint education and training (Jun/Jul 04)**



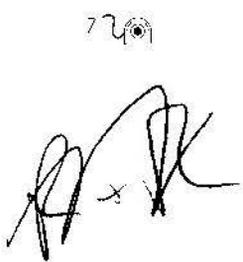
U.S. AIR FORCE

Project Administration

- Project manager: AFSLMO
- Oversight: Senior Advisory Group (DJS, J3, J5, J8) – meet quarterly
- Coordination: Steering Committee (O5/O6 level Service, OSD and Joint Staff membership) – meet as required
- Status: Brief DCSPers meeting quarterly and at end of project
- Resources: No additional funding needed - project will be supported within the levels of effort of ongoing RAND senior leader work for the four services

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11-L-0559/OSD/40677

7201


March 18, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld 
SUBJECT: Joyce and Memorial Fund

Is someone getting me a piece of paper telling me what Joyce can do with respect to helping raise money for the Pentagon Memorial fund? I think you said she could serve on the board and help. However, she certainly couldn't go to defense contractors.

Please get me something definitive I can give her, so she knows what to do and who she can call to check with if she has questions.

Thanks.

DHR:dh
031804-5

Please respond by 3/22

3/22
100*

Larry
She will do it
Do you want to
get it?
3


3/22

Response attached.
vr/
CDR Nasurzo
3/19

0004

18 Mar 04
10 Mar 04

OSD 04002-04

12
0800

March 1, 2004

0004

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Memorial

Please figure out what Joyce can do to help raise money for the Pentagon memorial. She would love to do it, but we don't know what is legal and proper.

Thanks.

DHR:dh
030104-2

.....
Please respond by 3/2/04

3/8
To Ray Du Bois
Please let's discuss
DR

Larry Di Rita
3/8

1 Mar 04

OSD 04002-04



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



INFO MEMO

March 17, 2004, 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Washington Headquarters Services

SUBJECT: Fundraising by Mrs. Rumsfeld for the Pentagon Memorial

17 MAR 04

- In the attached snowflake you asked what Mrs. Rumsfeld could do to help raise money for the Pentagon Memorial.
- After consultation with the DoD General Counsel (Standards of Conduct Office), I recommend that she offer to serve on the Executive Committee of the Pentagon Memorial Fund, Inc. (PMF, Inc.), a private non-profit foundation raising money for the Memorial. See attached listing of the current membership.
- Because Mrs. Rumsfeld is not a Federal employee she is not limited by the restrictions on fundraising and endorsement that apply to DoD personnel. Thus, she can normally participate in private fundraising activities conducted by the PMF, Inc.
- However, as the wife of the Secretary she should exercise the following cautions:
 - Do not use property, official time of DoD personnel or resources of DoD
 - Do not imply the official endorsement of DoD
 - Do not solicit from prohibited sources such as Defense contractors
 - Do not solicit from DoD employees/ subordinates of the Secretary

COORDINATION: DoD GC SOCO

Attachment: As stated

Prepared by: Bill Brazis (b)(6)



OSD 04002-0A

11-L-0559/OSD/40680

12
2800

March 1, 2004

TO: Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Memorial

Please figure out what Joyce can do to help raise money for the Pentagon memorial. She would love to do it, but we don't know what is legal and proper.

Thanks.

DHR:dh
030104-2

.....
Please respond by 3/2/04

3/8
To Ray Du Bois
Please let's discuss
DR
Larry Di Rita
3/8

OSD 04002-04

11-L-0559/OSD/40681

Pentagon Memorial Fund: Executive Committee

General H. Hugh Shelton

General Shelton served two terms as Chairman of the Joint Chiefs of Staff and counsel to the President. He was the Chairman on September 11, 2001 when the Pentagon was attacked.

General Shelton received the Congressional Gold Medal, the highest award conferred by the U.S. Congress. Among his other numerous military awards are four Defense Distinguished Service Medals, two Army Distinguished Service Medals, the Legion of Merit, the Bronze Star Medal for Valor and the Purple Heart. He has received decorations by fifteen foreign governments.

General Shelton has retired from military service and serves as president of international operations at MIC Industries. He resides in Virginia with his wife, Carolyn, who served on the jury that selected the Pentagon Memorial design.

Norman R. Augustine

Chairman, Executive Committee, Lockheed Martin Corporation

Retired chairman and CEO, Lockheed Martin Corporation
Former Under Secretary of the Army

Mr. Augustine resides in (b)(6)

Edward A. Brennan

Executive Chairman, AMR

Member of the AMR Corporation Board of Directors since August 1987, was named Executive Chairman of AMR and American Airlines in April 2003. He is the retired Chairman, President and Chief Executive Officer of Sears, Roebuck and Co.

Brennan was named President and Chief Operating Officer of the Sears, Roebuck corporation in 1984, with responsibility for Sears Merchandise Group, The Allstate Insurance Co., Dean Witter Reynolds and the Coldwell Banker Real Estate Group. He served as Chief Executive Officer of Sears from January 1986 to August 1995.

In addition to AMR, Brennan serves on the boards of The Allstate Corporation, 3M, Exelon Corporation and McDonald's Corporation. He is a member of The Business Council.

Mr. Brennan resides in (b)(6)

Kurt Campbell

Senior vice president and director of International Security, CSIS

Kurt M. Campbell is senior vice president, director of the International Security Program, and holder of the Henry A. Kissinger Chair in National Security at CSIS. He joined the Center from government service in 2000. In addition to his CSIS duties, he is director of the Aspen Strategy Group, a contributing writer to the New York Times, and a frequent on-air essayist for National Public Radio's All Things Considered. He has also been a consultant to ABC News. Previously, Campbell served in several capacities in government, including as deputy assistant secretary of defense at the Pentagon (1995-2000), as a director on the National Security Staff (1994), as deputy special counselor to the president for NAFTA on the White House staff, and as a White House fellow (class of 1992-1993) at the Department of the Treasury.

Campbell was also associate professor of public policy and international relations and assistant director of the Center for Science and International Affairs at the John F. Kennedy School of Government at Harvard University. He was a reserve officer in the U.S. Navy serving on the Joint Chiefs of Staff and the Special Advisory Group to the chief of naval operations. He is the author or editor of several books, including *To Prevail: An American Strategy for the Campaign against Terrorism* (CSIS, 2001), as well as a contributor to numerous journals, magazines, and newspapers.

Mr. Campbell resides in (b)(6)

John W. Dounlass,

President and CEO, AIA
Former Assistant Secretary of the Navy

Mr. Douglass became the seventh full-time chief executive of the association in September 1998. Before that he served for nearly three years as assistant secretary of the Navy for research, development and acquisition of defense systems for the U.S. Navy and U.S. Marine Corps.

Before being named a civilian Navy executive, Mr. Douglass was with the Senate Armed Services Committee where he was foreign policy and science and technology advisor to Senator Sam Nunn and served as lead minority staff member for defense conversion and technology reinvestment programs.

Earlier Mr. Douglass completed 28 years of U.S. Air Force service and retired as a brigadier general in 1992. His numerous Air Force assignments included service as the deputy U.S. military representative to NATO as well as director of plans and policy and

director of science and technology in the office of the secretary of the Air Force. He also served as special assistant to the under secretary of defense for acquisition.

Within the executive branch, Mr. Douglass was director of national security programs for the White House, responsible for formulation policy on a broad range of national security issues. He served as President Reagan's personal representative to the Blue Ribbon Commission on Defense Management chaired by David Packard.

Kenneth Fisher:

Kenneth Fisher, a partner in the prestigious New York City firm, Fisher Brothers, continues a four-generation tradition in real estate. As a 24 year veteran in the real estate industry, Kenneth Fisher is responsible for the ongoing leasing and management of more than six million square feet of class A commercial space in midtown Manhattan, covering Park Avenue, Sixth and Third Avenues, as well as overseeing the daily marketing nuances of Fisher Brothers.

Ken joined the Fisher House Foundation, a not-for-profit organization that constructs comfort homes for families of hospitalized military personnel and veterans, in 1999. Begun in 1990 by his late uncle Zachary, the program currently operates 32 such houses at military bases and VA medical centers across the country, and overseas in Germany. The program aids more than 8,500 families every year, and plans to open two new Fisher Houses by the end of 2004. In May, 2003, he succeeded his father, Arnold, as Chairman, President and Chief Executive Officer of the Foundation.

Ken is also a member of the Board of Trustees of the Intrepid Museum Foundation .

Paul Stern

Paul G. Stern, partner and co-founder of Arlington Capital Partners, and partner and co-founder of Thayer Capital Partners, was elected to the Dow Board of Directors in 1992. He currently serves on the Audit Committee, the Compensation Committee and the Public Interest Committee.

Paul is a partner and co-founder of Arlington Capital Partners 1999 to date and a partner and co-founder of Thayer Capital Partners 1995 to date. He serves as a special partner at Forstmann Little & Co. 1993-95. Northern Telecom Limited - Chairman of the Board 1990-93, Chief Executive Officer 1990-93, Vice Chairman and Chief Executive Officer 1989-90, Director 1988-93. President, Unisys Corporation (formerly Burroughs Corporation) 1982-87. Director of Whirlpool Corporation. Board member of the University of Pennsylvania's School of Engineering and Applied Science and the Wharton School. Treasurer, John F. Kennedy Center for the Performing Arts. Board of Trustees, Library of Congress. Board member, Business Executives for National Security.

Mr. Stern resides in (b)(6)

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

TO:

Ray DuBois

Larry Di Rita

3/23

OSD 04002-04

0004

23 Mar 04

1 Mar 04

3/22

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

Ray

Can you get this
going please?

Work with GC

and Mary Claire

(the latter, as appropriate)

OSD 04002-04
Thanks.

 3/23
D. L. H.

March 8, 2004

TO: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Cost of the ~~War~~

Yesterday we talked to the President about the cost of the war. I need to get clarity.

Please pull together whoever you need to and get a briefing for me that you have seen and are comfortable with, so we know what our Department's position ought to be and how we ought to handle it

Thanks

DHR:db
030404-25

.....
Please respond by 3/26/04



COMPTROLLER

UNDER SECRETARY OF DEFENSE

1 100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100

INFO
ACTION MEMO

March 17, 2004, 5:00 PM

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Dov S. Zakheim 

SUBJECT: Cost of the War

- The Secretary asked for a briefing on what the Department's position should be with regards to the FY 2005 cost of the war (TAB A).
- TAB B is a short briefing that addresses the Secretary's concerns. It includes three sections: the reasons why no funds were requested in the FY 2005 President's budget; how the Components will finance the operating costs until a Supplemental is enacted; and an explanation why Afghanistan costs remain so high.

COORDINATION: The Joint Staff and PA&E concur (TAB C).

Attachment:

As stated

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

11-L-0559/OSD/40688

OSD 04017-04

8 Mar - 1030
Scanned

March 8, 2004

TO: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
SUBJECT: Cost of the War

Yesterday we talked to the President about the cost of the war. I need to get clarity.

Please pull together whoever you need to and get a briefing for me that you have seen and are comfortable with, so we know what our Department's position ought to be and how we ought to handle it

Thanks

DHR:dh
030404-25

.....
Please respond by 3/26/04

~~UNCLASSIFIED - FOR OFFICIAL USE ONLY~~

COST OF THE WAR



Briefing To The Deputy Secretary of Defense

UNDER SECRETARY OF DEFENSE (COMPTROLLER)

March 16, 2004

CLOSE HOLD PRE-DECISIONAL

11-L-0559/OSD/40690



USD (Comptroller)

Cost of the War

SecDef March 8 tasking

Yesterday we talked to the President about the cost of the war. I need to get clarity.

Please pull together whoever you need to and get a briefing for me that you have seen and are comfortable with, so we know what our Department's position ought to be and how we ought to handle it.

*P. Man. 1030
Scanned*

March 8, 2004

TO : Paul Wolfowitz
 FROM : Donald Rumsfeld *DR*
 SUBJECT: Cost of the War

Yesterday we talked to the President about the cost of the war. I need to get clarity.

Please pull together whoever you need to and get a briefing for me that you have seen and are comfortable with, so we know what our Department's position ought to be and how we ought to handle it

Thanks

DWR:dh
03M04-23

Please respond by 3/26/04



USD (Comptroller)

Cost of the War

- 1. Reasons that no funds were requested in the FY 2005 President's budget.**
- 2. How the Components can absorb initial costs thru March/April 2005.**
- 3. Reasons that Afghanistan costs remain so high.**



USD (Comptroller)

Cost of the War

- (1) Reasons that no funds were requested in the FY 2005 President's budget:**
- As a normal business practice, the DoD does not request funding for contingency operations in the Presidents' budget.
 - Political situation is too uncertain to accurately define costs and may change the DoD mission.
 - > Transition to Iraqi sovereignty.
 - Presidential election in June in Afghanistan .
 - Military requirements continue to evolve.
 - > Force protection needs - SAPI plates, Up-Armored HMMWV.
 - Evolving missions - training Iraqi security forces.
 - > Force Package changes - Sending the Marine Expeditionary Force.
 - Future force structure and footprint are undetermined.

**USD (Comptroller)***Cost of the War***(1) Reasons that no funds were requested in the FY 2005 President's budget (cont'd)**

- **Threat is decentralized.**
 - **Different types of insurgents: former regime loyalists; Al-Qaeda; Abu Musab al-Zarqawi; criminals; Taliban.**
 - **Civil tensions between different internal factions.**

- **Factors impacting the establishment of Iraqi Security Forces.**
 - **Quantity and capability of**
 - **Role of UN and depth**
 - **Stability**
 - **Training**



USD (Comptroller)

Cost of the War

Summary:

- To include the war costs in the FY 2005 budget we needed to understand the costs and be able to accurately estimate funds by appropriation.

- Without that we would have needed a large flexible transfer account (i.e., Iraq Freedom Fund) so that in execution we could move money where needed. However,
 - >Congress has been resistant to allow a large flexible fund.
 - Congress has also been uncomfortable with adding significant special transfer authority in prior supplementals.

**USD (Comptroller)***Cost of the War***(2) How the Components can absorb initial costs thru March/April 2005:**

- FY 2003 demonstrates that the Services can absorb and cash flow the initial cost of operations.
 - Difficult, but doable.
 - Needs to be managed closely.
- Components will defer some expenses to the end of the fiscal year.
 - Facility
 -
 -
- To make sure the Components have the cash they need, a larger percentage of their annual funding would be issued at the start of the fiscal year.
- Early FY2005 approval of the supplemental will be needed.

**USD (Comptroller)***Cost of the War*

(3) Reasons that Afghanistan costs remain so high:

- 46,000 personnel in the operation – approximately 13,000 in country, and 33,000 in support.
- Geography – remote and large nation (250,000 square miles).
 - High cost of transportation - lack of roads, requires helicopters transport.
 - Higher tactical Intelligence, Surveillance, and Reconnaissance (ISR) asset requirement.
- Infrastructure (communications, electrical, water, etc.) is primitive, forcing U.S. to build or transport everything.
- Security - continued al Qaeda and Taliban insurgency.
- Logistics Civil Augmentation Program (LOGCAP) – required for all support.

COORDINATION PAGE

PA&E

The Joint **Staff** (J8)

Mr. Kreig

Gen Cartwright

March 16,2004

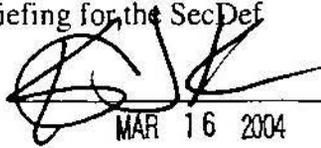
March 16,2004

COORDINATION PAGE

Subject: Cost of the War, Briefing for the SecDef

PA&E

The Joint Staff (J8)



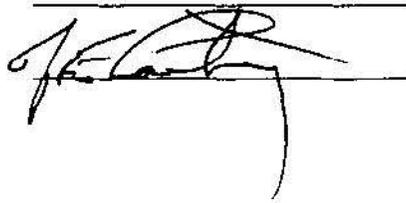
MAR 16 2004

COORDINATION PAGE

Subject: Cost of the War, Briefing for the SecDef

PA&E

The Joint Staff (J8)

A handwritten signature in black ink, written over two horizontal lines. The signature is stylized and appears to be a name with a large initial.

March 17, 2004

0000

TO: Dr. Condoleezza Rice

FROM: Donald Rumsfeld *DR*

SUBJECT: Op-ed

Someone suggested that you do an op-ed piece that would be in the press the day before or the day of my testimony on March 23, laying out your view of it. I think it is a good idea.

DHR:dh
031704-12

19MAY04

OSD 04035-04

3/19
1400



8:10 PM

3/30

TO: Rill Winkenwerder
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *M*
DATE: ~~February 26~~ ^{March 1} 2004
SUBJECT: **Suicide and Depression**

Please draft a **letter** from me to Senator Dominici responding to **this** question as you have indicated.

Thanks.

[Handwritten signature]
LEAHY DI PINE
3/25

782

DHR/azn
022604 05

Attach: Winkenwerder memo to SD 2/17/04 Re: Suicide

M 3/29 → *Jody* *3/29*

Imari 04

LEAHY DI PINE
3/29

2/18
1230



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



INFO MEMO

PERSONNEL AND
READINESS

February 17 2004, 10:00 AM

FOR: SECRETARY OF DEFENSE
FROM: William Winkenwerder, Jr., MD, **ASD** (HEALTH AFFAIRS)
SUBJECT: Suicide & Depression--SNOWFLAKE: (Tab A)

- The Office of Legislative Affairs has made several attempts to schedule a presentation, and we are prepared to brief Senator Domenici at his convenience.
- The suicide rate in-theater is consistent with the annual suicide rates for the period 1990-2002 for all of the Services (TAB B). Suicide rates for the Services have remained in the range of 10-15 per 100,000 per year, while the civilian rate (matched by age and gender) is approximately 20 per 100,000 per year.
 - There have been 22 medical examiner confirmed suicides in the Iraqi theater (18 **Army**, 2 Navy and 2 Marine Corps). (Each service Criminal Investigation Division provides the final determination.)
 - The in-theater suicide rate for the Army is 13.5/100,000/year, compared against an overall Service rate of 11.6/100,000/year
 - The Marine **Corps** reports an in-theater rate of 5.3/100,000/year.
 - The Navy has experienced 2 confirmed suicides; with conservative estimates of the size of the naval force in theater, the rate would be less than the overall Service rate of 11.7/100,000/year.
 - The Air Force reports no suicides in theater.
- Each Service has a Suicide Prevention Program; I have reviewed them all. The **Army**, in particular, has developed a comprehensive program, consisting of
 - A formal training program, Applied Suicide Intervention Skills Training (ASIST), to educate leaders and service members.
 - Combat **Stress** Control units assigned throughout the theater
 - A Deployment Cycle Support Program which includes activities at each phase of deployment (pre-, during, and post-deployment).

COORDINATION: USD (P&R) *Viewed 10.1.04 - 17 Feb 04*

Attachments:
As stated

SPL ASSISTANT DI NITA	
SR MA CRADDOCK	12/26
MA BUCCI	
EXECSEC MARRIOTT	2/18

Prepared By: LTC Guy Strawder, OASD (Health Affairs), (b)(6)



USD 02513-04

October 16, 2003

TO Bill Winkenwerder
CC Powell Moore
David Chu
FROM Donald Rumsfeld *DR*
SUBJECT Depression

Senator Pete Domenici called me yesterday.

He noticed articles about suicides in the Army. He said something like the following. Suicide is frequently caused by depression, which can be a matter of the inability to sleep or indecisiveness. He wonders if the Army is doing a good job of looking into the possibility of depression in the military. He said a high percentage of certain age groups have some sort of depression, and that there is a relatively high teenage suicide rate now from depression.

His recommendation is that we get some psychiatrists or psychologists to take a look at the issue of depression. He is convinced a lot of it can be fixed with modern medicines.

Please tell me what you think. Also, please get with Powell Moore and go back to Senator Domenici to tell him what we know and are doing.

Thanks.

DHR:dh
101503-32

.....
Please respond by 11/21/03

11-L-0559/OSD/40704

11/21/03



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

MAR 30 2004

The Honorable Pete V. Domenici
United States Senate
Washington, DC 20510

Dear Pete,

I wanted to provide you some follow up to the phone conversation we had about military suicides. We have investigated this issue and found that the suicide rates for all of the Services, both total rates and rates within the theater of Operation Iraqi Freedom are generally consistent with the rates that they have experienced for the period 1990-2003. Suicide rates for the Services over that period have been in the range of 10-15 per 100,000 per year.

702

There have been 27 cases of suicide in the Iraqi theater (23 Army, 2 Navy, 2 Marine) which have been confirmed by the criminal investigation divisions of each Service. The in-theater suicide rate for the Army is 17.3 per year, compared to an overall Army rate of 12.8 per 100,000. While the in-theater rate is higher than the overall rate, it is lower than 20 per 100,000 per year, the rate of a civilian population of the same age and gender.

Each Service has a Suicide Prevention Program. The Army, in particular, has developed a comprehensive program consisting of formal training (Applied Suicide Intervention Skills Training), Combat Stress Control units assigned throughout the theater, and the Deployment Cycle Support Program which includes activities prior to, during, and post-deployment. While deployed, Service members are trained to recognize sources of stress and the symptoms of depression, including thoughts of suicide, in themselves and others. In addition, there is high awareness among command leadership regarding mental health and stress issues.

30 MAR 04
Imanoy

Mental health care is available in-theater to handle any problems that might arise. After returning home, help for any mental health issues, including depression and post-traumatic stress disorder, is available through the Military Health System for active duty and retired Service members, or through the Veterans Health Administration for non-retired veterans. Every returning Service member is carefully screened for mental health problems with the post-deployment medical assessment process using a thorough questionnaire and an interview with a medical provider.

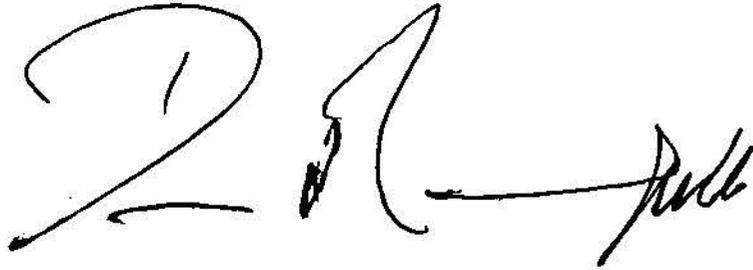


OSD 04047-04

I hope this information is useful. Bill Winkenwerder, Assistant Secretary for Health Affairs, has more information if you would like to discuss it with someone.

With best wishes,

Thank for
your call -
D

A handwritten signature in black ink, appearing to read "Bill Winkenwerder". The signature is fluid and cursive, with a long horizontal stroke extending to the right.



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

ACTION MEMO

MAR 15 2004

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Response to Senator Domenici on Suicide and Depression

- You requested a written reply to Senator Domenici based on the previous response. (TAB B)
- The letter of response (TAB A) provides information about suicide rates that is current as of the date of this memo. The rates for the Army differ from those in the previous info memo because Army Criminal Investigations Division has determined that three previously undetermined deaths were suicides.

RECOMMENDATION: The Secretary of Defense sign the letter at TAB A.

COORDINATION: TAB C

Attachments:
As stated

Prepared by: COL Burke, C&PP (b)(6) PCDOCS# 61616,61480

702

15 Mar 04 / Mar 04



THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

The Honorable Pete V. Domenici
United States Senate
Washington D.C. 20510

Dear Senator Domenici,

Thank you for your inquiry about suicides in the Army. We have investigated this issue and found that the suicide rates for all of the Services, both total rates and rates within the theater of Operation Iraqi Freedom are generally consistent with the rates that they have experienced for the period 1990-2003. Suicide rates for the Services over that period have been in the range of 10-15 per 100,000 per year.

There have been 27 cases of suicide in the Iraqi theater (23 Army, 2 Navy, 2 Marine) which have been confirmed by the criminal investigation divisions of each Service. The in-theater suicide rate for the Army is 17.3 per year, compared to an overall Army rate of 12.8 per 100,000. While the in-theater rate is higher than the overall rate, it is lower than 20 per 100,000 per year, the rate of a civilian population of the same age and gender.

Each Service has a Suicide Prevention Program. The Army, in particular, has developed a comprehensive program consisting of formal training (Applied Suicide Intervention Skills Training), Combat Stress Control units assigned throughout the theater, and the Deployment Cycle/Support Program which includes activities prior to, during, and post-deployment. While deployed, Service members are trained to recognize sources of stress and the symptoms of depression, including thoughts of suicide, in themselves and others. In addition, there is high awareness among command leadership regarding mental health and stress issues.

Mental health care is available in-theater to handle any problems that might arise. After returning home, help for any mental health issues, including depression and post-traumatic stress disorder, is available through the Military Health System for active duty and retired Service members, or through the Veterans Health Administration for non-retired veterans. Every returning Service member is carefully screened for mental health problems with the post-deployment medical assessment process using a thorough questionnaire and an interview with a medical provider.

We regard each suicide that occurs within the U.S. military as a tragic event; one is too many. I thank you for your concern for our soldiers, sailors, airmen, and Marines. My Assistant Secretary for Health Affairs, Dr. William Winkenwerder, is available to provide you a more detailed briefing on these issues at your convenience.

Sincerely,



11-L-0559/OSD/40708

Depression and Suicide

COORDINATIONS

CoS (HA)

3/8/04

PDASD (HA)

3/5/04

ASD (LA)

Oliver Shan 3/11/04

USD (P&R)

D.S.O. Chen

17 Mar 04



0605D

8 MAR 04

11-L-0559/OSD/40710

OSD 04053-04

March 8, 2004

TO: Larry Di Rita
FROM: Donald Rumsfeld
SUBJECT: Action Photo

Please give me a good action photograph of me (alone), with some kind of animation. I would like to sign it and then have it sent to the Crab Claw, P.O. Box 156, St. Michaels, MD 21601. They asked for the photo.

Thanks.

DHR:dh
030804-26

.....
Please respond by _____

0
OSD

8 MAR 04

8 MAR 04

OSD 04053-04

1 March 2005

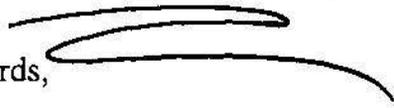
TO: Vice President Richard B. Cheney

FROM: Donald Rumsfeld



Attached is a copy of a greeting card (I kept the original, needless to say!) that I think you'll find encouraging – let me put it that way.

Regards,



Attach.
Benedetti card to SecDef

DHR:dh
022805-12

3355D

1 MAR 05

242204

OSD 04075-05

© Four Seasons Greetings LLC
Design: IV Allen FS Art Libraries
Made in USA
1444

335 57

A * M * E * R * I * C * A



24 Dec 04



UNITED WE STAND!

11-L-0559/OSD/40713

There are no words to
express my **CB** for you.

The garbage dumped on you
daily by the media. This
media that seems happy
to exploit even death
in the war. Exceptant

I'm sure the military
is watching our backs and
you're watching them. Though

I'm getting up there in age,
54. To me you and vice

President Cheney are the
best men in America,
next to my husband.

GOD BLESS AMERICA

The Soldiers,
President Bush
Vice President Cheney
and you Mr. Rumsfeld

7201
TAB A

326

December 27, 2003

TU: Gen. Dick Myers
CC: Paul Wolfowitz
Powell Moore
FROM: Donald Rumsfeld *DR*
SUBJECT: Congressman Marshall

Congressman Marshall has some interesting ideas about using the Guard and Reserve to fight three-week wars and not far much else. He says they like to do it and do it well. He says they have the skills for civil affairs and so forth.

Why don't we arrange to have Pete Schoemaker talk to him and see what he has to say. He is an interesting man, very bright, He is the one who wrote such a good op-ed piece after he came back from the Middle East.

Thanks.

DHR:dh
122703-27 (to computer)

.....

Please respond by 1/31/04

27 Dec 03

OSD 04082-04



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CM-1632-04
19 March 2004 13:12

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RBMY 3/19*

SUBJECT: Congressman Marshall

- **Question.** "Congressman Marshall has some interesting ideas about using the Guard and Reserve to fight three-week wars and not for much else. He says they like to do it and do it well. He says they have the skills for civil affairs and so forth. Why don't we arrange to have Pete Schoomaker talk to him and see what he has to say?" (TAB A)
- **Answer.** General Peter J. Schoomaker, USA, and I are meeting with Congressman Jim Marshall regarding this matter on 23 March.
- **Analysis.** After the meeting, we will report on insights from Congressman Marshall at your earliest opportunity.

COORDINATION: TAB B

Attachments:

As stated

copy to:

CSA

Prepared By: MG Clyde A. Vaughn, USA; ACJCS/NG; (b)(6)

OSD 04082-04

11-L-0559/OSD/40716

TAB A

December 27, 2003

TO: Gen. Dick Myers
CC: Paul Wolfowitz
Powell Moore
FROM: Donald Rumsfeld *DR*
SUBJECT Congressman Marshall

Congressman Marshall has some interesting ideas ~~about~~ using the Guard and Reserve to fight three-week wars and not for much else. ~~Re~~ says they like to do it and do it well. ~~He~~ says they have the skills for civil affairs and so forth.

Why don't we arrange to have Pete Schoomaker talk to him and see what he has to say. ~~We~~ is an interesting man, very bright. ~~He~~ is the one who wrote such a good op-ed piece after he came back from the Middle East

Thanks.

DHR:dh
122703-27 (to computer)

.....
Please respond by

1/31/04

TAB B

COORDINATION PAGE

Office of the Chief of Staff, COL Campbell 16 March 2004
US Army



SECRETARY OF DEFENSE MEMO

2-Feb-04 11:23 AM

To: Secretary Rumsfeld

Through: LTG *Cra* ~~Cra~~ *clock* (has seen, show SecDef)

From: Cathy Mainardi

Subject: Christening of the USS Paul Nitze

Sir, the USS Paul Nitze will be christened on April 17th 2004 @ Bathe Iron Works in Maine. Your schedule is currently open if you would like to attend.

Accept _____

Regret _____

Other _____

Thank You,
Cathy

001150

Exec Sec - 2/26

pls have Carrie Sue brought to christening to Mrs Nitze.

J. Bell

ESC →

To: MRS Nitze

CARRIE SUE

FORAC

THANKS

CIM 2/27

2 Feb 04 26 Jan 04

OSD 04089-04

January 26, 2004

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld 9

SUBJECT: Christening of USS Paul Nitze

Please get me the details on when the ship, the Paul Nitze, is going to be christened and what the plans are for it. I think it is in April.

I saw Mrs. Nitze the other day, and she asked me about it. She apparently had just been told the date.

Thanks.

DHR:dh
012604-8

.....
Please respond by 2/6/04

*Response attached
1/27*

*I should have it
by COB today.
vr/
DHR*

001150

26 Jan 04

OSD 04089-04

March 16, 2004

TO: (b)(6)

FROM: Donald Rumsfeld *DR*

SUBJECT: Paul Nitze's Widow

I had a letter in here today to Mrs. Paul Nitze, and I said get her correct name. I think her last name is Porter, and I think her first name is Leezee, but we should check with Joyce and find out.

Thanks.

DHR:dh
031604-9

.....
Please respond by _____

~~Sent email 5/18 to DR~~ ~~Don not know!~~

Mrs. Leezee Porter

(b)(6)

See
edits

001.15D

16 Mar 04 26 Jan 04

OSD 04089-04



THE SECRETARY OF DEFENSE
WASHINGTON

MAR 19 2004

Ms. Virginia Porter

(b)(6)

Dear Leezee,

I regret that I will not be able to attend the christening of the USS Paul Nitze on April 17th.

Please accept my best wishes to you and Paul. This is a well-deserved tribute for a very special patriot.

With my best wishes,

Sincerely,

001.15D

19 Mar 04 26 Jan 04

OSD 04089-04



SECRETARY OF DEFENSE
WASHINGTON

Ms. Virginia Porter

(b)(6)

Name

(D)

Leever
Dear Ms. Porter:

I regret that I will not be able to attend the christening of the USS Paul Nitze on April 17th.

Please accept my best wishes to you and Paul. This is a fine tribute *to a Paul Nitze,*

With my best wishes,

Sincerely,

Well deserved

*Ask Joyce
her name*

January 13, 2004

660

TO: Gen. Dick Myers

CC: LTG John Craddock
VADM Staser Holcomb (Ret.)

FROM: Donald Rumsfeld *DR*

SUBJECT: Army/Joint Positions

My impression is that when **we** are approving people for Army jobs, we are in fact approving them for joint **jobs**, but we are not taking that into account. That would **be** true, for example, with Metz. I did not take into account **his** probable role in **Iraq**.

How do we change the system so that I am properly informed **of** things **like** that?

Thanks.

DHR:dh
01/304-8

.....
Please respond by 1/20/04

OSD 04094-04

Tab A



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

CM-1625-04
19 March 2004

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJC

RBMY 3/17

SUBJECT: Army/Joint Positions

- **Question.** "My impression is that when we are approving people for Army jobs, we are in fact approving them for joint jobs, but we are not taking that into account. That would be true, for example, with Metz. I did not take into account his probable role in Iraq. How do we change the system so that I am properly informed of things like that?" (TAB A)
- **Answer.** All Service three-star command billets are potential warfighters in the joint environment. As such, the Services will identify in all future nomination packages any known or probable joint general or flag officer duty requirements associated with three-star Service command positions.

COORDINATION: TAB B

Attachments:
As stated

Prepared By: VADM T. J. Keating, USN; Director, Joint Staff;

(b)(6)

OSD 04094-04

11-L-0559/OSD/40725

January 13, 2004

660

TO: Gen. **Dick** Myers
CC: **LTG John** Craddock
VADM Staser Holcomb (Ret.)
FROM: Donald **Rumsfeld** *DR*
SUBJECT: Army/Joint Positions

My impression is that when we are approving people for **Army** jobs, we are in fact approving them for joint jobs, but **we** are not taking that into account. That would be true, for example, with Metz. I did not take into account **his** probable role in Iraq.

How do we change the system so that I am properly informed of things like **that**?

Thanks.

DHR:dh
011304-8

.....
Please respond by 1/20/04

Tab A

TAB B

COORDINATION

Army Chief, General Officer Management Office	COL Daniel V. Bruno	Concur 30 January 2004
Navy Flag Officer Management Office	CDR James Housinger	Concur 25 February 2004
USMC	Col Van Dyke	Concur 25 February 2004
USAF	Col Shelby Ball	Concur 24 February 2004



7201
UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

INFOMEMO

your name

March 19, 2004 - 6:00 PM

PERSONNEL AND
READINESS

FOR: SECRETARY OF DEFENSE
FROM: DR. DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS) *Adm. Pilling*
SUBJECT: Next Steps on Advisory Committee on Military Compensation
--SNOWFLAKE

- We have contacted all the individuals whom you indicated would be good choices for the Advisory Committee (Tab A).
- Eight have indicated an interest in serving, and in almost every case, a strong interest: Denny, Van Alstyne, Anderson, Cook, Jannotta, Oi, Tracy and White. (Mr. Denny, however, will be out of the country about one third of the time this year.) These eight give us a good potential balance of political experience, bipartisanship, academic talent, business knowledge, and military service. Marty Hoffman would serve, but reluctantly, given his other activities on your behalf.
- Unfortunately, Frank Carlucci and Don Rice, your two leading choices for chairman, both declined: Mr. Carlucci for health reasons, and Dr. Rice for a variety of reasons (although he would be glad to serve on other Departmental panels).
- As you recall, we are aiming for a panel of seven, including the chair. We could choose the chair from one of the eight interested in serving, or we could ~~turn~~ to a new candidate. If the latter, one possibility might be retired Admiral Don Pilling, now the president of the Logistics Management Institute.

334

19 Mar 04

Recommendation: Pick a chair from a new list that includes Admiral Pilling as a candidate, and appoint balance of panel from the eight interested in serving.

Pick chair from 8?	Yes _____	No _____
If No, Approve Admiral Pilling?	Yes _____	No _____
Other chair candidates?	_____	
Preference for balance of Panel?	_____	

w/o Attachment: As stated

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

(b)(6)

with TSA since 3/22/04 17:39
11-L-0559/OSD/40728

Recycling symbol
Pull Dr. Chu talked to
Mr. Patterson 4/29/04 &
a new list will be submitted 04/29-04



UNDER SECRETARY OF DEFENSE

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

INFO MEMO
ACTION

March 19, 2004 - 6:00 PM

PERSONNEL AND
READINESS

FOR: SECRETARY OF DEFENSE
FROM: DR. DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
(PERSONNEL AND READINESS) *Approved by [Signature]*
-- 19 March 04
SUBJECT: Next Steps on Advisory Committee on Military Compensation
--SNOWFLAKE

- We have contacted all the individuals whom you indicated would be good choices for the Advisory Committee (Tab A).
- Eight have indicated an interest in serving, and in almost every case, a strong interest: Denny, Van Alstynce, Anderson, Cook, Jannotta, Oi, Tracy and White. (Mr. Denny, however, will be out of the country about one third of the time this year.) These eight give us a good potential balance of political experience, bipartisanship, academic talent, business knowledge, and military service. Marty Hoffman would serve, but reluctantly, given his other activities on your behalf.
- Unfortunately, Frank Carlucci and Don Rice, your two leading choices for chairman, both declined: Mr. Carlucci for health reasons, and Dr. Rice for a variety of reasons (although he would be glad to serve on other Departmental panels).
- As you recall, we are aiming for a panel of seven, including the chair. We could choose the chair from one of the eight interested in serving, or we could turn to a new candidate. If the latter, one possibility might be retired Admiral Don Pilling, now the president of the Logistics Management Institute.

Recommendation: Pick a chair from a new list that includes Admiral Pilling as a candidate, and appoint balance of panel from the eight interested in serving.

Pick chair from 8?	Yes _____	No _____
If No, Approve Admiral Pilling?	Yes _____	No _____
Other chair candidates?	_____	
Preference for balance of Panel?	_____	

Attachment: As stated

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



TO: LTG John Craddock
CC: Paul Wolfowitz
FROM: Donald Rumsfeld
DATE: January 9, 2004
SUBJECT:

(Handwritten initials in a circle)
W

David Chu said there is a personnel memo here. Please get another copy of it and get it to me. I can't find it.

Thanks.

DHR/azn
010904.03

1/22
To Chu -
we can discuss
when you get there.
D. Ritz
Larry Di Rita

Please respond by: _____

1/9

M 1/22
1/22

Paper attached.

C 1/9

Add
Joe Jannotta
Guy from Defense
Business Board
Jim Denny
Tori Clarke

- Joe Jannotta
- Guy From Defense Business Board.
- MARY HOFFMAN
- Jim Denny
- Tori Clarke



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

SECRET
DEC 18 11:53

PERSONNEL AND
READINESS

ACTION MEMO

December 17, 2003, 3:00 PM

FOR: SECRETARY OF DEFENSE

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

David S. C. Chu 18 Dec 03

SUBJECT: Proposed Charter and Selection of FY04 Advisory Committee on Military Compensation Members

- We are proposing you appoint an Advisory Committee on Military Compensation to conduct a comprehensive review of military compensation for Active and Reserve Forces; proposed charter at Tab A.
- The list of candidates to serve as Chair includes six names (Tab B). Six committee members would join the Chair (total seven) in forming the Committee.
- We will coordinate with OGC and White House after you approve our concept.
- The list of potential committee members (Tab C) includes representation from the academic, business, military, and legislative communities. Each has had extensive experience in the area of compensation and an understanding of the military. We have not asked White House Liaison to screen nor have we contacted any of the nominees.
- The Advisory Committee would be established for not more than one year, conducting public meetings, and necessary fact-finding trips.

RECOMMENDATION: Approve the Advisory Committee on Military Compensation, select a Chair, and choose six committee members (or designate others of your choosing).

Approved _____ Disapproved _____ Other _____

COORDINATION: None

Attachments:
As stated

Prepared by: S. Pleeter, Compensation (b)(6)

U20862 105



Draft Charter for an **Advisory Committee on Military Compensation**

The Advisory Committee on Military Compensation will be appointed by the Secretary of Defense **to** conduct a comprehensive review of military compensation **from** the perspective of both the Active and Reserve Forces. The Committee's goal is to identify approaches to balance military pay and benefits in sustaining recruitment and retention of high-quality people, as well as a cost-effective and ready military force. The Committee will be appointed for a period not to exceed one year.

The Advisory Committee on Military Compensation will perform a comprehensive review and strategic assessment of military pay and benefits with a view towards simplifying and balancing pays to maintain our competitive edge in recruiting and retention. Upon completion of its work, the Committee will publish its conclusions and recommendations and transmit those to the Secretary of Defense.

Issues to be addressed by the Commission

- What form of military compensation and benefits are the most effective for meeting the needs of the Nation in peace and war? Does the present pay and benefits allowance system provide a level of compensation, in both peace and war, that is appropriate? If not, what changes offer greater potential to serve the national purpose?
- What provisions are appropriate for differential compensation in terms of facing danger, risk and hardship; and, what are the appropriate criteria for using them?
- What is the appropriate balance between in-service and post-service compensation? Is the present system effective in achieving these purposes? Are current policies relating to the compensation of veterans with disabilities consistent with desired goals? What changes are appropriate?
- Is the structure and level of reserve compensation appropriate for the changed utilization of *Guard/Reserve*? What is an appropriate structure for reserve post-service compensation?
- Should the unique characteristics of military service be reflected in the compensation system? If so, how?
- Is the relative balance between cash and non-cash compensation appropriate?

PRESIDENTIAL COMMISSION ON MILITARY COMPENSATION NOMINEES FOR CHAIRMAN

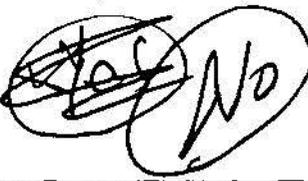
#	NAME	GENDER	ETHNICITY/ RACE	REGION	EXPERTISE
1	Hon. Warren Rudman 	Male	White	East (New Hampshire)	Former Senator, New Hampshire Former Member, Senate Appropriations Committee Member, President's Foreign Intelligence Advisory Board Reciuent. President's Citizen's Medal
2	Mr. Norman R. Augustine 	Male	White	Mid-Atlantic (Princeton, NJ)	Former Chairman & CEO, Lockheed Martin Co. Former Chair, Defense Science Board Former Chairman, American Red Cross Professor, Princeton University's School of Engineering and Applied Science
3	ADM David Jeremiah 	Male	White	Mid-Atlantic (Washington, DC)	Retired Admiral USN Vice Chairman, Joint Chiefs of Staff Member, Defense Policy Board Member, Defense Science Board Task Force on Human Resources

4	Hon. Sam Nunn No	Male	White	South (Atlanta, GA)	Senior Partner, King & Spalding LLP Distinguished Prof, Sam Nunn School of International Affairs, Georgia Tech Co-chair & CEO Nuclear Threat Initiative. Chair, Center for Strategic & International Studies, Washington, DC. Former U.S. Senator, SASC Chairman
5.	Dr. Donald B. Rice Yes	Male	White	West (Los Angeles, CA)	Former Secretary of the Air Force Former Deputy Assistant Secretary for Resource Analysis President & CEO, UroGenesys, Inc. Former President & CEO, RAND Corp.
6.	Hon. Frank Carlucci Yes	Male	White	Mid-Atlantic (Washington, DC)	Former Secretary of Defense Member, President's Blue Ribbon Commission on Defense Management Former Chair & CEO, Sears World Trade Inc.
7	Hon. Bob Kerrey Also	Male	White	Mid West (Nebraska)	President New School University Former Senator of Nebraska Former Governor of Nebraska Congressional Medal of Honor

PRESIDENTIAL COMMISSION ON MILITARY COMPENSATION NOMINEES

#	NAME	GENDER	ETHNICITY/ RACE	REGION	EXPERTISE
1	Dr. Walter Oi 	Male	Asian	Mid-Atlantic (Rochester, NY)	Academic Elmer B. Milliman Prof of Economics, University of Rochester Fellow of the American Economic Association. Recipient of the Secretary of Defense Medal for Outstanding public Service
2	Dr. Martin Anderson 	Male	White	West (Palo Alto, CA)	Academic Keith & Jan Hurlbut Senior Fellow, Hoover Institute, Stanford University Member, Defense Policy Board 2001. Chair, Congressional Policy Advisory Board, 1998-01.
3	Dr. John P. White 	Male	White	East (Boston, MA)	Academic Faculty Chair of the Middle East Initiative, John F. Kennedy School of Government, Harvard U. RAND Advisory Trustee Former Deputy Secretary of Defense Director, <i>Institute for Defense Analysis.</i>
4	Mr. J.C. Watts 	Male	Black	Mid-Atlantic (Washington, DC)	Congressional Former Representative, 4 th District, Oklahoma Chairman J.C. Watts Company Senior Distinguished Fellow, Mercatus Center Co-chair, Coalition for Aids Relief in Africa Board Member. U.S. Military Academy at West Point

PRESIDENTIAL COMMISSION ON MILITARY COMPENSATION NOMINEES

#	NAME	GENDER	ETHNICITY/ RACE	REGION	EXPERTISE
5	Ms. Tilly Fowler 	Female	White	South (Jacksonville, FL)	Congressional Former Member, House Committee on National Security Subcommittees on Military Facilities and Installations and Military Readiness Former Representative, Jacksonville Florida
6	Mr. Arthur M. Blank 	Male	White	South (Atlanta, GA)	Business Former Chief Executive Officer, Home Depot Co. CEO, AMB Group LLC Distinguished Executive in Residence, Emory University
7.	Mr. Michael L. Eskew 	Male	White	South (Atlanta, GA)	Business CEO, United Parcel Service Trustee, Annie E. Casey Foundation Member, President's Export Council Member, Business Roundtable
3.	Ms. Carol DiBattiste	Female	White	Mid-Atlantic (Washington,DC)	Government Chief of Staff, Transportation Security Administration Partner, Holland & Knight LLP Under Secretary, USAF Deputy U.S. Attorney for the Southern District Florida

9	Gen Billy J. Boles	Male	White	Mid-Atlantic (Washington, DC)	Military Retired General USAF Deputy Chief of Staff, Personnel Commander, Air Education & Training Command Member, Defense Science Review Board
10	LtGen John A. Van Alstyne <i>Yes</i>	Male	White	Southwest (College Station, TX)	Military Retired General USA Commandant Texas A&M University Corps of Cadets Deputy Under Secretary of Defense, Personnel & Readiness, Military Personnel Policy
11	Jim Hosek	Male	White	West (California)	Academic Senior Rand Military Compensation Researcher
12	Chris Jehn	Male	White	Mid-Atlantic (Virginia)	Business VP Gray Computers Former Asst. Secretary of Defense (FM&P) Bush 41
13	David Armor	Male	White	Mid-Atlantic (Virginia)	Academic Professor, George Mason University Former Principal Deputy (FM&P) Reagan
14	Norb Ryan <i>No</i>	Male	White		President of Military Officers Association Retired Vice Admiral Chief of Naval Personnel
15	Louis Caldera <i>No</i>	Male	Hispanic	West (California)	Vice Chancellor California State University Board of Trustees Former Secretary of the Army



THE JOINT STAFF
WASHINGTON, DC

OFFICE OF THE SECRETARY OF DEFENSE
SECRET
2004 JAN 13 PM 12:40

Reply ZIP Code:
20318-0300

DJSM-0023-04
10 January 2004

MEMORANDUM FOR THE EXECUTIVE SECRETARY TO THE SECRETARY OF
DEFENSE

Subject: Proposed Charter and Selection of FY04 Advisory Committee on
Military Compensation Members

1. Thank you for the opportunity to review the proposed charter and nominees for the Advisory Committee on Military Compensation Members.¹ We concur as written.

2. The Joint Staff point of contact is Lieutenant Colonel Charlene D. Jefferson, USAF; J - 1; (b)(6)

T. J. KEATING
VADM, USN
DIRECTOR, JOINT STAFF

Reference:

- 1 OSD memorandum, 23 December 2003, "Request for your Coordination of OSD Control Number U20862-03"

TO: LTG John Craddock
cc: Paul Wolfowitz
FROM: Donald Rumsfeld
DATE: January 9, 2004
SUBJECT:

(Handwritten initials in a circle)

David Chu said there is a personnel memo here. Please get another copy of it and get it to me. I can't find it.

Thanks.

DHR/azn
010904.03

1/22
Da Chu -
We can discuss
when you get the
D, Rita
1/9

Please respond by: _____

Larry Di Rita

M 1/22
1/22

Paper attached.

0119

- Joe Jannotta
- Guy From Defense Business Board.
- MARY HOFFMAN
- Jim Denny
- Tori Clarke

ADD
Joe Jannotta
Guy from Defense Bd
Mary Hoffman
Jim Denny
Tori Clarke



PERSONNEL AND
READINESS

720
UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



INFO MEMO

February 25, 2005, 12:10PM

FOR: SECRETARY OF DEFENSE

FROM: Dr. David S. Chu, Under Secretary of Defense (P&R)

David S. Chu 25 Feb 05

SUBJECT: League of United Latin American Citizens (LULAC) Group--Snowflake

- After an October meeting with members of LULAC, you asked for proposals to increase Hispanic representation in DoD (attached).
- Over the last decade, Hispanic military representation has shown marked improvement (from 5.4% overall in FY94 to 9% in FY04); civilian representation, however, has only increased from 5.8% to 6.2% over the same time frame.
- In 2000, the Department published Hispanic Employment Initiatives to guide the Services' efforts; the document emphasized recruitment, development, and retention; we revitalized those initiatives and increased joint OSD and Service endeavors.
- Recent efforts include several major outreach events, increased collaboration with key Hispanic organizations (signed partnerships with LULAC and the Hispanic Association of Colleges and Universities), focused/tailored recruiting programs, and increased contracts and grants to Hispanic businesses and Hispanic Serving Institutions.
- We also asked the Defense Business Board (DBB) for advice; the Defense Human Resources Board is monitoring the Services' progress at implementing the DBB report recommendations.
- Additionally, we have funded several research projects aimed at better understanding the Hispanic market and enhancing our recruitment and retention efforts.
- Achieving a diverse and capable workforce is an expressed goal in the Department's Human Capital Strategic Plan, and we are increasing our efforts toward this end.

RECOMMENDATION: That we continue to implement current plans and initiatives to enhance Hispanic recruitment and retention and closely monitor these efforts for positive results, providing you a semi-annual report.

PREPARED BY: John M. Molino, Acting DUSD (EO) (b)(6)



INFO MEMO COORDINATION PAGE

PDUSD(P&R)

Charles S. Abell

SA 2-22-67

Acting DUSD(MPP)

Bill Carr

November 16,2004

Subsequent coordination from Accession Policy, CAPT Arendt

January 11,2005

Acting DUSD(CPP)

Ellen Tunstall

November 19,2004

Subsequent coordination from Ms. Tunstall

January 11,2005

~~FOUO~~

PD USB RTR

Al R. Molina

OCT 15 2004

No suspense -
show in Nov 1.

TO: David Chu
Jim O'Beirne

FROM: Donald Rumsfeld 

SUBJECT: LULAC Group

I was glad I met with the LULAC Group.

I think it is extremely important that the Department of Defense do a better job at recruiting Hispanics at all levels - civilian and military.

Please put together a good plan - each of you in your respective areas - and get back with me some proposals.

Thanks.

DHR:ss
101404-26

.....
Please respond by _____

~~FOUO~~

OSD 04133-05

11-L-0559/OSD/40742



HEALTH AFFAIRS

7201
THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

03/18/04

INFO MEMO

March 18, 2004, 3:00 PM

FOR: SECRETARY OF DEFENSE

FROM: *William Winkenwerder, Jr.*
William Winkenwerder, Jr., MD, ASD (HEALTH AFFAIRS)

SUBJECT: UPDATE #2: Health Issues Related to Haiti – Response to Snowflake, dated March 1, 2004

- The attached medical status reports are provided subsequent to my info memo dated March 2, 2004, subject as above (TAB A). The Medical Officer of the Marine Corps, RADM Hufstader, is providing a weekly status on Force Health Protection activities of the deployed marines. He reports no disease outbreaks or non-battle injury trends.
- For the next weekly report, I have asked RADM Hufstader for a detailed compliance report on the percentage of the task force that has completed pre-deployment assessments, completed vaccinations required for the region, transitioned to chloroquine as a prophylaxis against malaria, and any other measurable Force Health Protection activity. The objective is to ensure there is good visibility among all the leadership on these important measures.

COORDINATION: USD (P&R) *W. W. C. Chen 19 Mar 04*

Attachments:

As stated

Prepared By: William Winkenwerder, Jr., MD, ASD (Health Affairs),

(b)(6)

TAB

A

INFORMATION MEMO

10 March 2004

FOR: ASSISTANT SECRETARY OF DEFENSE, HEALTH AFFAIRS

SUBJECT: Medical Status Report for Marine Deployment to Haiti

1. There are currently 1400 Marines ashore in Haiti. Medical support is General Medicine, Aviation Medicine, Surgery and Preventive Medicine. Additional capabilities arriving this week: disease surveillance, entomology, environmental surveillance, food safety, sanitation, and water quality surveillance. Casualty evacuation: H-60 helicopters ashore, C-130 in area, and ISOS on-call. Other non-U.S. medical assets are increasing and are coordinating with U.S. Forces.

2. The following information was provided by the Combined Task Force (CTF) Surgeon regarding Force Health Protective measures:

Health Threats	Protective Measure/Control Measure	Current Status
Deployment	Pre-deployment Health Assessment	Pre-deployment Health Assessments are being conducted. Ongoing reviews to assure complete coverage.
Hepatitis A	Vaccination/Immune Globulin	Administered. Ongoing reviews to assure complete coverage.
Typhoid Fever	Vaccination	Administered. Ongoing reviews to assure complete coverage.
Suicide	Briefing, stress monitoring, awareness	Routine pre-deployment briefing completed. Senior enlisted and medical staff monitoring individuals for signs of stress.
Enteric disease	Briefing, hygiene surveys, surveillance	Testing of local water revealed coliform contaminants. Reverse Osmosis Water Purification Units (ROWPU) or bottled water for drinking. Senior enlisted enforcing hand-washing procedures.
Malaria	DEET, Permethrin-treated uniform, bed net, prophylaxis	Marines currently using multiple agents (doxycycline, chloroquine, mefloquine). CTF Surgeon transitioning all Forces to chloroquine or doxycycline as alternative. One individual arrived without prophylaxis. Corrected.

		320 Marines arrived without permethrin-treated uniforms. Permethrin obtained and uniform treatment underway. Monitoring continues for protective measure use.
Dengue Fever	DEET, Permethrin-treated uniform, bed net.	Leadership active in assuring compliance.
Filariasis	DEET, Permethrin-treated uniform, bed net.	Leadership active in assuring compliance.
Leptospirosis	Doxycycline	Environmental risk assessment conducted. Low risk in USMC operational areas. Lab capabilities being established for diagnosis and surveillance. Widespread prophylaxis not required. Individuals operating in any high-risk areas will receive prophylaxis.
STD	Briefing, awareness, surveillance	No change from previous report.

3. Situation reports are submitted to USSOUTHCOM daily and copies are received at Headquarters, U. S. Marine Corps.

INFORMATION MEMO

18 March 2004

FOR: ASSISTANT SECRETARY OF DEFENSE, HEALTH AFFAIRS

FROM: RDML R. D. Hufstader, Medical Officer of the Marine Corps

SUBJECT: Medical Status Report for Marine Deployment to Haiti

1. Combined Joint Task Force established. New medical assets requested and enroute include surgical company (-) and a forward-deployed preventive medicine unit (FD-PMU).
2. No disease outbreaks or non-battle injury trends. One Marine with gunshot wound to arm stabilized, surgical care in Miami, expected release from hospital today.
3. Onset of rainy season will increase mosquito prevalence. FD-PMU will provide entomology and increased vector control capabilities. No change to following table since last week.

Health Threats	Protective Measure/Control Measure	Current Status
Deployment	Pre-deployment Health Assessment	Pre-deployment Health Assessments are being conducted, with ongoing review to assure complete coverage.
Hepatitis A	Vaccination/Immune Globulin	Administered. Ongoing review to assure complete coverage.
Typhoid Fever	Vaccination	Administered. Ongoing review to assure complete coverage.
Suicide	Briefing, stress monitoring, awareness	Routine pre-deployment briefing. Ongoing monitoring by senior enlisted and medical staff.
Enteric disease	Briefing, hygiene surveys, surveillance	Local water coliform contaminated. Reverse Osmosis Water Purification Units (ROWPU) or bottled water for drinking. Handwashing emphasized.
Malaria	DEET, Permethrin-treated uniform, bed net, prophylaxis	All forces transitioning to chloroquine prophylaxis with doxycycline as alternative. Ongoing compliance monitoring of protective measure use.
Dengue Fever	DEET, Permethrin-treated uniform, bed net.	Ongoing compliance monitoring.
Filariasis	DEET, Permethrin-treated uniform, bed net.	Ongoing compliance monitoring.
Leptospirosis	Doxycycline	Low risk in operational areas. Total force prophylaxis not required. Individuals in high-risk areas will receive prophylaxis.
STD	Briefing, awareness, surveillance	No change from previous report.

120/04

7:35 PM

TO: David Chu

CC: Paul Wolfowitz

FROM: Donald Rumsfeld *DR*

DATE: February 18, 2004

SUBJECT: Pay Cap

I would like to go back **and try to** get the pay cap fixed. John Handy has been working for **about 25%** of his pay or something like that. Why don't **we** go back at it this year and try to **fix** it.

Thanks.

DHR/azn
021804.15

Please respond by: _____ *3/7* _____

OSD 04149-04



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



PERSONNEL AND
READINESS

March 18, 2004, 3:00 PM

FOR: SECRETARY OF DEFENSE

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

David S. C. Chu 19 Mar 04

SUBJECT: Pay Caps

- In your February 20 memo, you state, "I would like to try to get the pay cap fixed. John Handy has been working for about 25% of his pay or something like that." (Tab A)
- Annual basic pay for Combatant Commanders (and Joint Chiefs) should be \$175,600, but is capped at \$145,600. All other O-10s are also capped at \$145,600.
 - Basic pay of flag officers may not exceed Executive Level III (\$145,600).
 - O-10 retired pay is also based on the capped pay (\$109,200 using a 75% multiple of \$145,600 which is maximum for thirty years service).
- For the FY05 National Defense Authorization Act, the Department proposes the following (included in FY04 Defense Transformation legislation, but not adopted):
 - Calculate flag officer retired pay based on uncapped rather than capped pay, and
 - Allow flag officers to accrue retirement multiplier beyond 75%.
- If adopted, this would provide a substantial benefit to Combatant Commanders. With 40 years, one would retire at 100% of uncapped basic pay (e.g. \$175.6K vs. \$109.2K).
- In 1999, the flag officer pay cap was raised from Executive Level V. At the time, members of the Senior Executive Service, many of whom worked for senior flag officers, had their basic pay plus locality pay capped at Executive Level III. (Tab B)
- The FY04 National Defense Authorization Act set a new cap for Senior Executive Service basic pay at Executive Level II. (Tab C)
- We are pursuing FY05 legislation to raise the cap for flag officers to Executive Level II, as well. This would raise pay for a Combatant Commander to \$158,100 vs. \$145,600.

RECOMMENDATION: N/A

COORDINATION: Tab D

Attachments :

As stated

Prepared by: S. Pleeter, Compensation

(b)(6)



11-L-0559/OSD/40749

OSD 04149-04

12/1/04

7:35 PM

TO: David Chu
CC: Paul Wolfowitz
FROM: Donald Rumsfeld *DR*
DATE: February 18, 2004
SUBJECT: **Pay Cap**

I would like to go back and try to get the pay **cap** fixed. John Handy has been working for about 25% of his pay or something like that. Why **don't** we go back at it this year and try to **fix** it.

Thanks.

DHR/azn
021804.15

Please respond by: _____

3/7

TAB

B

Information Paper

Subject: Pay Caps

- The pay of every military officer and member of the Senior Executive Service (SES) is subject to statutory pay caps based on the Executive Schedule of pay.
 - Executive Level I is \$175,700 (SecDef)
 - Executive Level II is \$158,100 (DepSecDef / Service Secretaries, USD(AT&L))
 - Executive Level III is \$145,600 (USDs - P&R, Comptroller)
- The FY2004 NDAA established government-wide provisions for SES basic pay as well as DoD provisions under the National Security Personnel System (NSPS).
 - Government-wide provisions:
 - SES basic pay is capped at Executive Level III, and aggregate compensation may not exceed Executive Level I (excess carries over to the next year), until the agency obtains certification of its performance management system.
 - SES basic pay is capped at Executive Level II, and aggregate compensation increases to the Vice President's salary (excess carries over to the next year), if the agency has a certified performance management system.
 - NSPS provisions provide the Department with the latitude to establish basic pay for SES, capped at Executive Level II; allowances and differentials may not exceed the Vice President's salary (excess carries over to the next year).
- Basic pay of General Officers may not exceed (is capped at) Executive Level III.
 - At present, only O-10s are subject to (or reach) the cap.
 - So all O-10s receive the same basic pay of \$144,600 per year.
 - Allowances, paid above the cap, and are not subject to further limitation.
- The cap for flag officers was recently increased from Level V to Level III.
 - In 1999, the flag officer pay cap was raised from Executive Level V.
 - At the time, members of the Senior Executive Service, many of whom worked for senior flag officers, had their basic pay plus locality pay capped at Executive Level III.

TAB

C

SEC. 1125. SENIOR EXECUTIVE SERVICE AND PERFORMANCE.

(a) SENIOR EXECUTIVE PAY.—

Chapter 53 of title 5, United States Code, is amended—

(1) in section 5304— ...

(2) by amending section 5382 to read as follows:

“§ 5382. Establishment of rates of pay for the Senior Executive Service

“(a) Subject to regulations prescribed by the Office of Personnel Management, there shall be established a range of rates of basic pay for the Senior Executive Service, and each senior executive shall be paid at one of the rates within the range, based on individual performance, contribution to the agency’s performance, or both, as determined under a rigorous performance management system. The lowest rate of the range shall not be less than the minimum rate of basic pay payable under section 5376, and the highest rate, for any position under this system or an equivalent system as determined by the President’s Pay Agent designated under section 5304(d), shall not exceed the rate for level III of the Executive Schedule. The payment of the rates shall not be subject to the pay limitation of section 5306(e) or 5373.

“(b) Notwithstanding the provisions of subsection (a), the applicable maximum shall be level II of the Executive Schedule for any agency that is certified under section 5307 as having a performance appraisal system which, as designed and applied, makes meaningful distinctions based on relative performance.

“(c) No employee may suffer a reduction in pay by reason of transfer from an agency with an applicable maximum rate of pay prescribed under subsection (b) to an agency with an applicable maximum rate of pay prescribed under subsection (a).”; and

(3) in section 5383—

(A) in subsection (a) by striking “which of the rates established under section 5382 of this title” and inserting “which of the rates within a range established under section 5382”; and

(B) in subsection (c) by striking “for any pay adjustment under section 5382 of this title” and inserting “as provided in regulations prescribed by the Office under section 5385”.