



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Spencer Abraham
Secretary of Energy
Forrestal Building, Room 7A257
1000 Independence Avenue, SW
Washington, DC 20585

Dear Spence,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

They have made solid progress in Iraq: 23 million Iraqis have been liberated. Hospitals, universities and secondary schools are open. Crime is down, and more than 56,000 Iraqis have been trained and are engaged in security—police, army, border patrol, site protection and the like. Some 5,000 small businesses have opened since liberation. The Iraqi Central Bank has been put in place and a new currency introduced in just a few months—something that took years to achieve in post-war Germany. Roads and bridges have been restored, and rail lines are running. Iraq has returned to the world oil market.

This progress is due to the work of a great many, including some of your staff members serving in the CPA in Iraq. Unfortunately, the American people don't know much about the progress being made—because the media has focused on the difficulty and challenges, not the successes.

U15599-03

11-L-0559/OSD/19378

This letter is to encourage you to consider visiting Iraq and also Afghanistan in the period ahead. By bringing along your press corps, you could help shine a spotlight on the progress being made in your areas. Enclosed is a paper with some initial thoughts on a program for your visit. The Defense Department would be pleased to work with your staff to develop a program that would make the best use of your time.

Sincerely,

A large, stylized handwritten signature, possibly the letter 'D', written in black ink.

Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

**The Honorable Tommy G. Thompson
Secretary of Health and Human Services
200 Independence Avenue, SW
Washington, DC 20472**

Dear Tommy,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

11-L-0559/OSD/19380

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Sincerely,

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Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Tom Ridge
Secretary of Homeland Security
U.S. Department of Homeland Security
Washington, DC 20528

Dear Tom,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

11-L-0559/OSD/19382

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Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Mel Martinez
Secretary of Housing and Urban Development
451 7th Street, SW, Room 10000
Washington, DC 20410

Dear Mel,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

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Sincerely,

A large, stylized handwritten signature, possibly reading 'R', is written in black ink.

Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable John Ashcroft
Attorney General
Department of Justice
950 Pennsylvania Avenue, NW
Washington, DC 25030

Dear John,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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Sincerely,

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Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Elaine Chao
Secretary of Labor
200 Constitution Avenue, NW
Washington, DC 20210

Dear Elaine,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

11-L-0559/OSD/19388

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Sincerely,

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Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Norman Y. Mineta
Secretary of Transportation
400 7th Street, SW
Room 10200
Washington, DC 20540

Dear Norm,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

11-L-0559/OSD/19390

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Sincerely,

A handwritten signature in black ink, appearing to be a stylized 'D' or 'R'.

Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable John Snow
Secretary of the Treasury
1500 Pennsylvania Avenue, NW
Room 3330
Washington, DC 20472

Dear John,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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Sincerely,

A handwritten signature in black ink, appearing to be a stylized 'D' or 'R'.

Enclosure



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Anthony J. Principi
Secretary of Veterans Affairs
810 Vermont Avenue, NW
Room 1000
Washington, DC 20420

Dear Tony,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

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U15599-03

I know you have expressed interest in visiting Iraq and also Afghanistan in the period ahead. By bringing along your press corps, you could help shine a spotlight on the progress being made in your areas. Enclosed is a paper with some initial thoughts on a program for your visit. The Defense Department would be pleased to work with your staff to develop a program that would make the best use of your time.

Sincerely,

A handwritten signature in black ink, appearing to be the letter 'D' with a stylized flourish.

Enclosure

October 1, 2003

TO: Mel Martinez
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Housing and Urban Development Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 16 positions that could be staffed by HUD personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19396

U16263 /03

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**Total Personnel Requirements: 16
as of September 29, 2003**

Governance Teams (3)

Regional Administrator of Housing and Construction
Regional Directors of Industry/Minerals/Housing and Construction (2)

Housing (13)

Advisor
Factory Management and Logistics
Government Owned Property Inventory Manager
Roads and Bridges
General Building Construction (6)
Architect, Construction Scheduling, Planning, and Requirements
Contracts/Acquisition
Administrative Specialist/Office Engineer

October 1, 2003

TO: Rod Paige
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Education Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 9 positions that could be staffed by Education Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19398

U16263 /03

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF EDUCATION

**Total Personnel Requirements: 9
as of September 29, 2003**

Governance Teams (4)

Regional Education/Youth Specialists (4)

Education (3)

Senior Advisor
Curriculum and Testing Specialist
Content Specialist (reading instruction in Arabic)

Higher Education (2)

Director of Administration and Finance
Special Assistant

October 1, 2003

TO: Don Evans
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Commerce Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 11 positions that could be staffed by Commerce Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19400

U16263 /03

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF COMMERCE

**Total Personnel Requirements: 11
as of September 29, 2003**

Governance Teams (4)

Regional Industry/Minerals Administrator
Trade and Industry/Minerals Specialist (3)

General Counsel (4)

Commercial Law Reform Specialists (4)

Trade (2)

Senior Advisor
Contractor to review Commercial Law

Scientific/Technical

Chief of Staff

October 1, 2003

TO: Ann M. Veneman
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Agriculture Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 7 positions that could be staffed by Agriculture Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19402

U16263 /03

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF AGRICULTURE

**Total Personnel Requirements: 7
as of September 29, 2003**

Governance Teams (3)

Regional Agriculture/Irrigation Specialists (3)

Agriculture (2)

FAS/Agriculture Economist/Food Distribution Specialist
Agriculture Legal Officer

Trade (1)

FAS-Agriculture Economist/Food Safety Network

Science/Technology (1)

Food Processing Specialist

October 1, 2003

TO: Anthony Principi 
FROM: Donald Rumsfeld
SUBJECT: Department of Veterans Affairs Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes a position for a Veterans Employment and Training Services Specialist that could be staffed by the Veterans Department. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19404

U16263 /03

October 1, 2003

TO: Elaine Chao
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Labor Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 4 Labor/Social Affairs Specialist positions, a Senior Advisor position and a position for a Chief Counsel that could be staffed by Labor Department personnel. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19405

U16263 /03

October 1, 2003

TO: Gale Norton
FROM: Donald Rumsfeld 
SUBJECT: Department of Interior Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 2 Regional Interior Specialist positions and a Pure Water Expert position that could be staffed by Interior Department personnel. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19406

U16263 /03

October 1, 2003

TO: Tommy Thompson
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Department of Health and Human Services Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 4 Regional Health/Religious Affairs Specialist positions that could be staffed by HHS personnel. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19407

U16265 /03

October 1, 2003

TO: Andrew Natsios
FROM: Donald Rumsfeld
SUBJECT: USAID Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 13 Program Manager positions, 2 Regional Deputy Directors for Reconstruction, and 3 Regional Contract Officer positions that could be staffed by USAID. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

11-L-0559/OSD/19408

U16263 /03

NOT ALL
LETTERS HAVE
AN ATTACHMENT

TO: Honorable Ann M. Veneman
Secretary of Agriculture

CC: Dr. Rice
Ambassador L. Paul Bremer, III

FROM: Donald Rumsfeld

SUBJECT: Department of Agriculture Personnel for Iraq

Ambassador L. Paul Bremer has an urgent need for people to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 7 positions that could be staffed by Agriculture Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I am requesting your immediate attention and assistance on this critical matter. Please identify people within your department who can fulfill these responsibilities. In general, we would like people to serve a period of six months. My staff is standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) (b)(6); fred.smith@osd.mil).

Thank you very much for your assistance.

TO: Honorable Don Evans
Secretary of Commerce

CC: Dr. Rice
Ambassador L. Paul Bremer, III

FROM: Donald Rumsfeld

SUBJECT: Department of Commerce Personnel for Iraq

Ambassador L. Paul Bremer has an urgent need for people to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 11 positions that could be staffed by Commerce Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

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Thank you very much for your assistance.

TO: Honorable Rod Paige
Secretary of Education

CC: Dr. Rice
Ambassador L. Paul Bremer, III

FROM: Donald Rumsfeld

SUBJECT: Department of Education Personnel for Iraq

Ambassador L. Paul Bremer has an urgent need for people to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 9 positions that could be staffed by Education Department personnel. The attached list identifies the positions that need to be filled. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

I am requesting your immediate attention and assistance on this critical matter. Please identify people within your department who can fulfill these responsibilities. In general, we would like people to serve a period of six months. My staff is standing by to meet with representatives of your department to assist in deployment of these people. Please ask your senior representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

TO: Honorable Tommy Thompson
Department of Health and Human Services

CC: Dr. Rice
Ambassador L. Paul Bremer, III

SUBJECT: Department of Health and Human Services Personnel for Iraq

Ambassador L. Paul Bremer has an urgent need for people to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 4 Regional Health/Religious Affairs Specialist positions that could be staffed by HHS personnel. As our effort in Iraq evolves, we may request additional personnel (positions will also be eliminated over time).

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Thank you very much for your assistance.

TO: Honorable Mel Martinez
Secretary of Housing and Urban Development

CC: Dr. Rice
Ambassador L. Paul Bremer, III

FROM: Donald Rumsfeld

SUBJECT: Department of Housing and Urban Development Personnel for Iraq

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Thank you very much for your assistance.

September 23, 2003

TO: Spencer Abraham
FROM: Donald Rumsfeld *D*
SUBJECT: Department of Energy Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 21 positions that could be staffed by Energy Department personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

Thank to much -
D

23 Sep 03

U15718 /03

11-L-0559/OSD/19414

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF ENERGY

**Total Personnel Requirements: 21
as of September 22, 2003**

Electricity Commission (5)

Deputy Advisor
Electrical Fund Planner
General Coordinator
Oil Ministry Relations
Admin Assistant

Governance Teams (8)

Electric/Power (4)
Trade/Oil (4)

Oil (5)

Advisors (3)
Petroleum Engineers (2)

Science and Technology (3)

Quality Control Expert
Electrical Engineer
Radiation Safety Officer

September 23, 2003

TO: Norman Mineta
FROM: Donald Rumsfeld
SUBJECT: Department of Transportation Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 13 positions that could be staffed by Transportation Department personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

Thank you very much -


Iraq

23 Sep 03

U15717 /03

CPA PERSONNEL REQUIREMENTS
DEPARTMENT OF TRANSPORTATION

Total Personnel Requirements: 13
as of September 22, 2003

Governance Teams (3)

Transport/Communications (3)

Transportation (10)

Surface Transport. Reg. Reform
Public Liaison (2)
Surface Transportation Privatization
Meteorologist
Broadcast Regulator
Administrative Assistant
Senior Telecom Engineer
Senior IT Program Manager
Technical Project Manager

September 23, 2003

TO: John Ashcroft
FROM: Donald Rumsfeld 
SUBJECT: Department of Justice Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 43 positions that could be staffed by Justice Department personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative  fred.smith@osd.mil).

Thank you very much for your assistance.

Thanks to me!


Iraq

25 Sep 03

U15716 /03

11-L-0559/OSD/19418

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF JUSTICE

**Total Personnel Requirements: 43
as of September 22, 2003**

General Counsel (4)

Foreign Litigation
Attorneys (3)

Governance Teams (6)

Legal/Claims Officer (2)
Justice Specialists (4)

Interior (25)

Senior Advisor
Police Advisor
Budget Analyst
Communications Technician
Accounting Specialist
ATF Agents (5)
DEA Agents (4)
FBI Agents (10)
EMS Executive

Justice and Prisons (7)

Prison Consultants (2)
Advisor, Chief Operations
Office of Pub Prosecutions
Judicial Training
Court Administrator
Judicial Monitor

Science and Technology (1)

Security/Force Protection Manager

September 23, 2003

TO: John Snow
FROM: Donald Rumsfeld 
SUBJECT: Department of Treasury Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 18 positions that could be staffed by Treasury Department personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

5
5
7

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

I understand, John, that Treasury has a team of financial and banking experts identified to work in Iraq. I greatly appreciate your assistance.

Thanks to much ~


504200

U15715 /03

11-L-0559/OSD/19420

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF TREASURY

**Total Personnel Requirements: 18
as of September 22, 2003**

Central Bank (8)

Guide Dev for Iraq Central Bank
Re-establish Iraq Commercial Banking (2)
Re-establish Bank Operations (2)
World Bank
Treasury Auditors (2)

Finance (5)

Coordinator of Commercial Banks
Re-establish Treasury Operations
Re-establish Insurance Operations (2)
Currency Exchange

General Counsel (1)

Treasury Lawyer (Economic Reform)

Governance Teams (4)

Central Bank/Finance (4)

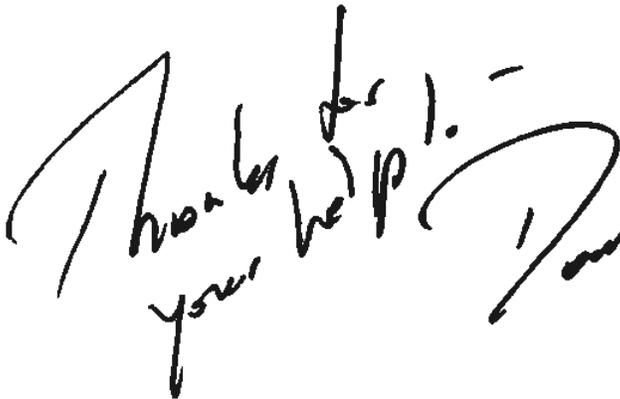
September 23, 2003

TO: Tom Ridge
FROM: Donald Rumsfeld 
SUBJECT: Department of Homeland Security Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 23 positions that could be staffed by Homeland Security personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.



copy

10/28/03

U15714 /03

11-L-0559/OSD/19422

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF HOMELAND SECURITY

**Total Personnel Requirements: 23
as of September 22, 2003**

Interior Ministry (20)

Border Enforcement

Immigration Specialists (2)

Advisor, Border/Customs

Customs/Airport Advisor

Immigrations Customs Agents (5)

Border Patrol Agents (10)

Transportation (3)

Head, Civil Aviation

TSA Security Advisors (2)

September 23, 2003

TO: Colin Powell
FROM: Donald Rumsfeld 
SUBJECT: Department of State Personnel for Iraq

Jerry Bremer has asked for some additional civilian expertise to assist with our efforts in Iraq. The current Coalition Provisional Authority (CPA) requirement list includes 64 positions that could be staffed by State Department personnel. The attached list identifies the positions that need to be filled. We may request additional personnel (positions will also be eliminated over time).

I ask for your assistance in this matter. In general, we would like people to serve a period of six months. We are standing by to meet with representatives of your department to assist in deployment of these people. Please ask your representative to contact Frederick C. Smith, Chief of Staff, Office of the CPA Representative (b)(6) fred.smith@osd.mil).

Thank you very much for your assistance.

*I know we've
been back & forth in this
but here is the interest -*


50 Aug 5 07

U15713 /03

CPA PERSONNEL REQUIREMENTS

DEPARTMENT OF STATE

**Total Personnel Requirements: 64
as of September 22, 2003**

Foreign Affairs (6)

FSO/Consular/Trade Expert
Budget Specialist
Recruitment Specialist
Overseas Allowance Specialist
Consular Advisor
Admin Assistant

Governance Teams (47)

Regional Administrator
Political Advisors (8)
Executive Assistants (3)
Civil Admin Coordinator
Operations Officers (9)
Directors of Governance (3)
Budget Analyst/Pay Agent (4)
Public Affairs (7)
Planning Economic Development (3)
Foreign Affairs Officers (3)
Plans (3)
Deputy Regional Advisor
Deputy Director, Reconstruction

Strategic Communications (11)

Arabic Readers (FBIS) (4)
Public Affairs Officers (7)

U.S. CABINET SECRETARY VISITS TO IRAQ

PROBLEM: Media is not covering stories of progress taking place in Iraq.

OBJECTIVE: Overcome resistance to cover news stories on progress in areas like police, education, health, finance, commerce, transportation, agriculture, local governance, and energy.

TACTIC: Ask cabinet secretaries to travel to Baghdad to shine a spotlight on the progress is being made in their areas—taking along their respective press corps, who may be less jaded, and more open to good news, than those who regularly cover Iraq.

JUSTICE

MESSAGE: Crime is down in Baghdad and other cities. Regime let loose tens of thousands of criminals before it fell—but Iraqis are stepping forward to help deal with criminals and provide security. More than 30,000 Iraqi police trained, armed and are conducting joint patrols with Coalition forces. Iraqi courts are operating again, trying common criminals. Coalition is helping Iraqis establish a fair, impartial and independent judiciary—and a system by which to try war criminals.

EVENTS:

- Watch a police training session/attend graduation of new police officers.
- Go on a joint patrol (in a permissive neighborhood) with Iraqi police.
- Meet with Iraqi judges, removed by Saddam, who have been restored to Iraqi Supreme Court.
- Meet with Iraqi Justice Minister and Iraqi Governing Council to discuss security, progress in establishment of independent judiciary, creation of courts to try former officials.
- Visit prisons where thousands of criminals were released before regime fell.
- Visit with Justice Department staff detailed to CPA, and CPA Senior Advisor Judge Donald F. Campbell.

PRESS CORPS INVITED: Justice/legal correspondents of major news organizations

HEALTH & HUMAN SERVICES

MESSAGE: Thanks to Coalition, no health or humanitarian crisis in Iraq. Virtually all the major hospitals and clinics have been re-opened. Hospitals no longer being

used by regime as arms caches. National immunization program for children an enormous success: 22.3 million doses of measles, tuberculosis, hepatitis B, diphtheria, whooping cough, tetanus, and polio vaccines have been provided—enough to vaccinate 4.2 million children.

EVENTS:

- Visit Iraqi hospitals clinics that are now open for business.
- Tour a hospital that had been used by Fedayeen death squads as an armory/hideout, hear testimony from doctors about conditions in hospitals under Saddam.
- Bring planeload of medical supplies—deliver to Iraqi hospitals.
- Attend a National Immunization Day event (Oct 22., Nov.22, Dec. 22).
- Meet with Iraqi Health Minister and Iraqi Governing Council to discuss progress in health and humanitarian efforts.

PRESS CORPS INVITED: Health correspondents for major news organizations.

EDUCATION

MESSAGE: Universities are open. Thousands of secondary schools have been rebuilt and supplied. A \$53 million program to rehabilitate schools is underway. Schools no longer being used by regime as arms caches. Students are back in the classroom—learning reading, writing and arithmetic instead of regime propaganda. Five million revised math and science textbooks have been prepared for the start of the school year. 1.2 million kits for secondary school students, and 4,000 kits for their schools (including desks, chairs, blackboards and bookshelves) are being delivered in Iraq.

EVENTS:

- Visit secondary schools rebuilt by Coalition.
- Deliver planeload of school supplies for Iraqi schools.
- Tour schools that had been used by regime death squads as an armory/hideout.
- Bring "Teacher of the Year" to teach a class on civics.
- Visit Dept. of Education staff in Baghdad.
- Visit Baghdad University—address student body.
- Meet with Iraqi Education Minister and Iraqi Governing Council to discuss education reform, other issues in rebuilding Iraqi education system.
- Sign a letter or MOU on cooperation in education reform.

PRESS CORPS INVITED: Education reporters for major news organizations.

ENERGY

MESSAGE: Iraq has returned to the world oil market. "The international effort to restore power is succeeding despite challenges. Highlight degradation caused by three decades of neglect under Saddam Hussein. Power no longer being used as a political tool, provided to supporters of the regime and denied to areas opposed to regime.

EVENTS:

- Visit power plants in north and south where power has been restored.
- Meet with communities that were disadvantaged when Saddam Hussein diverted power to Baghdad—and are now getting power at regular intervals for the first time.
- Visit refineries where oil is being exported.
- Visit oil refinery that was wired for detonation but saved from destruction by Coalition forces.
- Meet with Iraqi Oil Minister and Iraqi Governing Council to discuss progress in oil production/export.
- Visit with staff detailed to CPA

PRESS CORPS INVITED: Energy correspondents for major news organizations.

TREASURY

MESSAGE: The Iraqi Central Bank has been stood up and made independent, and new currency introduced in a matter of months—something that took years in post-war Germany. The dinar has maintained its value against the dollar, preserving the dinar-dominated savings of Iraqi citizens. Commercial banks are open in Baghdad, and the Coalition is working to open banks across the country. Millions of dollars stolen from the Iraqi people by the former regime have been recovered. A new Iraqi economy is being built on the principles of market economics, respect for the rule of law, and transparency. Iraq needs debt forgiveness for debts accumulated by former regime.

EVENTS:

- Visit Rasheed Street in Baghdad, considered the Iraqi "Wall Street."
- Meet with leaders of the independent central bank.
- Meet with Iraqi businessmen and entrepreneurs.
- Meet with Iraqi Finance Minister and Iraqi Governing Council to discuss progress in finance policy and need for international debt relief.
- Meet with Treasury staff working for CPA.

PRESS CORPS INVITED: Business/Finance correspondents for major news organizations.

COMMERCE

MESSAGE: More than 5,000 small businesses have opened since liberation. CPA and Iraq's two major banks accepting applications for small business loans. Port of Umm Qasr is open and functioning, and customs and port authority agents are being trained. Enormous potential exists for trade, tourism and commerce.

EVENTS:

- Visit with Iraqi small business owners.
- Meet with Iraqi Trade Minister and Iraqi Governing Council to discuss way ahead in trade, tourism and commerce.
- Visit port at Umm Qasr.
- Announce initiative to promote trade and foreign investment.
- Visit biblical sites, like ancient Babylon, to highlight potential for tourism.
- Visit with staff, if any, detailed to CPA.

PRESS CORPS INVITED: Business correspondents for major news organizations.

TRANSPORTATION

MESSAGE: Roads and bridges have been rebuilt, and rail service restored. Bridges roads and rail lines were saved from destruction by Coalition forces. Baghdad Airport has been refurbished and being prepared for restoration of air service and the CPA has invited commercial airlines to submit applications to provide commercial air service to Baghdad.

EVENTS:

- See bridges, roads and rail lines rebuilt by Coalition, and those that were wired for destruction by the regime—and saved by Coalition forces.
- Tour refurbished terminal at Baghdad International Airport and Basra Airport.
- Bring airline executives to discuss resumption of commercial air service.
- Meet with Iraqi Transportation Minister and Iraqi Governing Council to discuss progress and plans to restore air service in Baghdad.

PRESS CORPS INVITED: Transportation correspondents for major news organizations.

AGRICULTURE

MESSAGE: Coalition has hired thousands of Iraqis to restore irrigation canals to provide water to Iraq's 600,000 farmers. Coalition has purchased the upcoming wheat and barley crops, helping to meet the country's food needs while supporting farmers. Iraq has great agricultural potential—water, irrigation canals, and vast wheat and barely fields. Coalition is working to help Iraq achieve its agricultural potential.

EVENTS:

- Visit with Iraqi farmers in north and south.
- Tour dams that were wired for destruction by regime, but saved by Coalition forces.
- Visit projects to restore of irrigation canals.
- Meet with Iraqi Agriculture Minister and Iraqi Governing Council to discuss Coalition efforts to help Iraqi farmers.
- Announce initiative to help Iraqi farmers.

PRESS CORPS INVITED: Agriculture correspondents for major news organizations.

HOUSING AND URBAN DEVELOPMENT

MESSAGE: The Coalition has made great strides in improving the lives of Iraq's urban communities—rebuilding housing, restoring city services. Municipal councils, made up of local Iraqi leaders, are operating in all major Iraqi cities and most Iraqi towns and dealing with local matters. For the first time in decades, all of Baghdad has garbage collection service—not just communities where Saddam Hussein loyalists live.

EVENTS:

- Tour Baghdad, visit sites where Coalition has repaired housing, restored garbage collection—highlighting urban progress taking place.
- Meet with mayors and city councils in Iraqi cities.
- Meet with Iraqi Minister of Housing and Construction, Minister of Municipalities and Public Works and Iraqi Governing Council.

PRESS CORPS INVITED: Housing/urban affairs correspondents for major news organizations.

LABOR

MESSAGE: Coalition reconstruction efforts have created jobs for thousands of Iraqis. Good jobs are no longer reserved for Ba'ath party loyalists. The Coalition has required contractors to use local business and hire Iraqi workers. Salaries are being paid to teachers, healthcare workers, soldiers, police, and other public sector employees who have returned to work. Many are receiving better pay than they were under the former regime.

EVENTS:

- Visit reconstruction projects where Iraqi workers are being employed.
- Meet with U.S. contractors in Iraq to highlight policy of hiring Iraqi workers.
- Meet with Iraqi Minister of Labor and Iraqi Governing Council to discuss reform in Iraq's labor laws and plans to provide Iraqis with training and employment services.

PRESS CORPS INVITED: Labor correspondents for major news organizations.

VETERANS AFFAIRS

MESSAGE: Coalition is paying the salaries of demobilized Iraqi soldiers, treating Iraqi veterans with respect. Coalition forces are searching for Capt. Scott Speicher and working to locate allied POWs from 1991 Gulf War.

EVENTS:

- Meet with Iraq Survey Group for update on POW search.
- Briefing on payments to demobilized Iraqi soldiers
- Meet with troops—thank them for their service, tell them their country will be there for them when they retire.

PRESS CORPS INVITED: VA correspondents for major news organizations.

HOMELAND SECURITY

MESSAGE: Coalition is dealing with terrorists in Iraq today, so we do not have to face them tomorrow on our streets and in our cities. CPA is training Iraqi Border Patrol and Customs Service. Coast Guard played key role in securing Port of Umm Qasr, providing protection for coalition mine hunters, and delivering of humanitarian assistance through the port. Today, 350 Coast Guardsmen continue to provide

security in Iraq's waters—helping make Iraqi ports safe for trade, commerce and humanitarian deliveries.

EVENTS:

- Visit Iraqi border patrol and customs agents trained by Coalition.
- Visit Port of Umm Qasr where customs agents are being trained.
- Meet with Coast Guardsmen serving in Iraq—thank them for their service.
- Meet with troops to remind them their mission here is critical to security back home.

PRESS CORPS INVITED: DHS correspondents for major news organizations.

September 9, 2003

322

TO: Ray DuBois
FROM: Donald Rumsfeld *DR*
SUBJECT: Call from Secretary Mineta

Secretary Norm Mineta called about the Corps of Engineers and the relationship between wetlands and the Federal Highway Program. I told him to talk to you. He is going to give you a call.

Thanks.

DHR:dh
090903-16

.....

Please respond by _____

U21807 /03

9 Sep 03

September 9, 2003

TO: LTG John Craddock
 Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Request from Department of Transportation

040 Transportation

I got a call from Secretary Mineta. He said they sent us a letter asking us to designate someone to serve on a Senior Policy Committee for the Next Generation of Air Transportation. He would like DoD to designate the Secretary of the Air Force. My guess is that is a good idea. Please find out why we haven't done it.

The first meeting is on September 26. Please get back to me. Please make sure somebody gets back to Mineta, a person is designated and a person attends the meeting. I promised him I would.

Thanks.

DHR.dh
090903-15

.....
 Please respond by 9/19/03

U21808 /03

95903

(b)(6)

September 9, 2003

VIA FACSIMILE

TO: Honorable Henry Kissinger

FROM: Donald Rumsfeld 

SUBJECT: Milestones

Henry—

Attached is the paper Jerry Bremer gave me. It is interesting.

I have not checked the facts, but I have some folks working on it, as I mentioned.

When I get a full layout of it, I will let you know and send it along.

I do very much appreciate your call, my friend.

Regards, 

Attach.

9/4/03 Bremer paper on Milestones (Iraq and Germany)

DHR:dh
090903-14

U21809 /03

11-L-0559/OSD/19435

IRAPQ

95EP03

Milestones(Iraq and Germany)

	<u>Iraq</u>	<u>Germany</u>
Independent Central Bank	2 months	3 years
Police established	2 months	14 months
New Currency	2 ½ months	3 years
Cabinet	4 months	14 months
War trials	?	6 months
Elections	?	4 years
Full Sovereignty	?	10 years

LPB III

September 4, 2003

September 9, 2003

DONE

SA request has been sent to PA - DH

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
SUBJECT: Testimony

350.001DSD

I need the tape of the Wolfowitz and Myers testimony today, from the beginning to the end, to take home tonight to see.

Thanks.

DHR:dh
090903-12

.....
Please respond by 9/9/03

U21810 /03

28Jan04

September 9, 2003

KUWAIT

TO: Gen. Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Exercise in Kuwait

If there is a joint exercise planned in Kuwait involving 10,000 or 15,000 U.S. forces, shouldn't we cancel it?

Thanks.

DHR:dh
090903-11

.....
Please respond by 9/12/03

95403

U21811 /03

September 9, 2003

*Don
TRW*

337

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Round Table

I am going to have to have a Round Table of 45 minutes every day this week.

Thanks.

DHR:dh
090903-9

.....

Please respond by _____

9 Sep 03

U21812 /03

outbox
9/15

September 9, 2003

370

TO: LTG John Craddock
Larry Di Rita
FROM: Donald Rumsfeld DR
SUBJECT: Meeting on Troop Rotation

I have to have a meeting on troop rotation today or tomorrow. This is really important, and I just read that the Army is already making announcements that I don't know anything about.

We need to know what assumptions are imbedded in there. What numbers of troops are we thinking about?

Thanks.

DHR:dh
090903-8

.....
Please respond by 9/10/03

9 Sep 03

U21813 /03

out box 9/15
September 9, 2003

110.01

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Budget

I need a meeting today with someone who can give me a clear piece of paper on the budget and what the \$87 billion is about. I have listened to Josh Bolten and Paul, and I don't really understand. Someone needs to come in and show me all the assumptions on which the President's decisions were based.

- For what period of time is it supposed to last?
- What does it cover and what doesn't it cover?
- How does it interact with dollars from:
 - the frozen Iraqi assets
 - international contributions from our tin cup effort
 - World Bank and IMF funds, and international organizations' assistance, and
 - the UN Oil for Food program.

I see a lot of landmines in this issue. We need to think it through carefully. It is going to be critical how we talk about it and characterize it.

Thanks.

DHR:dh
090903-7

.....
Please respond by 9/9/03

9 Sep 03

U21814 /03

September 9, 2003

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Australian Ministerial

*Out Box
9/5
Australia*

I need to see you today on the Australian ministerial meeting. Colin Powell and Rich Armitage raised it with me. Since the President is going to go there, we think it may make sense to have them put it off and maybe not do it at all, but at least put it off.

Thanks.

DHR:dh
090903-6

.....
Please respond by 9/9/03

U21815 /03

9 Sep 03

September 9, 2003

420

TO: Gen. Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Kevlar Linings

What is going on with the newspaper reports of a failure to purchase 40,000 Kevlar linings to protect combat troops in Iraq?

Thanks.

DHR:dh
090903-5



Please respond by 9/19/03

*Closed per
SMA
9.25*

9 Sep 03

U21816 /03

9/10/03

Snowflake

TO: Larry Di Rita
FROM: Donald Rumsfeld *DR*
DATE: September ~~8~~¹⁰ 2003
SUBJECT: **The Battle of Algiers**

060

There is an article in the *Herald Tribune* on Monday, 9/8/03, page 2 that talks about a Pentagon film group watching the film, *The Battle of Algiers*."

I would like to get a copy of that film to see on a video if I can.

Thanks.

DHR/azn
090803.01

Attach: Int'l Herald Tribune Clipping 9/8/03

Please respond by: 9/15/03

9/15
Col. Hyndance -

D. M.

Larry Di Rita

9/15

U21817 /03

10 Sep 03

Fighting terrorism | *The question of torture*

Pentagon film group watches Algiers while thinking Iraq

By Michael T. Kaufman

Challenged by terrorist tactics and guerrilla warfare in Iraq, the Pentagon recently held a screening of "The Battle of Algiers," the film that in the late 1960's was required viewing and something of a teaching tool for radicalized Americans and would-be revolutionaries opposing the Vietnam War.

Back then, the young audiences that often sat through several showings of the film, Gillo Pontecorvo's 1965 re-enactment of the urban struggle between French troops and Algerian nationalists, shared the director's sympathies for the guerrillas of the FLN, Algeria's National Liberation Front. Those viewers identified with and even cheered for Ali La Pointe, the streetwise operator who drew on his underworld connections to organize a network of terrorist cells and entrenched it within the casbah, the city's old Muslim section. In the same way, they would hiss Colonel Mathieu, the character based on Jacques Massu, the actual commander of the French forces.

The Pentagon's recent showing drew a more professionally detached audience of about 40 officers and civilian experts who were urged to consider and discuss the implicit issues at the core of the film — the problematic but alluring effectiveness of using brutal and repressive means to fight guerrillas in places like Algeria and Iraq. Or more specifically, the advantages and costs of resorting to torture and intimidation in seeking vital human intelligence about enemy plans.

The flier inviting guests to the Pentagon screening declared: "How to win a battle against terrorism and lose the war of ideas. Children shoot soldiers at point-blank range. Women plant bombs in cafes. Soon the entire Arab population builds to a mad fervor. Sound familiar? The French have a plan. It succeeds tactically, but fails strategically. To understand why, come to a rare showing of this film."

The idea came from the Directorate for Special Operations and Low-Intensity Conflict, which a Defense Department official described as a civilian-led group with "responsibility for thinking aggressively and creatively" on issues of guerrilla war. The official



General Jacques Massu, right, with General Robert Allard, in Oran, Algeria, in 1958.

said, "Showing the film offers historical insight into the conduct of French operations in Algeria and was intended to prompt informative discussion of the challenges faced by the French." He added that the discussion was lively and that more showings would probably be held.

No details of the discussion were provided. But if the talk was confined to the action of the film, it would have focused only on the battle for the city, which ended in 1957 in apparent triumph for the French with the killing of La Pointe and the destruction of the network. But insurrection continued throughout Algeria, and though the French won the Battle of Algiers, they lost the war for Algeria, ultimately withdrawing from a newly independent country ruled by the FLN in 1962.

During the past four decades, the events shown in the film and the wider war in Algeria have been cited as an effective use of the tactics of a "people's war," where fighters emerge from the general populace to mount attacks and then retreat to the cover of their everyday lives.

The question of how conventional armies can contend with such tactics and subdue their enemies seems as pressing today in Iraq as it did in Algiers in 1957. In both instances, the need for on-the-ground intelligence is re-

quired to learn of impending attacks. Even in a world of electronic devices, human infiltration and interrogations remain indispensable, but how far should modern states go in the pursuit of such information?

Pontecorvo, who was a member of the Italian Communist Party, obviously felt the French had gone much too far by adopting policies of torture, brutal intimidation and outright killings. Though their use of force led to the triumph over La Pointe, it also provoked political scandals in France, discredited the French Army and traumatized French political life for decades, while inspiring support for the nationalists among Algerians and in much of the world. It was this tactical tradeoff that lies at the heart of the film and presumably makes it relevant for Pentagon study and discussion.

But this issue of how much force should be used by organized states as they confront attacks by less sophisticated enemies is far from simple. For example, what happens when a country with a long commitment to the Geneva Convention has allies who operate without such restriction?

Consider the ambivalent views over the years of Massu, the principal model for the film's Colonel Mathieu.

In 1971, Massu wrote a book challenging "The Battle of Algiers," and the film was banned in France for many



Rebel leaders disguised as women are spotted by French paratroopers in a scene from the 1965 film "The Battle of Algiers," directed by Gillo Pontecorvo. The film was a rallying point for the 1960's counterculture movement in the United States.

years. In his book, Massu, who had been considered by soldiers the personification of military tradition, defended torture as "a cruel necessity." He wrote: "I am not afraid of the word torture, but I think in the majority of cases, the French military men obliged to use it to vanquish terrorism were, fortunately, choir boys compared to the use to which it was put by the rebels. The latter's extreme savagery led us to some ferocity, it is certain, but we remained within the law of eye for eye, tooth for tooth."

In 2000, his former second in command, General Paul Aussarres, acknowledged without showing remorse that thousands of Algerians had been "made to disappear," that suicides had been faked and that he had taken part himself in the execution of 25 men. Aussarres said "everybody" knew

that such things had been authorized in Paris and he added that his only regret was that some of those tortured had died before revealing anything useful.

As for Massu, in 2001 he told interviewers from *Le Monde*, "Torture is not indispensable in time of war; we could have gotten along without it very well." Asked whether he thought France should officially admit its policies of torture in Algeria and condemn them, he replied: "I think that would be a good thing. Morally, torture is something ugly."

At the moment it is hard to specify exactly how the Algerian experience and the burden of the film apply to the situation in Iraq, but as the flier for the Pentagon showing suggested, the conditions that the French faced in Algeria are similar to those the

United States is finding in Iraq.

Thomas Powers, the author of "Intelligence Wars: American Secret History From Hitler to Al-Qaeda," said: "What's called a low-intensity war in Iraq brings terrible frustrations and temptations — the frustrating difficulty of finding and fixing an enemy who could be anyone anywhere, and the temptation to resort to torture to extract the kind of detailed information from prisoners or suspects needed to strike effectively. How the United States is dealing with this temptation is one of the unknowns of the war."

"We are told that outright torture is forbidden, and we hope it is true," he said. "But as low-intensity wars drag on, soldiers tell themselves, 'We're trying to save lives, no one will ever know!'"

The New York Times

September 10, 2003

TO: Jim Roche
CC: Gen. Dick Myers
FROM: Donald Rumsfeld *DR*
SUBJECT: Force Protection

*out box
9/19*

384

I talked to the Chairman, and I think it is time for the Air Force to make arrangements for force protection that do not include the Army.

Please let me know what you are doing and how long it will take.

Thanks.

DHR:dh
091003-14

.....
Please respond by 9/26/03

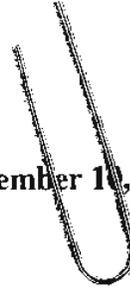
10 Sep 03

U21818 /03

Snowflake



September 10, 2003



333 SD

(b)(6)

TO:

FROM: Donald Rumsfeld

SUBJECT: Trip Memos

Attached

Please pull together a complete file of all my trip report memos to the President. I would like to see the full file.

Thanks.

DHR:dh
091003-13

.....
Please respond by _____

Sir
Response in folder.
w/r CDR Nosenzo
9/11

10 Sep 03

U21819 /03

11-L-0559/OSD/19447

September 10, 2003

TO: David Chu
FROM: Donald Rumsfeld *D.*
SUBJECT: Bonuses

240

I understand the Navy is offering bonuses to people if they sign up for extended tours. Why don't the Army, Air Force and Marines do that?

Thanks.

DHR:dh
091003-12

.....
Please respond by 9/26/03

10 Sep 03

U21820 /03

4:54 PM

TO: LTG John Craddock
Larry Di Rita

FROM: Donald Rumsfeld *DR*

DATE: September 10, 2003

SUBJECT: **Metrics**

310.1

I am not sure Ken Kreig knows what I am talking about. Take a look at this memo and tell me what you think we ought to do next.

Thanks.

DHR/azn
09103.08

Attach: Kreig Response to SD Memo "Metrics" 8/5/03

Please respond by: _____ 9/23 _____

10 Sep 03

U21821 /03

August 5, 2003

C9/2

TO: Ken Krieg
FROM: Donald Rumsfeld *DR*
SUBJECT: Metrics

*LARRY DI RITA
9/2*

I don't have any idea what metrics anyone thinks they are using around here.
Could you please give me a piece of paper that shows me what we are using, what is being developed and why, and let me look at it.

Thanks.

DHR:dh
080503-14

.....
Please respond by 8/15/03

TWO THINGS FOR YOU TO LOOK AT:

FIRST - A COUPLE OF SLIDES THAT OUTLINE THE "MEASURES" (A MIX OF SOLID OUTPUT MEASURES & ACTIVITIES) THAT WE HAVE BEEN DEVELOPING AROUND THE BALANCED RISK FRAMEWORK

SECOND - FROM LARRY DIRITA, YOU WILL RECEIVE A DRAFT OF THE ANNUAL DEFENSE REPORT WHICH WE HAVE STRUCTURED AROUND THIS FRAMEWORK (BALANCED RISK & SCORECARD).

AS A SIDE NOTE, I (AND A FEW OTHERS) HAVE BEEN MEETING REGULARLY WITH SOME OF THE AGENCIES AND SERVICES AROUND THEIR SCORECARD DEVELOPMENT. IT IS A MIXED BAG, BUT SOME GOOD WORK IS BEING DONE. MUCH MORE TO COME. *Ken Krieg*

CONFIDENTIAL

FORCE MANAGEMENT RISK Capability	OPERATIONAL RISK Capability	FUTURE CHALLENGES RISK Capability	INSTITUTIONAL RISK Capability
<p>1) Quality of Force</p> <ul style="list-style-type: none"> • AC & RC End strength at 2% of Authorized (QTR) • Recruiting Goals Met <ul style="list-style-type: none"> -Recruit Quality -Critical Skills Recruitment • Retention Goals Met <ul style="list-style-type: none"> -Numeric Goals -Attrition Ceiling -Manning levels of Critical Skills -Balance NCO Grade & Experience <p>2) Tempo</p> <ul style="list-style-type: none"> • PERSTEMPO standards met • PERSTEMPO across occupational groups <p>3a) Reasonable Cost</p> <ul style="list-style-type: none"> • MIL force costs • CIV force costs • Total cost of contractor support • Community QoL/capita cost • Health care indicators <ul style="list-style-type: none"> -Outpatient market share -Primary care provider productivity -Medical cost/enrollee <p>3b) Workforce Satisfaction</p> <ul style="list-style-type: none"> • QoL Commitment Index • QoL Social Compact Improvement Index • Satisfaction with Military Health Plan • Satisfaction with Access • Satisfaction with Appointment <p>4) Shape the Force of the Future</p> <ul style="list-style-type: none"> • Core/non-core divestiture on track (Y/N)? • CIV workforce goals (on track (Y/N)? <ul style="list-style-type: none"> -Civilian cycle time -President's Management Agenda -CHRS plan -CIV critical skill fill goals • Meet MIL personnel requirements <ul style="list-style-type: none"> -Transform DoD training -MHRS tasks completed -New RC management Identify future critical skills -Identify optimal officer career patterns 	<p>1) Do We Have the Forces Available?</p> <ul style="list-style-type: none"> • Operational Availability Building Blocks <p>2) Are They Postured to Succeed?</p> <ul style="list-style-type: none"> • Global Basing Study • Operational Lessons-Learned • Security Cooperation Plans <p>3) Are They Currently Ready?</p> <ul style="list-style-type: none"> • Defense Readiness Reporting System • Current Force Assessment • Adaptive Planning <p>4) Are They Employed Consistent w/Strategy?</p> <ul style="list-style-type: none"> • Analytic Agenda • Alternative courses of action • Risk metrics for plans, events, etc. • Models and simulations and current data 	<p>1) Drive Innovative Operations</p> <ul style="list-style-type: none"> • Maintain balanced and focused S&T • Experiment w/new warfare concepts <p>2) Develop More Effective Organizations</p> <ul style="list-style-type: none"> • Standing joint force HQ • Global joint forces rotation policy • Enhance Homeland Defense and Consequence Management <p>3) Define & Develop Transformational Capabilities</p> <ul style="list-style-type: none"> • Training Transformation <ul style="list-style-type: none"> -Joint Knowledge Development & Distribution Capability -Joint National Training Capability -Joint Assessment & Enabling Capability • Joint Force Experimentation • Monitor Service Transformation Plans • Monitor the Status of Defense Technology Objectives • Exploit the US Intelligence Advantage <ul style="list-style-type: none"> -Make info available on a dependable network -Populate the network with dynamic info -Deny enemy advantages and exploit weakness <p>4) Define Human Capital Skills & Competencies</p> <ul style="list-style-type: none"> • Human Skill Sets for a Networked Environment • Define and Monitor Key National Capabilities 	<p>1) Streamline the Decision Process, Drive Financial & Acquisition Excellence</p> <ul style="list-style-type: none"> • Develop metrics to support Acquisition Excellence goals • Increase visibility of trade space in program review • Improve transparency of component submissions • Provide explicit budget guidance <p>2) Manage Overhead & Direct Costs</p> <ul style="list-style-type: none"> • Link defense resources to key performance goals <p>3) Improve the Readiness and Quality of Key Facilities</p> <ul style="list-style-type: none"> • Fund to a 67-year recapitalization rate by 2007 • Eliminate inadequate family housing by 2007 • Restore readiness of key facilities by 2010 • BRAC in FY 2005 (on track Y?N)? <p>4) Realign Support to the Warfighter</p> <ul style="list-style-type: none"> • MDAP cycle time • MDAP acquisition cost growth • MDAP O&S cost growth • Customer wait time • Management reforms (MIDs)

8:55 AM

TO: Gen. Dick Myers
Doug Feith
FROM: Donald Rumsfeld *DR*
DATE: September 10, 2003
SUBJECT: Travel

SIR,
FYI. No response
necessary.
vr/
CDR Nosenzo

333 SD

When we landed in Shannon, Ireland, our people were told that anyone in uniform could not enter the terminal if there were other people present. Apparently they are unwilling to have visible U.S. military personnel there. If that's the case, it seems to me we ought to stop having the DoD aircraft fly to Shannon for fuel.

Shouldn't we come up with alternative locations?

I think when we have suitable locations and have made suitable arrangements, and are comfortable that the security will be appropriate, and that our folks in uniform will be able to get off the plane and stretch their legs, then I think we ought to let Shannon know we are going elsewhere.

Thanks.

DHR/azn
091003.06

Please respond by: _____ ~~9/23~~ _____

10 Sep 03

U21822 /03

EMBASSY OF THE
UNITED STATES OF AMERICA

No. 030

The Embassy of the United States of America presents its compliments to the Department of Foreign Affairs and hereby requests permission from the Department of Foreign Affairs for U.S. military personnel transiting Irish airfields on official orders to wear their duty uniform while in transit status at Irish airfields. Under no circumstances will U.S. military personnel be authorized to the wear of uniforms beyond the immediate vicinity of an arrival/departure airfield without the express permission of the Department of Foreign Affairs. The immediate vicinity of an airfield is further defined as the airport terminal international arrival/departure areas, on the piers to and from an aircraft or on the airfield tarmac in the immediate vicinity of aircraft or the terminal buildings. Any requests for exceptions to this policy will be submitted by application to the Department of Foreign Affairs.

The Embassy of the United States of America avails itself of this opportunity to renew to the Department of Foreign Affairs the assurance of its highest consideration.

Embassy of the United States of America

Dublin, 13 January 2003



11-L-0559/OSD/19453



AN ROINN GNÓTHAÍ EACHTRACHA
DEPARTMENT OF FOREIGN AFFAIRS
BAILE ÁTHA CLIATH 2
DUBLIN 2

The Department of Foreign Affairs presents its compliments to the Embassy of the United States of America and has the honour to refer to Third Party Note No. 030 of 13 January 2003.

The Department takes note of the request made by the Embassy with regard to the wearing of duty uniform by US military personnel and confirms that, in accordance with the provisions of the Defence Act 1954, the Minister for Foreign Affairs hereby consents to the request on the basis of the terms outlined in the Embassy's note.

The Department of Foreign Affairs avails itself of this opportunity to renew to the Embassy of the United States of America the assurances of its highest consideration.



Department of Foreign Affairs
January 2003

9/11
1300 Snowflake

9/12

September 10, 2003

333

TO: Larry Di Rita
FROM: Donald Rumsfeld DR
SUBJECT: Secretary Evans

I want to get Don Evans over into Afghanistan and Iraq.

Thanks.

DHR:dh
091003-5

.....
Please respond by 9/23/03

9/10 ✓ 9/12

OK BY the way -
Tim Adams told me
that Snow wanted to go
to Iraq on his Middle
East trip next week and
"Cond. turned it down" or
something like that I told
him that did not sound right and
that snow should go. The money side
is good news.
D.R.H.

10 Sep 03

U21823 /03

Larry Di Rita

9/11 11-L-0559/OSD/19455

4:50 PM

TO: Larry Di Rita
CC: Marc Thiessen
FROM: Donald Rumsfeld
DATE: September 10, 2003
SUBJECT:

Advance copy - unsigned

000.7

I do think we ought to do an Op Ed fast on why we've got enough troops using the material from the Sanchez, Abizaid and me, and get it out this week.

Thanks.

DHR/azn
091003.05

9/11

Please respond by: _____

*at this time...
I think you could...
...
...
...*

10 Sep 03

U21824

U21824 /03

September 10, 2003

710

TO: Bill Winkenwerder

FROM: Donald Rumsfeld *DR*

SUBJECT: Malaria

Larry Di Rita
9/29

Please check in and find out why so many folks got malaria. Were proper precautions taken? Are there drugs to prevent malaria?

Thanks.

DHR:dh
091003-1

.....
Please respond by _____

✓
9/30

Sir,
Response attached.
VF/CDR Nosenzo

10 Sep 03

U21825-1/03

TEN
9-30

11-L-0559/OSD/19457

1/26 1100

✓
9/30



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

INFO MEMO

203 SEP 23 2003

SEP 23 2003

HEALTH AFFAIRS

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Update - Malaria in Marines from Liberia as of 23 Sep 03

- This provides an update to the previous response to your snowflake dated September 10, 2003 (TAB A).
- There have been a total of 80 presumed cases of the severest type of malaria, *Plasmodium falciparum*, among the 225 US forces who were ashore in Liberia (from 12-28 August 2003). There have been no new cases detected in the last five days.
- Five were seriously ill but have recovered. There have been no deaths. Three patients remain hospitalized at National Naval Medical Center, Bethesda.
- There are several preventive (prophylactic) drugs for the prevention of malaria. Because of the likelihood that the *P. falciparum* in Liberia is resistant to the oldest such drug (chloroquine), the Marines ashore were prescribed mefloquine, a newer drug developed for such a situation.
- The occurrence of these cases prompted initial concerns that the mefloquine had failed to prevent the cases. As a result, those now ashore in Liberia are taking another drug, doxycycline, until test results return on the effectiveness of mefloquine and/or resistance of this malaria strain.
- Factors being investigated:
 - Is the parasite resistant to mefloquine?
 - Were the supplies of mefloquine fully potent?
 - Did the Marines fully adhere to the prescribed schedule of taking mefloquine ?
 - Did the Marines fully comply with other protective measures designed to protect them from the mosquito vectors, i.e., use of bed nets; use of repellants on uniforms, bed nets, and skin?

SPL ASSISTANT DI RITA	
SR MA CRADDOCK	9/30
MA BUCCI	
EXECSEC MARRIOTT	SE JAW 9/26

U15909 03

11-L-0559/OSD/19458

- The investigation encompasses:
 - An anonymous survey of affected Marines.
 - Measuring mefloquine concentration in patients' blood to determine if it was adequate for prevention. This test is being conducted at the CDC.
 - Possibility of parasite resistance to mefloquine. Testing underway at Walter Reed Army Institute of Research.

- I have been briefed twice by the investigative team, and I am pressing them for prompt, accurate answers. Early indications are that some amount of non-adherence to prescribed medication schedules is at least partly responsible, but all the possible explanations have not been fully explored.

- Subsequent to the completion of lab tests, I expect a near complete picture to emerge within 10 days, and I will provide further information to you at that time. Policy and procedure implications for line and medical leadership will be pursued, based upon final results of the investigation.

COORDINATION: TAB B

Attachments:

As stated

Prepared by: Francis L. O'Donnell, MD, MPH, DHSD, FHP&R (b)(6)
PCDOCS #55146

11-L-0559/OSD/19459

September 11, . 03

TO: LTG John Craddock

FROM: Donald Rumsfeld

SUBJECT: Iraq Memos

Iraq

I have sent out a pile of memos on Iraq. It seems to me before I meet with Woodward I probably ought to have a chance to thumb through that file and refresh myself.

Thanks.

DHR:dh
091103-20

.....
Please respond by 9/19/03

SecDef — ✓ 10/1/04

Response attached.

This is a first cut. We have requested C&D folks provide the memo's hi-lited in that listing. Will send those in shortly.

cc

U21826 103 @ 9/17

September 17, 2003

Sir,

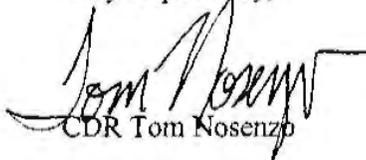
I have been putting together memorandum on Iraq for the Secretary and have included the following items:

- SECRET memoranda held by (b)(6)
- TOP SECRET memoranda held by (b)(6)
- A chronological listing of controlled memorandum held by C&D going back to January 2001 (approximately 200 documents)
- A chronological listing of snowflakes held by C&D from January 2001 through April 2003 (approximately 400 documents)
- I still hold snowflakes from May 2003 to the present at my desk and can pull those specifically dealing with Iraq if desired.

The chronological listings provided by C&D are the results of a search for the word Iraq. They are only able to search the subject lines of the controlled documents. Additional listings could be obtained by searching for "OIF", "Baghdad", "CPA", "Sadam", etc. If there is something more specific Secretary Rumsfeld is looking for we can steer or narrow the search toward that topic.

Standing by for further tasking.

Very respectfully,



CDR Tom Nosenzo

11-L-0559/OSD/19461

Myer

CSE
Are re
Shick

(b)(6)

September 11, 2003

11/29 C 9115

337

TO: Col. Bucci
FROM: Donald Rumsfeld Jr
SUBJECT: Meetings

Forwarded.
v/r CDR Nosenzo
9/15

Please give me the number of meetings I had with the Chiefs, or with Shinseki separately, and privately, in Senior Level Review Group meetings or down in the tank. We have that material somewhere.

Thanks.

DHR:dh
091103-19

.....
Please respond by 9/19/03

2001 - 24 times

2002 - 33 times

2003 - 34 times
(Special Operations
several)

(see attached
lists)

U

11 sep 03

U218278/03

Service Chiefs Meetings 2001

Date by Month	Date	Name	Position	Purpose	Time
January 2001					0 Hours 20 Min
	1/24/2001	GEN. JONES	Service Chiefs	Not Listed	20
February 2001					1 Hours 0 Min
	2/27/2001	ADM Clark	Service Chiefs	Meeting w/Puerto Rico Govern	60
March 2001					5 Hours 30 Min
	3/13/2001	Gen Shelton, Gen Myers, Gen	Service Chiefs	Defense Strategy Review	60
	3/15/2001	CJCS, CMC, CSAF, CNO, CS	Service Chiefs	Budget Issues	60
	3/16/2001	Gen. Shinseki	Service Chiefs	Berets	30
	3/23/2001	VCJCS, CMC, CSAF, CNO,	Service Chiefs	Defense Strategy Review	60
	3/26/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	Lunch-Defense Strategy Revie	60
	3/28/2001	General Ryan	Service Chiefs	Chief's Update	60
April 2001					6 Hours 30 Min
	4/3/2001	Admiral Clark	Service Chiefs	Chief's update	60
	4/4/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	Missile Defense, Dual Absence	30
	4/6/2001	General Shinseki	Service Chiefs	Chief's Update	60
	4/10/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	01,02	60
	4/11/2001	Gen Jones	Service Chiefs	Chief's Update	60
	4/12/2001	Admiral Clark	Service Chiefs	Chief's Update	60
	4/19/2001	CJCS, VCJCS, CSAF, CMC, VC	Service Chiefs	01 Supplemental	60
May 2001					8 Hours 55 Min
	5/11/2001	CJCS, VCJCS, CMC, VCSAF, V	Service Chiefs	Budget	60
	5/12/2001	VCJCS, ACMC, CSAF, VCNO,	Service Chiefs	Conventional Forces	120
	5/18/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	Armed Forces Day Opening Ce	60
	5/22/2001	CJCS, VCJCS, CMC, CSA, CN	Service Chiefs	QDR Brief in Tank	190
	5/29/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	QDR Review	105
June 2001					2 Hours 0 Min
	6/19/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	QDR Review	60
	6/27/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	QDR Review	60
July 2001					3 Hours 25 Min
	7/16/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	QDR Review re: Forces	100
	7/17/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	QDR Review: Infrastructure	60
	7/21/2001	CSAF, CMC, CNO	Service Chiefs	Weapons System	45

Date by Month	Date	Name	Position	Purpose	Time
August 2001				6 Hours	15 Min
	8/8/2001	Admiral Clark	Service Chiefs	QDR Review	30
	8/8/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	Saudi Briefing	60
	8/9/2001	Admiral Clark	Service Chiefs	QDR Review 03-07	75
	8/16/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	Defense Planning Guide	60
	8/17/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	Defense Planning Guide	60
	8/20/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	Defense Planning Guide	90
September 2001				2 Hours	45 Min
	9/10/2001	Admiral Clark	Service Chiefs	QDR/Navy	60
	9/12/2001	CMC, CSAF, CNO, CSA	Service Chiefs	Leadership Meeting	15
	9/20/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	ODCR	90
November 2001				0 Hours	25 Min
	11/19/2001	Gen Jumper	Service Chiefs	One-on-One	10
	11/20/2001	VCJCS, CMC, CSAF, CNO, CS	Service Chiefs	Not Listed	15
December 2001				0 Hours	45 Min
	12/12/2001	CJCS, VCJCS, CMC, CSAF, CN	Service Chiefs	Not Listed	45
Total Service Chiefs Time =				37 Hours	50.00 Min

Service Chiefs Meetings 2002

Date by Month	Date	Name	Position	Purpose	Time
January 2002				0 Hours	45 Min
	1/29/2002	Gen Myers & Gen Pace, VCN	Service Chiefs	Not Listed	45
February 2002				3 Hours	30 Min
	2/13/2002	Gen Jones	Service Chiefs	One on one	15
	2/16/2002	CMC	Service Chiefs	One on one	15
	2/22/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	DPG	60
	2/22/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Transformation	60
	2/27/2002	CJCS, VCJCS, SECAF, CSAF	Service Chiefs	Space Control Briefing & CAP	60
March 2002				9 Hours	35 Min
	3/4/2002	Adm Clark	Service Chiefs	One on One	15
	3/5/2002	SEC England & CMC	Service Chiefs	Not Listed	10
	3/7/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	DPG	60
	3/7/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Transformation	60
	3/8/2002	Sec England, CNO, ACMC	Service Chiefs	Naval Tac Air Integration	20
	3/14/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	DPG	60
	3/14/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Transformation	50
	3/19/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	DPG	60
	3/26/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Navy/Marine Corps DPG	60
	3/27/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Army DPG	60
	3/28/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Transformation	35
	3/29/2002	CJCS, VCJCS, VCSAF, CNO,	Service Chiefs	Air Force DPG	60
	3/29/2002	Gen Shinseki	Service Chiefs	One on One	25
May 2002				0 Hours	25 Min
	5/14/2002	Gen Shinseki	Service Chiefs	Not Listed	25
June 2002				5 Hours	0 Min
	6/17/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Tank: Global Terrorism	150
	6/20/2002	Gen Shinseki	Service Chiefs	Not Listed	30
	6/24/2002	Adm Clark	Service Chiefs	End Strength w/ Abell	30
	6/27/2002	Gen Jones	Service Chiefs	NATO	45
	6/28/2002	Gen Jones	Service Chiefs	NATO Command Structure an	45
July 2002				2 Hours	40 Min
	7/1/2002	Gen Jumper	Service Chiefs	DPG Studies	30

Date by Month	Date	Name	Position	Purpose	Time
	7/2/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Senior Staff Meeting	100
	7/18/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Not Listed	30
August 2002				1 Hours	20 Min
	8/1/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Not Listed	60
	8/19/2002	Gen Shinseki	Service Chiefs	VTC	20
September 2002				4 Hours	35 Min
	9/17/2002	Gen Jones	Service Chiefs	One on One	15
	9/18/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Not Listed	30
	9/20/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	National POW/MIA Recognitio	45
	9/26/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	POTUS Meeting	65
	9/28/2002	CJCS, VCJCS, CSAF, CNO,	Service Chiefs	Tank Session: Prominent ham	120
October 2002				9 Hours	50 Min
	10/3/2002	Gen Fogelson	Service Chiefs	AF Desert Brief	75
	10/8/2002	CJCS, VCJCS, SECNAV, CN	Service Chiefs	Navy Programs	90
	10/11/2002	All Service Chiefs	Service Chiefs	Tank	60
	10/16/2002	Gen Jones	Service Chiefs	One-on-One	45
	10/18/2002	Adm Clark	Service Chiefs	Navy Programs	60
	10/18/2002	Gen Jones	Service Chiefs	Marine Programs	125
	10/19/2002	Gen Jumper	Service Chiefs	FIA	45
	10/24/2002	All Service Chiefs	Service Chiefs	SLRG	90
November 2002				10 Hours	5.000 Min
	11/1/2002	Adm Clark, Gen Jones	Service Chiefs	CNX Follow up	45
	11/1/2002	All Service Chiefs	Service Chiefs	Tank	90
	11/5/2002	Gen Shinseki	Service Chiefs	Army Programs	15
	11/6/2002	Gen Jumper	Service Chiefs	Satellite Issue Update	15
	11/6/2002	Adm Clark, Gen Jones	Service Chiefs	Navy/ Marine Prgrams	60
	11/7/2002	Gen Shinseki	Service Chiefs	Army Programs	60
	11/8/2002	Gen Jumper	Service Chiefs	Air Force Programs	60
	11/12/2002	Gen Shinseki	Service Chiefs	Army Programs	30
	11/13/2002	CNO,CMC,CJCS,CSAF,CSA,	Service Chiefs	Program Review	150
	11/13/2002	Gen Shinseki	Service Chiefs	Army Prgrams	30
	11/15/2002	Gen Shinseki	Service Chiefs	Army General Officer Laydown	50
December 2002				0 Hours	35 Min
	12/4/2002	Gen Shinseki	Service Chiefs	Stryker	30
	12/18/2002	Gen Jones	Service Chiefs	Call	5

Service Chiefs Meetings 2003

Date by Month	Date	Name	Position	Purpose	Time	
January 2003					4 Hours	30 Min
	1/3/2003	CNO, CMC, CSAF, VCSA, V	Service Chiefs	Joint Staff Briefing	75	
	1/7/2003	General Jones	Service Chiefs	Out Call	45	
	1/13/2003	General Jumper	Service Chiefs	AF 1&2 Star Briefing	45	
	1/13/2003	Admiral Clark	Service Chiefs	Navy 1&2 Star Briefing	45	
	1/22/2003	CNO, CSAF, CMC, CSA	Service Chiefs	Cheifs Updates	60	
February 2003					1 Hours	10 Min
	2/1/2003	General Hagee	Service Chiefs	One-on-One	10	
	2/3/2003	CNO CSAF, CMC, CSA	Service Chiefs	Congressional Budget Roll Out	15	
	2/4/2003	CNO, CSAF, CSA, CMC	Service Chiefs	Testimony Prep	45	
March 2003					10 Hours	55 Min
	3/1/2003	VCSA, CNO, CMC, CSAF	Service Chiefs	Lunch	50	
	3/10/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	75	
	3/11/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/12/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/13/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/14/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/15/2003	Adm Clark & Adm Fallon	Service Chiefs	Flag Matters	20	
	3/15/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	50	
	3/17/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/18/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/19/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	20	
	3/20/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	20	
	3/21/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	25	
	3/24/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	25	
	3/25/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	25	
	3/26/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	25	
	3/27/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/28/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	
	3/29/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	20	
	3/29/2003	Gen Shinseki	Service Chiefs	Army Monthly	60	
April 2003					6 Hours	25 Min
	4/1/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30	

Date by Month	Date	Name	Position	Purpose	Time
	4/2/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/4/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/7/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/8/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/9/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/10/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/11/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/12/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	25
	4/14/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/15/2003	Gen Keane	Service Chiefs	Not Listed	30
	4/15/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
	4/16/2003	Service/Vice Chief	Service Chiefs	Update Brief/SVTC	30
May 2003				0 Hours	45 Min
	5/9/2003	Service Vice/Chief	Service Chiefs	Update Brief/SVTC	45
June 2003				5 Hours	10 Min
	6/2/2003	Gen Keane	Service Chiefs	Not Listed	10
	6/26/2003	All Service Chiefs	Service Chiefs	SLRG	210
	6/27/2003	All Service Chiefs	Service Chiefs	Meeting w/Adm Fargo	90
July 2003				23 Hours	45 Min
	7/9/2003	All Service Chiefs	Service Chiefs	Not Listed	45
	7/11/2003	All Service Chiefs	Service Chiefs	SLRG	90
	7/15/2003	All Service Chiefs	Service Chiefs	Combatant Commander's Conf	570
	7/16/2003	All Service Chiefs	Service Chiefs	Combatant Commander's Conf	570
	7/18/2003	Gen Hagee	Service Chiefs	GO's	30
	7/30/2003	All Service Chiefs	Service Chiefs	SLRG	120
August 2003				0 Hours	45 Min
	8/1/2003	Gen Schoomaker	Service Chiefs	Ceremony	15
	8/14/2003	Gen Keane	Service Chiefs	Lunch	30
				Total Service Chiefs Time =	53 Hours 25 Min

September 11, 2003

555

outbox
9/19

TO: Reuben Jeffery

CC: Paul Wolfowitz
Doug Feith

FROM: Donald Rumsfeld *D.*

SUBJECT: Clearance for State Department

I need an answer to the question about State Department continuing to say they have 300 people who are not being cleared by the Defense Department. What is the truth?

Thanks.

DHR:dh
091103-18

.....
Please respond by _____

U21828 /C

September 11, 2003

R30 Dual Camp

TO: Gen. Pete Pace

CC: Paul Wolfowitz
Doug Feith
Reuben Jeffery

FROM: Donald Rumsfeld *DR*

SUBJECT: Using Retired Military

I agree completely with the idea of getting retired military. Would you please help Reuben Jeffery put structure into a process that will result in that happening fast?

Thanks.

DHR:dh
091103-16

.....

Please respond by 9/24/03

OB
10-16

11 Sep 03

U21839 /03

C9/12

September 11, 2003

032

TO: Powell Moore

FROM: Donald Rumsfeld *DR*

SUBJECT: September 11, 2001 Meeting w/Members

Please give me the list of the Members of Congress I was meeting with here at the Pentagon on September 11, 2001. I know Mark Kirk was one of them.

Thanks.

DHR:dh
091103-13

.....

Please respond by 9/12/03

Sir,
Response Attached.
vr/CDR Nosenzo
9/22

11 Sep 03

U21840 /03



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

September 19, 2003 4:30 PM

FOR: SECRETARY OF DEFENSE

FROM: Powell A. Moore, Assistant Secretary of Defense
(Legislative Affairs) (b)(6)

SUBJECT: Response to Snowflake #091103-13 regarding 9/11/01
Meeting with Members

- You had breakfast with the following members:
 - Rep Doug Bereuter (R-NE)
 - Rep Chris Cox (R-CA)
 - Rep Randy 'Duke' Cunningham (R-CA)
 - Rep Kay Granger (R-TX)
 - Rep Robin Hayes (R-NC)
 - Rep John Hostettler (R-IN)
 - Rep Mark Kirk (R-IL)
 - Rep John Mica (R-FL)
 - Rep John Shimkus (R-IL)
 - Rep William 'Mac' Thornberry (R-TX)
 - Rep Roger Wicker (R-MS)

Attachment:

Read Ahead for September 11, 2001 SecDef Breakfast with House Supporters

11-L-0559/OSD/19472



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

FILE

September 10, 2001, 6:00 PM

READ AHEAD FOR SECRETARY RUMSFELD
SecDef Breakfast with House Supporters

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

Powell Moore

Tuesday, September 11, 8:00 AM, in the SecDef Dining Room

Attendees: Key House Republicans as well as key DoD / OSD officials and I will join you.

- This breakfast is an opportunity to seek the continued support and active promotion of Department priorities by House Republicans who have indicated a willingness to support your efforts.
- Members who have accepted: Rep. Bereuter, Rep. Cox, Rep. Cunningham, Rep. Granger, Rep. Hayes, Rep. Hostettler, Rep. Kirk, Rep. Mica, Rep. Shimkus, and Rep. Wicker. Bios are at Tab A. *Rep. Moraberry*
- The House FY '02 National Defense Authorization Act is scheduled for Floor Debate the week of September 10th, 2001. You should ask the invited members to assist you explain the importance of key provisions in the President's defense request including missile defense, pay raise, military construction and family housing, transformation, and other priority defense issues.
- Talking points on missile defense and public affairs materials on key aspects of the Departments' FY02 Defense Authorization Bill issues are at Tab B.

HOUSE SUPPORTERS
INVITED TO BREAKFAST
SEPTEMBER 11, 2001

TAB A



Rep. Doug Bereuter (R-Neb)
Elected: 1978 (12th term)
Committees: Financial Services; International Relations; **Select Intelligence**
- vice chairman (**Intelligence Policy & National Security - chairman**);
Transportation & Infrastructure
Military Service: Army, 1963-65
Military Bases: None



Rep. Henry Bonilla (R-Texas)
Elected: 1992 (5th term)
Committees: Appropriations (**FDA & Related Agencies - chairman**;
Defense);
Military Service: None
Military Bases: Fort Bliss, (shared with the 16th District); Laughlin AFB



Rep. Ken Calvert (R-Calif.)
Elected: 1992 (5th term)
Committees: **Armed Services** (DOE Reorganization - vice chairman;
Military Installations & Facilities; Military Research & Development;
Terrorism Oversight); Resources (Water & Power - chairman); Science
Military Service: None
Military Bases: None



Rep. Christopher Cox (R-Calif.)
Elected: 1988 (7th term) **Note: Policy Committee Chairman**
Committees: Energy & Commerce; Financial Services
Military Service: None
Military Bases: None



Rep. Randy 'Duke' Cunningham (R-Calif.)
 Elected: 1990 (6th term)
 Committees: Appropriations (Defense); Select Intelligence
 Military Service: Navy, 1966-87
 Military Bases: Marine Corps Air Station Miramar



Rep. Rodney Frelinghuysen (R-N.J.)
 Elected: 1994 (4th term)
 Committees: Appropriations (Defense)
 Military Service: Army, 1969-71
 Military Bases: Picatinny Arsenal (Army)



Rep. Porter J. Goss (R-Fla.)
 Elected: 1988 (7th term) Note: Will retire at end of current term
 Committees: Rules; Select Intelligence - chairman
 Military Service: Army, 1960-62
 Military Bases: None



Kay Granger (R-TX)
 Elected: 1996 (3rd term)
 Committees: Appropriations (Vice Chairman, Military Construction); Budget
 Military Service: None
 Military Bases: Naval Air Station Fort Worth, Joint Reserve Base, Fort Worth



Rep. Robin Hayes (R-N.C.)
 Elected: 1998 (2nd term); Defeated Mike Taylor, D, to succeed Rep. W.G. "Bill" Hefner, D, who retired
 Committees: Agriculture; Armed Services (Military Installations & Facilities - vice chairman; Military Research & Development; Morale, Welfare & Recreation; Terrorism Oversight); Transportation & Infrastructure
 Military Service: None
 Military Bases: Fort Bragg (Army); Pope Air Force Base



Rep. J.D. Hayworth (R-Ariz.)
Elected: 1994 (4th term)
Committees: Resources; Ways & Means
Military Service: None
Military Bases: None



Rep. David L. Hobson (R-Ohio)
Elected: 1990 (6th term)
Committees: Appropriations (Defense; Military- chairman)
Military Service: Ohio Air National Guard, 1958-63
Military Bases: Wright-Patterson Air Force Base (shared with the 3d District)



Rep. John Hostettler (R-Ind.)
Elected: 1994 (4th term)
Committees: Armed Services (Military Installations & Facilities; Military Research & Development; Terrorism Oversight - vice chairman); Judiciary
Military Service: None
Military Bases: Naval Surface Warfare Center



Rep. John L. Mica (R-Fla.)
Elected: 1992 (5th term)
Committees: Government Reform; House Administration; Transportation & Infrastructure (Aviation – chairman)
Military Service: None
Military Bases: None



Rep. John Shimkus (R-Ill.)
Elected: 1996 (3rd term)
Committees: Energy & Commerce (Environment & Hazardous Materials - vice chairman)
Military Service: Army, 1980-86; Army Reserve, 1986-present
Military Bases: None



John Sununu (R-NH)

Elected: 1996 (3rd term)

Committees: Appropriations (Foreign Operations & Export Financing; Treasury, Postal Service & General Government; VA, HUD & Independent Agencies); **Budget** - Vice Chairman

Military Service: None

Military Bases: None (Portsmouth Naval Shipyard does employ some of his constituents)



William M. 'Mac' Thornberry (R-TX)

Elected: 1994 (4th term)

Committees: Armed Services (DOE Reorganization - chairman; Military Personnel; Military Procurement); **Budget**; Resources

Military Service: None

Military Bases: Sheppard Air Force Base



Rep. Roger Wicker (R-Miss.)

Elected: 1994 (4th term)

Committees: Appropriations

Military Service: Air Force, 1976-80; Air Force Reserve, 1980-present

Military Bases: None



Rep. Heather A. Wilson (R-N.M.)

Elected: 1998 (2nd full term)

Committees: Armed Services (DOE Reorganization; Military Procurement; Military Readiness); Energy & Commerce

Military Service: Air Force, 1978-89

Military Bases: Kirtland Air Force Base

Why The Missile Defense Program Should Be Fully Funded

TAB B

- North Korea has demonstrated a capability for intercontinental reach with its rockets. Iran has hundreds of short-range missiles and is building the Shahab -3 which will reach Israel, most of Saudi Arabia, and Turkey. The Shahab -4 and -5 are on the drawing boards, the latter with intercontinental range.
- Building missile defenses takes time and persistence. Opportunities lost today cannot be regained later, once vulnerabilities become more pressing.
- The Ballistic Missile Defense Program is a balanced and responsible program. Failure to fund the program could produce potentially grave consequences to our national security. Given that we have no defense whatsoever against medium and long range ballistic missiles, those consequences could be severe.
- A layered system of defenses is necessary to protect against the potentially catastrophic consequences of letting a hostile missile through. The BMD system is designed to create just such layers by enabling interception of a hostile missile along its entire flight path, maximizing opportunities and chances of success. Reduced funding could leave gaps in those defenses that could perhaps be exploited by those with hostile intent, or at least minimize the challenges facing those with threat missiles.
- Rigorous and realistic testing is an essential component for developing a missile defense system with demonstrable capability. Failure to fund these rigorous testing requirements could result in either deployment delays or deploying systems with greater risk.
- The current program engages in multiple paths to reduce risk, combined by rigorous annual reviews to assess progress and to decide on what should be stopped, truncated, kept on course, or accelerated. Shortchanging funding for these efforts could increase both program and security risk.
- Failure to create conditions for flexibility in the program could unnecessarily delay schedule, sub-optimize performance, and raise costs in the nation's BMD effort.
- Missile defenses are an important tool in the national security toolbox, one for which we do not now have other alternatives.
- Because of the increasing threat, we cannot afford a reduction in funds which would ultimately delay fielding an effective ballistic missile defense system.



Upcoming Issues

AUGUST 13-17, 2001

Office of
Public Affairs
(b)(6)

Missile Defense

- We must defend ourselves, our friends and allies against the real and growing threat of ballistic missiles and other weapons of mass destruction.
- Several nations including Iraq, Libya, North Korea, Iran and Syria are developing ballistic missiles.
- For 2002, \$8.3 billion is proposed for missile research & development. The funding for missile defense is approximately 2.5% of the total defense budget. By comparison:
 - The United States spent approximately \$11 billion last year on counter-terrorism efforts, nearly twice last year's missile defense research costs.
 - For 2002, \$17 billion is proposed for Department of Defense health care.
 - \$9.3 billion is proposed for building ships.
 - \$8.3 billion is proposed for building aircraft.
- Leaders from several nations including the United Kingdom, Japan, Australia, Italy, Spain, Poland, the Czech Republic, Slovakia, Hungary and Georgia have acknowledged the need for new defenses to counter 21st century threats.

A New Relationship With Russia

- We will continue to seek cooperation with Russia to move beyond the ABM treaty to a new framework for peace and security in the 21st century.
- On Aug. 7-8, senior U.S. and Russian advisors met at the Pentagon for consultations that grew out of talks in Genoa last month between President George W. Bush and President Vladimir Putin on developing the U. S./Russian relationship. The delegations discussed a broad range of issues related to strategic stability and international security in the 21st Century. The focus was on the interrelated subjects of offensive and defensive systems.
- As a continuation of these discussions, Secretary of Defense Rumsfeld meets with Russian Defense Minister Ivanov in Moscow in the coming week to discuss cooperation on a new political, economic and strategic relationship between the U.S. and Russia.
- These talks pave the way for future consultation between Presidents Bush and Putin on a strategic framework between the U.S. and Russia for the 21st century.

POCKET CARD ON MISSILE DEFENSE

MISSILE DEFENSE TO PROTECT OURSELVES, OUR ALLIES AND OUR FRIENDS IN THE 21ST CENTURY

- **No system exists to defend Americans against missile attack.**
 - 64% of Americans believe we already have missile defenses (*CBS/NYTimes poll, 3/01*).
 - 11 years ago in the Persian Gulf War, a SCUD missile killed 28 Americans & wounded 99.

- **The missile threat is real and growing.**
 - Nations with nuclear weapons programs: 12.
 - Nations with ballistic missiles: 28.
 - Countries with missile programs include Iraq, Libya, North Korea, Pakistan, Iran, China and Syria.
 - For the first time in history, political leaders with no political structure around them or free press to temper a decision to launch will soon possess nuclear, chemical, or biological weapons and the means to deliver them.

- **The U.S. is engaged in robust research & development to deploy missile defenses.**
 - With July's test, missile defense "hit-to-kill" technology has been successfully tested a dozen times.
 - 20 more intercept tests are scheduled between now and 2006.

- **Missile defense is part of a broader deterrent strategy for the 21st century.**
 - To counter a real and growing threat.
 - To deter or defend against rogue states.
 - To establish a strategic relationship with Russia based on trust and cooperation.



Upcoming Issues

September 9-15, 2001

Office of
Public Affairs
(b)(6)

Department of Defense 2002 Amended Budget Proposal

- A total of \$328.9 billion is proposed for DoD in 2002. This request represents a \$32.6 billion increase over 2001. The budget begins to reverse a decade of overuse and under-funding, and fulfills the President's pledge to stop the decline of our armed forces and begin building a 21st Century military that will deter aggression, extend peace & sustain prosperity.

Quality of Life

The DoD budget proposal includes critical funding for military quality of life: housing, military pay and health care. It includes:

- \$82.3 billion for a military pay increase and improved housing allowance, a \$6.9 billion increase over 2001.
- \$4.1 billion to improve family housing.
- \$17 billion for military health care, an increase of \$5.8 billion over 2001 – a 48% increase, the majority of which is mandated by Congress.

Training & Readiness

This budget will boost readiness, which has been strained by a high tempo of operations and escalating maintenance costs for aging equipment. Funding for training and readiness will climb from \$108 billion in FY 2001 to \$125.7 billion in FY 2002. The 2002 funding request includes:

- \$11.5 billion for aircraft operations.
- \$2.7 billion for Army operations.
- \$2.9 billion for ship operations.
- \$9.3 billion for depots.
- \$9.3 billion for training.

Maintenance & Repair

Included in the \$125.7 billion for training and readiness is funding for maintenance and repair, including:

- \$5.9 billion for military construction, up from \$5.3 billion in FY 2001. Funding will construct or renovate barracks, medical treatment facilities, schools, and physical fitness centers.
- \$20.7 billion for improving military bases and infrastructure.

Modernization, Transformation and R&D

Included in the budget are reforms that will help build the military of the 21st Century, including:

- \$47.4 billion for R&D, an increase of \$6.3 billion over 2001. This funding will help restore the Department of Defense to its status as a technological leader. Research and development funding also includes a request for \$8.3 billion for missile defense.
- Reducing the fleet of B-1 bombers from 93 to 60 aircraft and concentrating those aircraft in two bases will free up \$1.5 billion to modernize the aging B-1 fleet over the next five years.
- Deactivation of the Peacekeeper missile system over a five-year period, saving \$320 million in the first year, and \$150 for each year thereafter.



PRESS RELEASE

House Armed Services Committee

Bob Stump, Chairman

FOR IMMEDIATE RELEASE
August 1, 2001

CONTACT: Ryan Vaart
Meghan Wedd
202-225-2539

HOUSE ARMED SERVICES COMMITTEE COMPLETES FISCAL YEAR 2002 DEFENSE AUTHORIZATION BILL

Legislation strikes balance between quality of life, readiness, and modernization needs

The House Armed Services Committee tonight reported H.R. 2586, the fiscal year 2002 defense authorization bill, out of committee on a bipartisan 58 to 1 vote. Upon final passage, Chairman Bob Stump (R-AZ) issued the following statement:

"With today's action, the committee endorsed the urgent need to rebuild the U.S. military after years of neglect and overuse. While the committee has been in possession of the President's amended budget request for only about one month, the urgency with which the committee considered and reported H.R. 2586 reflects the need to expedite the defense budget process to minimize the chances of an end-of-the-year defense budget train wreck.

"In crafting this bill, the committee largely followed the Administration's proposed defense budget blueprint. I commend the President for requesting the most significant increase to the defense budget since the mid-1980s – a nearly \$33 billion increase to the fiscal year 2001 spending level. While some have questioned whether this increase is adequate, it is critical that Congress approve every penny of this request as a vital first step toward placing the U.S. military on the road to recovery.

"In keeping with the Administration's request, H.R. 2586 targets two of the most critical elements of maintaining a healthy military – quality of life and readiness. In particular, the committee approved the largest military pay raise since 1982, significant construction efforts to improve the facilities in which military personnel live and work, and substantial increases to readiness accounts that support operations, maintenance, and training.

"The committee also expressed strong support for the President's missile defense program. The President's plans will ensure a realistic testing program that will hasten the day when Americans are protected against ballistic missile attack.

"Through careful scrutiny of the Pentagon's budget, the committee was also able to increase procurement accounts, by far the weakest link in the President's defense budget. The Department of Defense is soon expected to recommend changes in the shape and makeup of the U.S. military,

— continued —

v. 1.0

thus, the budget request largely placed modernization efforts on hold. By marginally increasing procurement accounts, the committee acted to slow the erosion of an already-aging force, and smooth the transition into tomorrow's military force.

"On a final note, while it is significant that this bill would provide for the second consecutive year of real growth in the defense budget, the fundamental problems facing the U.S. military are the product of more than a decade of neglect and decline. Reversing the effects of such long-term deterioration will require a sustained commitment from Congress and the Administration to supporting not only the funding levels contained in this bill, but sustaining similar levels of increases into the future."

###

The funding level for H.R. 2586, \$343.3 billion in budget authority, matches the President's amended fiscal year 2002 defense budget request. A complete summary of H.R. 2586 as reported by the committee is available on the House Armed Services Committee website at: <http://www.house.gov/hasc>.

September 11, 2003

C9/12
✓
9-19

TO: Paul Wolfowitz
Doug Feith
Reuben Jeffery

FROM: Donald Rumsfeld *DR*

SUBJECT: State Department

333

Colin Powell keeps writing me letters saying that there are hundreds of State Department people waiting to go Baghdad. Yesterday Condi Rice said the Department of State has 300 who cannot get cleared at the Defense Department.

What in the world is going on? Who is saying that? It cannot be true. Is it? I need some clarity on this. I want to put folks right.

Thanks.

DHR:dh
091103-12

.....
Please respond by 9/19/03

Sir,
Response attached.
vr/CDR Nosenzo
9/12

11 Sep 03

U21841 /03

September 12, 2003

TO: Secretary of Defense

FROM: Reuben Jeffery, III *FC Smith for*

CC: Deputy Secretary of Defense
Ambassador Bremer
Ambassador Kennedy
Larry DiRita

SUBJECT: Department of State Personnel for Iraq

Secretary Powell and other senior State officials continue to refer to the nearly 300 personnel ready to go to Iraq. They further imply there is a problem with DoD/CPA.

The facts of the situation are:

In early July, State canvassed all its personnel asking who would be interested in serving in Iraq for a temporary assignment. Today, State has a list of 282 candidates for assignments in Iraq. Included on State's list are 47 of its personnel currently serving in Iraq with another 22 in the pipeline, leaving an additional 213 prospects. Many of the prospects do not have the language or technical skills required by CPA. Moreover, the recruitment process is complicated by CPA's expanding requirements.

The personnel requirements for the Governance Teams are constantly evolving. CPA's most recent list identifies approximately 45 vacancies for people to serve on the Governance Teams, positions best filled by State personnel. We are working closely with State to specify the requirements, identify the appropriate candidates, and complete the processing once identified.

Important follow up actions:

- Defense (Fred Smith) is working closely with State (NEA, Kathleen Austin-Ferguson) on this issue. A meeting will take place with State Monday, September 15 to evaluate open positions against the prospects available at State.
- Weekly interagency meetings will be conducted to review personnel requirements and coordinate recruitment and processing.

11-L-0559/OSD/19485

- The personnel function within CPA is being improved and expanded. We are working to establish a fully staffed personnel office in Baghdad.
- We are implementing new computer systems to provide timely, accurate and complete information on CPA personnel requirements.
- Jerry Jones has been directed to work with CPA to identify, evaluate, and recommend individuals to fill personnel vacancies.
- We will provide you weekly updates on the personnel situation in Baghdad.

There has been an ongoing dialogue with State. To date, a number of key functions and roles have been filled with resources from State. We have a pipeline of new State personnel en route to Iraq today. Our contacts at State understand the complexities of the personnel issues involved in building the team in Iraq. We are all committed to making sure that CPA is fully manned with personnel required for the success of our efforts in Iraq.

September 11, 2003

Afghanistan

TO: Jim Haynes
CC: Powell Moore
FROM: Donald Rumsfeld *DR*
SUBJECT: Title 22 Waiver

I need to have the answer on what waiver we need to get so that folks can actually train people and then go out and fight with them. It is a Title 22 issue.

Senator Lindsay Graham came up to me and said we need to get that authority changed. He is ready to sponsor and work it. I told you that the Special Forces in Gardez asked me for it. Please get back to me fast. Let's not wait.

Thanks.

DHR:dh
091103-11

.....
Please respond by 9/18/03

*OS
10-16*

11 Sep 03

U21842 /03

September 11, 2003

Germany

TO: Marc Thiessen
FROM: Donald Rumsfeld 
SUBJECT: Werewolves

Jim Lehrer said he boned up on the Werewolves, and there were no Americans killed in Germany after the war by any Werewolves.

Would you please double check that and find out? I certainly thought from what you told me that there were Americans killed.

Thanks.

DHR:dh
091103-9

.....
Please respond by 9/18/03

11SEP03

U21843 /03

September 11, 2003

150

TO: Ray DuBois
FROM: Donald Rumsfeld *DR*
SUBJECT: Pentagon 9/11 Families

9/29

Last night at the White House I met Kenneth Feinberg, Special Master of the 9/11 Victims' Compensation Fund. He said only a third of the Pentagon families from 9/11 have applied for funds, and the deadline is December 22.

Please talk to the head of the Pentagon family group and find out what is going on. They have a chance to receive a substantial amount of money from the U.S. Treasury.

Thanks.

DHR:dh
091103-7

.....
Please respond by 9/26/03

9/29

✓
9/30

See Attached

rec'd DI File
9/29

U21845 /03

TEN
9.30

11Sep03

9/26 1730



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



9/30

2003 SEP 25 PM 4:51

INFO MEMO

September 25, 2003, 2:30 P. M.

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois

SUBJECT: Victim Compensation Fund for Pentagon 9/11 Families

- In the attached snowflake, you asked about the status of Pentagon families in applying for compensation from the subject fund. We have been in touch with Mr. Feinberg and his staff and will continue to support his efforts to insure that all Pentagon families are well informed regarding this option and the looming deadline of December 22, 2003.
- As of today, claims have been filed for 80 of our 184 Pentagon deceased and 47 of the 57 wounded in the attack. However, Mr. Feinberg expects that the great majority of claims will not be filed until after Thanksgiving. We know that quite a number of the Pentagon families are still in the process of scheduling meetings with the Victims Compensation staff and are preparing the formal claim submission.
- There will also be some who knowingly opt not to apply for the fund for a number of reasons, including, for example, those who may choose to join airline litigation.
- The DoD Office of Family Policy (OFP) has been continuously supporting and informing families of the deceased and wounded and providing extensive referrals and reminders regarding their entitlement and the timeframe to make claims under the 9/11 Victims Compensation Fund.
- An important meeting was hosted by Mr. Feinberg on Tuesday, September 23, 2003, at the nearby Hyatt Arlington, specifically for Pentagon victims' families. Mr. Feinberg's staff indicates that this was well attended.

Prepared by: Meg Falk, Director, OFP, OUSD (P&R), (b)(6)
Bill Brazis, WHS/OGC, (b)(6)

SPL ASSISTANT DIR/ITA	9/23
SR MA CRADDOCK	9/30
MA BUCCI	
EXECSEC MARIKITT	9/26

U15867-03

↶

EF-4881

April 14, 2003 9:53 AM

TO: Doug Feith
FROM: Donald Rumsfeld
SUBJECT: Freedom Proclamation

1220

Please give me the freedom proclamation so I can read it. I have not received it yet.

Thanks.

DHR:dh
041403-10

Please respond by 4/15/03

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04-15-03 13:00

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