

~~FOUO~~

December 26, 2005

TO: Ryan Henry
Larry DiRita

I-05/016905
ES-4993

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Briefing for Intellectuals and Academics on the QDR

I think we ought to think about getting a big group of intellectuals and academics in, and tell them what we are doing on the QDR.

DIR:ss
122605-20

.....
Please Respond By 01/24/06

~~FOUO~~

11-L-0559/OSD/55410

OSD 00185-06

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

2006 JAN 04 10:22
DSD
USD(P) *U* JAN 05 2006
I-05/016905-ES
ES-4993

FOR: SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *Ryan Henry*

JAN 04 2006

SUBJECT Briefing for Intellectuals and Academics on the QDR

- o In your recent memo, you suggested we get a group of intellectuals and academics in and tell them what we are doing on the QDR.
- I think that's an excellent idea. On Friday, 6 January, I will brief 23 members of the Defense Policy, Science and Business Boards in response to your suggestion.
- o TAB A lists the Board members who will attend the briefing here in the Pentagon.

COORDINATION: None

Prepared by: Reed Grabowski, Col USMCR, Military Assistant for PDUSD P (b)(6)

Defense Policy Board Members

Ms. Victoria Clarke
Hon Newt Gingrich
GEN Jack Keane
Dr. James Schlesinger
Mr. Chris Williams
Dr. ~~Ruth~~ Wedgwood
Gov Pete Wilson

Defense Science Board Members

Dr. Bill Schneider
Dr. Bill Graham
ADM Bill Studeman
GEN Bill Hartzog
Mr. Rich Haver
Mr. Larry Lynn
Dr. Bob Hermann
Mr. Bob Nesbit
Dr. Johnny Foster
GEN James McCarthy
Mr. Vince Vitto

Defense Business Board Members

Mr. Denis Bovin
Ms. Madelyn Jennings
Mr. Bob Hale
Mr. Michael Bayer

At the request of Mr. Henry
MG Bob Scales

FOUO

January 05, 2006

TO: President George W. Bush
FROM: Donald Rumsfeld *[Signature]*
SUBJECT: Visit to Pentagon

~~Mr. President--~~

Thanks for coming over to the Pentagon yesterday.

You'll be interested to know that after the meeting was over, one of the three-stars in the room said, "Given the fact that the Global War on Terror is a test of wills, I am darn glad that that man is President, because he has the will."

Respectfully,

DHR.dh
010506-04

335 SD

5 Jan 06

FOUO

OSD 00223-06

11-L-0559/OSD/55413

~~FOUO~~

January 05, 2006

TO: Stephen J. Hadley
CC: The Honorable Dr. Condoleezza Rice
FROM: Donald Rumsfeld *DR*

SUBJECT: Invitation to Washington for Toledo

I really do think the President ought to invite Toledo to Washington, not for a state dinner, but for a meeting. He ~~has~~ been solid; he is under enormous pressure from Chavez, Castro; he has trouble with Evo Morales; he could use a boost. He is leaving office, but he has been solid.

Let me know what I can do to help.

Thanks.

DHR:as
010406-28

Peru

5 JAN 06

~~FOUO~~

OSD 00224-06

11-L-0559/OSD/55414

~~FOUO~~

CLASSIFIED BY: [unclear]
DATE: [unclear]

NOV 10 2005 1:34

TO: Jim Haynes
FROM: Donald Rumsfeld *DR*
SUBJECT: Ensign Amendment

Please read **the** attached Ensign Amendment and tell me **where you think**, and where we **ought** to be **standing on it**.

Thanks.

Attach: 11/8/05 ASD LA memo to SecDef

DHR:ss
110905-11

.....
Please Respond By November 22, 2005

370.61

10 NOV 05

~~FOUO~~

11-L-0559/OSD/55415

OSD 00309-06

UNCLASSIFIED

INFO MEMO

November 08, 2005 7:30 PM

FOR: SECRETARY OF DEFENSE

FROM: Daniel R. Stanley, Assistant Secretary of Defense
for Legislative Affairs

SUBJECT: National Defense Authorization Act Amendments

- You asked to see the amendments pending consideration in the Senate. The agreed list is divided 12 Majority and 12 Minority. Submitted or potential amendments are listed below.
- We have not received the language of all amendments. Those underlined **are** tabbed.

Majority:

- Train and Equip: to build the Partnership Security Capacity of Foreign military and Security forces; agreed on by voice vote - Inhofe (R-OK) (TAB-8)
- To establish Retirement Benefits for workers at Rocky Flats Environmental Technology Site: a pension issue unrelated to DoD; defeated 38-53 - Allard (R-CO) (TAB-1)
- To create uniform standards for interrogations and prohibition on cruel, inhuman, or degrading detainees treatment; agreed on by voice vote - McCain (R-AZ) (TAB-2)
- To mandate reporting on the use of riot control agents by the Armed Forces - Ensign (R-NV) (TAB-3)
- To require Secretary of Defense to transfer property, located at BRAC'd military installations, at no consideration; defeated 36-62 - Snowe (R-ME) (TAB-9)
- To reduce retired pay eligibility age for formerly mobilized Reserve veterans - Chambliss (R-GA) (TAB-10)
- To direct Secretary of Defense to submit procedures for Combatant Status Review Tribunals and Administrative Review Boards to determine GTMO detainees' status - Graham (R-SC) (TAB-4)

Prepared by: CAPT J.M. Cathey, Director Senate Affairs (b)(6)

11-L-0559/OSD/55416

OSD 21996-05

- o 2nd Demeer to TAB-13 Harkin Amendment. Sense of the Senate, allowing Secretary of Defense to establish an Ombudsman position and to commend the Armed Forces Radio Network **Dassed 55-43-Inhofe (R-OK) (TAB-14)**

Minority:

- o Medical Isotopes – Schumer (D-NY)
- o To transfer Robust Nuclear Earth Penetrator (RNEP) funds to the DC Army National Guard - Kennedy (D-MA) (TAB-12)
- o Post-Traumatic Stress Disorder (PTSD) – Salazar (D-CO)
- o To ensure Federal employees taking leave without pay to serve will not receive an overall cut in pay– Durbin (D-IL) (TAB-11)
- o To provide concurrent receipt for veterans with service-connected disabilities – Reid (D-NV)
- o To repeal reduction of Survivor Benefit Plan annuities by Dependency and Indemnity Compensation; **Dassed 93-5** – Nelson (D-FL) (TAB-5)
- o To establish a Detainee Commission: **defeated 43-55** – Levin @-**ML**) (T A W
- o Increase the Cooperative Threat Reduction Program and decrease Missile Defense funding: **defeated 37-60**- Reed (D-RI) (TAB-7)
- o To require balanced American Forces Network political programming and to establish an Ombudsman position; **defeated 44-54-Harkin** (D-IA) (TAB-13)
- o To authorize a feasibility study on the creation of a Deputy Secretary of Defense for Management to oversee spending and financial management at the Defense Department: **passed 97-0-Byrd** (D-WV) (TAB-15)

Attachments:

- 1. Allard Amendment #2423**
- 2. McCain Amendment #2425**
- 3. Ensign Amendment unnumbered**
- 4. Graham Draft Amendment unnumbered**
- 5. Nelson Amendment #2424**
- 6. Levin Amendment #2430**
- 7. Reed Amendment #2427**
- 8. Inhofe Amendment #2432**
- 9. Snowe Amendment #2436**
- 10. Chambliss Amendment #2433**
- 11. Durbin Amendment #1571**
- 12. Kennedy Amendment #1415**
- 13. Harkin Amendment #2438**
- 14. Inhofe Amendment #2439**
- 15. Byrd Amendment #2442**
- 16. Reid Amendment #2441**

Prepared by: CAPT J.M. Cathey, Director Senate Affairs (b)(6)

11-L-0559/OSD/55418

ENSIGN REV-1

AMENDMENT NO.

Calendar No.

Purpose: To authorize additional uses of riot control agents by members of the Armed Forces, and for other purposes.

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. 1042

To authorize appropriations for fiscal year 2006 for military activities of the Department of Defense, for military construction, and for defense activities of the Department of Energy, to prescribe personnel strengths for such fiscal year for the Armed Forces, and for other purposes.

Referred to the Committee on _____ and
ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. ENSIGN

Viz:

- 1 On page 286, between lines 7 and 8, insert the fol-
- 2 lowing:
- 3 SEC. 1073. RIOT CONTROL AGENTS.
- 4 (a) RESTATEMENT OF POLICY.—It is the policy of
- 5 the United States, as provided in Executive Order 11850
- 6 (40 Fed. Reg. 16187) and affirmed by the Senate in the
- 7 resolution of ratification of the Chemical Weapons (on-

1 vention, that riot control agents are not chemical weapons
2 but are legitimate, legal, and non-lethal alternatives to the
3 use of lethal force that may be employed by members of
4 the Armed Forces in war in defensive military modes to
5 save lives, including for illustrative purposes cited in Exec-
6 utive Order 11850.

7 (b) REPORT REQUIRED.—

8 (1) IN GENERAL.—Not later than 180 days
9 after the date of the enactment of this Act, the
10 President, shall submit to Congress a report on the
11 use of riot control agents by members of the Armed
12 Forces.

13 (2) CONTENT.—The report required by para-
14 graph (1) shall include—

15 (A) a description of all regulations, doc-
16 trines, training materials, and any other infor-
17 mation related to the use of riot control agents
18 by members of the Armed Forces;

19 (B) a description of the doctrinal publica-
20 tions, training, and other resources provided or
21 available to members of the Armed Forces on
22 an annual basis with regard to the tactical em-
23 ployment of riot control agents;

24 (C) a description of how the material de-
25 scribed in subparagraphs (A) and (E) is con-

1 sistent with United States policy on the use of
2 riot control agents;

3 (D) a description of the availability of riot
4 control agents, and the means to employ them,
5 to members of the Armed Forces deployed in
6 Iraq and Afghanistan;

7 (E) a description of the frequency of use of
8 riot control agents since January 1, 1992, and
9 a summary of views held by military com-
10 manders about the utility of the employing riot
11 control agents by members of the Armed
12 Forces;

13 (F) a general description of steps taken or
14 to be taken by the Department of Defense to
15 clarify the circumstances under which riot con-
16 trol agents may be used by members of the
17 Armed Forces; and

18 (G) an assessment of the legality of Execu-
19 tive Order 11850, including an explanation why
20 Executive Order 11850 remains valid under
21 United States law.

22 (3) FORM.—The report required by paragraph
23 (1) shall be submitted in unclassified form, but may
24 include a classified annex.

4

1 (c) **AUTHORITY FOR ADDITIONAL USES OF RIOT**
2 **CONTROL AGENTS.—**

3 (1) **AUTHORITY.—**The President or the Sec-
4 retary of Defense may, for purposes of saving inno-
5 cent lives or the lives of members of the Armed
6 Forces, authorize members of the Armed Forces to
7 use riot control agents as follows:

8 (A) **In war in modes other than defensive**
9 **military modes.**

10 (B) **In operations other than war—**

11 (i) **in defensive military modes; and**

12 (ii) **in modes other than defensive**
13 **military modes.**

14 (2) **CONSTRUCTION.—**The authority in para-
15 graph (1) to use riot control agents is in addition to
16 any other authority to use riot control agents under
17 law, including authority under Executive Order
18 11850.

19 (d) **DEFINITIONS.—**In this section:

20 (1) **CHEMICAL WEAPONS CONVENTION.—**The
21 term “Chemical Weapons Convention” means the
22 Convention on the Prohibitions of Development, Pro-
23 duction, Stockpiling and Use of Chemical Weapons
24 and on Their Destruction, with annexes, done at

1 Paris, January 13, 1993, and entered into force
2 April 29, 1997 (T. Doc. 103-21).

3 (2) RESOLUTION OF RATIFICATION OF THE
4 CHEMICAL WEAPONS CONVENTION.—The term “res-
5 olution of ratification of the Chemical Weapons Con-
6 vention” means S. Res. 75, 105th Congress, agreed
7 to April 24, 1997, advising and consenting to the
8 ratification of the Chemical Weapons Convention.

AG
PENDING

AS MODIFIED

AMENDMENT NO. 2432

Calendar No. _____

Purpose: Relating to the partnership security capacity of foreign military and security forces and security and stabilization assistance.

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. 1042

To: **AMENDMENT No. 2432** military
By: Inhofe military
To: S. 1042 :Depart-
gths for
or other

5
Page(s)

GPO: 2004 97-290-000

Referred to the Committee on _____
and ordered to be printed

Ordered to lie on the table and to be printed

Lugar

AMENDMENT intended to be proposed by Mr. INHOFE

vi:

p. 296

- 1 At the end of title XII, add the following:
- 2 SEC. ____ . BUILDING THE PARTNERSHIP SECURITY CAPAC-
- 3 ITY OF FOREIGN MILITARY AND SECURITY
- 4 FORCES.
- 5 (a) AUTHORITY.—The President may authorize
- 6 building the capacity of partner nations' military or secu-
- 7 rity forces to disrupt or destroy terrorist networks, close



1 safe havens, or participate in or support United States.
2 coalition, or international military or stability operations.

3 (b) TYPES OF PARTNERSHIP SECURITY CAPACITY
4 BUILDING.—The partnership security capacity building
5 authorized under subsection (a) may include the provision
6 of equipment, supplies, services, training, and funding.

7 (c) AVAILABILITY OF FUNDS.—The Secretary of De-
8 fense may, at the request of the Secretary of State, sup-
9 port partnership security capacity building as **authorized**
10 under subsection (a) by transferring funds available to the
11 Department of Defense to the Department of State. **Any**
12 funds so transferred shall remain available until expended.
13 The amount of such partnership security capacity building
14 support provided by the Department of Defense under **this**
15 section may not exceed \$750,000,000 in any fiscal year.

16 (d) CONGRESSIONAL NOTIFICATION.—Before build-
17 **ing** partnership security capacity under **this** section, the
18 Secretaries of State and Defense shall submit to their ~~con-~~
19 gressional oversight committees a notification of the na-
20 tions designated by the President ~~with~~ which partnership
21 security capacity will be built under this section and the
22 nature and amounts of security capacity building to occur.
23 Any such notification shall be submitted not less than 15
24 days before the provision of such partnership security ca-
25 pacity building.

1 (e) **COMPLEMENTARY AUTHORITY.**—The authority to
2 support partnership security capacity building under this
3 section is in addition to any other authority of the Depart-
4 ment of Defense to provide assistance to a foreign country.

5 (f) **APPLICABLE LAW.**—The authorities and limita-
6 tions in the Foreign Assistance Act of **1961** and the For-
7 eign Operations, Export Financing, and Related Programs
8 Appropriations Act, 2006 shall be applicable to assistance
9 provided and funds transferred under the authority of this
10 section.

11 (g) **MILITARY AND SECURITY FORCES DEFINED.**—
12 In this section, the term “military and security forces”
13 includes armies, guard, border security, civil defense, in-
14 frastructure protection, and police forces.

15 (h) **EXPIRATION.**—The authority in this section shall
16 expire on September **30, 2007**.

17 **SEC. __. SECURITY AND STABILIZATION ASSISTANCE**

18 (a) **IN GENERAL.**—Notwithstanding any other provi-
19 sion of law, upon a request from the Secretary of State,
20 with the agreement of the Secretary of Defense and upon
21 a determination by the President that **an** unforeseen emer-
22 gency exists that requires immediate reconstruction, secu-
23 rity, or stabilization assistance to a foreign country for
24 the purpose of restoring or maintaining peace and security
25 in that country, and that the provision of such assistance

1 is in the national security interests of the United States.
2 the Secretary of Defense may authorize the use or transfer
3 of defense articles, services, training or other support, in-
4 cluding support acquired by contract or otherwise, to pro-
5 vide such assistance.

6 (b) AVAILABILITY OF FUNDS.—Subject to subsection
7 (a), the Secretary of Defense may transfer funds available
8 to the Department of Defense to the Department of ~~State~~
9 or to any other Federal agency to carry out the purposes
10 of this section, and funds so transferred shall remain
11 available until expended.

12 (c) LIMITATION.—The aggregate value of assistance
13 provided or funds transferred under the authority of this
14 section may not exceed \$200,000,000.

15 (d) COMPLEMENTARY AUTHORITY.—The authority
16 to provide assistance under this section is in addition to
17 any other authority of the Department of Defense to pro-
18 vide assistance to a foreign country.

19 (e) NOTIFICATION REQUIREMENTS.—Before the ex-
20 ercise of the authority in this section, the President shall
21 notify Congress of the exercise of such authority in accord-
22 ance with the procedures set forth in section 652 of the
23 Foreign Assistance Act of 1961 (22 U.S.C. 2411).

24 (f) APPLICABLE LAW.—(1) The authorities and limi-
25 tations in the Foreign Assistance Act of 1961 and the

1 Foreign Operations, Export Financing, and Related Pro-
2 grams Appropriations Act. **2006** shall be applicable to as-
3 sistance provided and funds transferred under the author-
4 ity of this section.

5 (2) Any authority available to the President to waive
6 a provision of law referred to in paragraph (1) may be
7 exercised by the President in a written document executed
8 pursuant to subsection (a).

9 (g) ~~EXPIRATION.~~—The authority in this section shall
10 ~~expire~~ on September 30, 2007.

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Tom Harkin

PENDING

AMENDMENT NO. _____ Calendar No. _____

Purpose: *Relating to the American Forces Network.*

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. 1042

T.

AMENDMENT No. 2438

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Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. HARKIN (for himself and Mr. DORGAN)

Viz:

- 1 At the end of subtitle A of title IX, add the following:
- 2 **SEC. 909. AMERICAN FORCES NETWORK.**
- 3 (E) MISSION.—The American Forces Network (AFN)
- 4 shall provide members of the Armed Forces, civilian em-
- 5 ployees of the Department of Defense, and their families
- 6 stationed outside the continental United States and at sea
- 7 with the same type and quality of American radio and tele-
- 8 vision news, information, sports, and entertainment as is
- 9 available in the continental United States.

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1 (b) **POLITICAL PROGRAMMING.**—

2 (1) **FAIRNESS AND BALANCE.**—All political pro-
3 gramming of the American Forces Network shall be
4 characterized by its fairness and balance.

5 (2) **FREE FLOW OF PROGRAMMING.**—The
6 American Forces Network shall provide in its pro-
7 gramming a free flow of political programming from
8 United States commercial and public radio and tele-
9 vision stations.

10 (c) **OMBUDSMAN OF THE AMERICAN FORCES NET-**
11 **WORK.**—

12 (1) **ESTABLISHMENT.**—There is hereby estab-
13 lished the Office of the Ombudsman of the American
14 Forces Network.

15 (2) **HEAD OF OFFICE.**—

16 (A) **OMBUDSMAN.**—The head of the Office
17 of the Ombudsman of the American Forces
18 Network shall be the Ombudsman of the Amer-
19 ican Forces Network (in this subsection re-
20 ferred to as the "Ombudsman"), who shall be
21 appointed by the Secretary of Defense.

22 (B) **QUALIFICATIONS.**—Any individual
23 nominated for appointment to the position of
24 Ombudsman shall have recognized expertise in

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1 the field of mass communications, print media,
2 or broadcast media.

3 (C) PART-TIME STATUS.—The position of
4 Ombudsman shall be a part-time position.

5 (D) TERM.—The term of office of the Om-
6 budsman shall be five years.

7 (E) REMOVAL.—The Ombudsman may be
8 removed from office by the Secretary only for
9 malfeasance.

10 (3) DUTIES.—

11 (A) IN GENERAL.—The Ombudsman shall
12 ensure that the American Forces Network ad-
13 heres to the standards and practices of the Net-
14 work in its programming.

15 (B) PARTICULAR DUTIES.—In carrying out
16 the duties of the Ombudsman under this para-
17 graph, the Ombudsman &&—

18 (i) initiate and conduct, with as fre-
19 quency as the Ombudsman considers ap-
20 propriate, reviews of the integrity, fairness,
21 and balance of the programming of the
22 American Forces Network;

23 (ii) initiate and conduct, upon the re-
24 quest of Congress or members of the a d -

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1 ence of the American Forces Network, re-
2 view of the programming of the Network:

3 (iii) identify, pursuant to reviews
4 under clause (i) or (ii) or otherwise, cir-
5 cumstances in which the American Forces
6 Network has not adhered to the standards
7 and practices of the Network in its pro-
8 gramming, including circumstances in
9 which the programming of the Network
10 lacked integrity, fairness, or balance; and

11 (iv) make recommendations to the
12 American Forces Network on means of
13 correcting the lack of adherence identified
14 pursuant to clause (iii).

15 (C) LIMITATION.—In carrying out the du-
16 ties of the Ombudsman under this paragraph,
17 the Ombudsman may not engage in any pre-
18 broadcast censorship or pre-broadcast review of
19 the programming of the American Forces Net-
20 work.

21 (4) RESOURCES.—The Secretary of Defense
22 shall provide the Office of the Ombudsman of the
23 American Forces Network such personnel and other
24 resources as the Secretary and the Ombudsman
25 jointly determine appropriate to permit the Ombuds-

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1 man to carry out the duties of the Ombudsman
2 under paragraph (3).

3 (5) INDEPENDENCE.—The Secretary shall take
4 appropriate actions to ensure the complete independ-
5 ence of the Ombudsman and the Office of the Om-
6 budsman of the American Forces Network within
7 the Department of Defense.

8 (6) ANNUAL REPORTS.—

9 (A) IN GENERAL.—The Ombudsman shall
10 submit to the Secretary of Defense and the con-
11 gressional defense committees each year a re-
12 port on the activities of the Office of the Om-
13 budsman of the American Forces Network dur-
14 ing the preceding year.

15 (B) AVAILABILITY TO PUBLIC.—The Om-
16 budsman shall make available to the public each
17 report submitted under subparagraph (A)
18 through the Internet website of the Office of
19 the Ombudsman of the American Forces Net-
20 work and by such other means as the Ombuds-
21 man considers appropriate.

AS MODIFIED

45-23

(Instruction line only)

PENDING
V & N
99

AMENDMENT NO.

Calendar No.

Purpose: To propose a substitute.

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. 1042

Warner for AMENDMENT No. 2439

To	ai	By	<u>Inhofe</u>	_____	itary
ε					itary
c		To:	Amend. No. 2438	_____	part-
r			S. 1042	_____	: for
ε			6	_____	other
			Page(s)		

GPO: 2004 97-550000

Referred to the Committee on _____ and
ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. INHOFE to
the amendment (No. ~~2438~~) proposed by Mr. HARKIN
2438

by ulc
p. 246

Viz:

1 ~~In lieu of the matter proposed to be inserted,~~ insert
At the end of subtitle A of title IX,

2 the following:

3 SEC. ____ . AMERICAN FORCES NETWORK.

4 (a) FINDINGS.—The Senate makes the following
5 findings:

6 (1) The mission of the American Forces Radio
7 and Television Service (AFRTS) and its American
8 Forces Network (AFN), a worldwide radio and tele-

1 vision broadcast network, is to deliver command in-
2 formation by providing United States **military** com-
3 manders overseas and at sea with a broadcast media
4 that effectively communicates information to per-
5 sonnel under their commands, including information
6 from the Department of Defense, information **from**
7 the Armed Forces, and information unique to the
8 theater and localities in which **such** personnel are
9 stationed or deployed.

10 (2) The American Forces Radio and Television
11 Service and the American Forces Network provide a
12 "touch of home" to members of the **Armed** Forces,
13 civilian employees of the Department of Defense,
14 and their families stationed at bases and at embas-
15 sies and consulates in more than 179 countries, as
16 well as Navy, Coast Guard, and Military Sealift
17 Command ships at sea, by providing the same type
18 and quality of radio and television programming (in-
19 cluding news, information, sports, and entertain-
20 ment) that would be available in the continental
21 United States. Additionally, the American Forces
22 Network plays an important role in enabling military
23 commanders to disseminate official information to
24 members of the Armed Forces and their families,
25 **thus** making popularity and acceptance key factors

1 in ensuring effective communication, ~~ARM05P36~~

2 ~~ARM05P36~~

3 (3) It is American Forces Radio and Television
4 Service and American Forces Network policy that,
5 except for the Pentagon Channel service, program-
6 ming is acquired from distributors of the most pop-
7 ular television program airing in the continental
8 United States. Much of the programming is provided
9 at no cost to the United States Government. The re-
10 mainder of the programming is provided at less-
11 than-market rates to cover distributors' costs and
12 obligations. Depending on the audience segment or
13 demographic targeted, programs that perform well
14 are acquired and scheduled to maximize audiences
15 for internal and command information exposure.

16 (4) American Forces Radio and Television
17 Service and American Forces Network select pro-
18 gramming that represents a cross-section of popular
19 American radio and television, tailored toward the
20 worldwide audience of the American Forces Radio
21 and Television Service and the American Forces
22 Network. Schedules emulate programming practices
23 in the United States, and programs are aired in ac-
24 cordance with network broadcast standards. Specifi-
25 cally, policy on programming seeks—

1 (A) to provide balance and diversity;
2 (B) to deliver a cross-section of popular
3 programming;
4 (C) to target appropriate demographics;
5 and
6 (D) to maintain network broadcast stand-
7 ards.

8 (5) The "Voice Channel", or radio program-
9 ming, of the American Forces Radio and Television
10 Service and American Forces Network is chosen to
11 address requirements specified by the military
12 broadcasting services and the detachment com-
13 manders of their affiliate radio stations. American
14 Forces Network Radio makes a best faith effort to
15 obtain the top-rated program of its sort at the time
16 of selection, at no cost to the United States Govern-
17 ment. American Forces Network Radio usually re-
18 tains a scheduled program until it is no longer pro-
19 duced, too few American Forces Network affiliates
20 choose to schedule the program locally, or a similar
21 program so thoroughly dominates its audience in the
22 United States that the American Forces Radio and
23 Television Service switches to this program to offer
24 the higher rated show to the overseas audience.

1 (6) American Forces Network Radio personnel
2 review the major trade publications to monitor an-
3 nouncements of new programs, follow the ratings of
4 established programs, and keep aware of program-
5 ming trends. When a program addressing a need
6 identified by a Military Broadcasting Service or an
7 American Forces Network affiliate becomes available
8 to the American Forces Network, or a program
9 seems especially worthy of consideration, American
10 Forces Network Radio informs the affiliates and
11 supplies samples to gauge affiliate interest. If affli-
12 ates commit to broadcasting the new show, Amer-
13 ican Forces Network Radio seeks to schedule it.

14 (7) The managers of the American Forces
15 Radio and Television Service continually update
16 their programming options and, in November 2005,
17 decided to include additional programs that meet the
18 criteria that American Forces Radio and Television
19 Service managers apply to such decisions, and that,
20 consistent with American Forces Radio and Tele-
21 vision Service and American Forces Network proce-
22 dures, local programmers at 33 locations around the
23 globe decide which programs actually are broadcast.
24 American Forces Radio and Television Service have

1 consistently sought to provide a broad, high quality
2 range of choices for local station managers.

3 (b) **SENSE OF SENATE.**—It is the sense of the Senate
4 that—

5 (1) the men and women of the American Forces
6 Radio and Television Service and the Armed Forces
7 Network should be commended for providing a vital
8 service to the military community worldwide; and

9 (2) the programming mission, themes, and
10 practices of the Department of Defense with respect
11 to its television and radio programming have fairly
12 and responsively fulfilled their mission of providing
13 a “touch of home” to members of the Armed Forces
14 and their families around the world and have con-
15 tributed immeasurably to high morale and quality of
16 life in the Armed Forces.

17 (c) **AUTHORITY TO APPOINT OMBUDSMAN AS INTER-**
18 **MEDIARY.**—The Secretary of Defense may appoint an in-
19 dividual to serve as ombudsman of the American Forces
20 Network. Any ombudsman so appointed shall act as an
21 intermediary between the staff of the American Forces
22 Network and the Department of Defense, military com-
23 manders, and listeners to the programming of the Amer-
24 ican Forces Network.

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S.L.O.

PENDING

AMENDMENT NO. _____ Calendar No. _____

Purpose: To establish the position of Deputy Secretary of Defense for Management.

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. 1042

To **AMENDMENT No. 2442** Military Department or other

By Byrd - Others

Title S. 1042

12

Page(s)

Referred to the Committee on _____ and ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. BYRD *(for himself, Mr. Akaka, and Mr. Lautenberg)*

Viz:

- 1 At the end of subtitle A of title IX, add the following:
- 2 SEC. ____ DEPUTY SECRETARY OF DEFENSE FOR MANAGE-
- 3 MENT.
- 4 (a) ESTABLISHMENT.—
- 5 (1) POSITION AND DUTIES.—
- 6 (A) Chapter 4 of title 10, United States
- 7 Code, is amended—

October 31, 2005

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S.L.C.

2

1 (i) in section 131(b), by striking para-
2 graph (1) and inserting the following new
3 paragraph:

4 "(1) Two Deputy Secretaries of Defense, as fol-
5 lows:

6 "(A) The Deputy Secretary of Defense.

7 "(B) The Deputy Secretary of Defense for
8 Management."; and

9 (~~ii~~) inserting after section 132 the
10 following new section 132a:

11 "§ 132a. Deputy Secretary of Defense for Management

12 "(a) ESTABLISHMENT.—(1) There is a Deputy Sea-
13 retary of Defense for Management, appointed from civilian
14 life by the President, by and with the advice and consent
15 of the Senate, from among persons who have—

16 "(A) extensive executive level experience in
17 leadership and management in the public or private
18 sector;

19 "(B) substantial experience in the reform of ac-
20 counting or financial management systems in large
21 organizations;

22 "(C) a demonstrated ability to manage large
23 and complex organizations; and

24 "(D) a record of achieving positive operational
25 results.

October 31, 2005

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1 “(2) A person may not be appointed as Deputy Sec-
2 retary of Defense for Management within 10 years after
3 relief from active duty as a commissioned officer of a reg-
4 ular component of an armed force.

5 “(3) The Deputy Secretary of Defense for Manage-
6 ment shall serve for a term of seven years.

7 “(b) GENERAL AUTHORITY.—(1) The Deputy Sec-
8 retary of Defense for Management—

9 “(A) serves as the Chief Management Officer of
10 the Department of Defense;

11 “(B) is the principal adviser to the Secretary of
12 Defense on matters relating to the management of
13 the Department of Defense, including defense busi-
14 ness activities, to ensure departmentwide capability
15 to carry out the strategic plan of the Department of
16 Defense in support of national security objectives;
17 and

18 “(C) performs such additional duties and exer-
19 cises such other powers as the Secretary may pre-
20 scribe.

21 “(2) The Deputy Secretary of Defense for Managa-
22 ment takes precedence in the Department of Defense im-
23 mediately after the Deputy Secretary of Defense.

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R.L.C.

4

1 “(3)(A) The Deputy Secretary of Defense for Man-
2 agement shall act for, and exercise the powers of, the Sec-
3 retary of Defense when—

4 “(i) the Secretary is disabled or there is no Sec-
5 retary of Defense; and

6 “(ii) the Deputy Secretary of Defense is dis-
7 abled or there is no Deputy Secretary of Defense.

8 “(B) The Deputy Secretary of Defense for Manage-
9 ment shall act for, and exercise the powers of, the Deputy
10 Secretary of Defense when the Deputy Secretary is dis-
11 abled or there is no Deputy Secretary of Defense.

12 “(c) **MANAGEMENT DUTIES.**—To support the eco-
13 nomical, efficient, and effective execution of the national
14 defense objectives, policies, and plans of the Department
15 of Defense, the Deputy Secretary of Defense for Manage-
16 ment shall be responsible to the Secretary of Defense for
17 the development, approval, implementation, integration,
18 and oversight of policies, procedures, processes, and sys-
19 tems for the management of the Department of Defense
20 that relate to performance of the following functions:

21 “(1) Planning and budgeting, including per-
22 formance measurement.

23 “(2) Acquisition.

24 “(3) Logistics.

25 “(4) Facilities, installations, and environment.

October 31, 2005

11-L-0559/OSD/55443

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- 1 “(5) Financial management.
- 2 “(6) Human resources and personnel.
- 3 “(7) Management of information resources, in-
- 4 cluding information technology, networks, and tele-
- 5 communications functions.
- 6 “(d) DEFENSE BUSINESS REFORM.—For the func-
- 7 tions specified in subsection (c), the Deputy Secretary of
- 8 Defense for Management shall—
- 9 “(1) develop and maintain a departmentwide
- 10 management strategic plan for business reform, and
- 11 identify key initiatives to be undertaken by the De-
- 12 partment and its components, together with related
- 13 resource needs;
- 14 “(2) establish performance goals and measures
- 15 for improving and evaluating overall economy, effi-
- 16 ciency, and effectiveness;
- 17 “(3) monitor and measure the progress of the
- 18 Department of Defense and its components in meet-
- 19 ing established performance goals for improving
- 20 economy, efficiency, and effectiveness; and
- 21 “(4) review and approve plans and budgets for
- 22 business reform, including any proposed changes to
- 23 policies, procedures, processes, and systems, to en-
- 24 sure the compatibility of those plans and budgets
- 25 with—

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1 “(A) the overall strategic plan and budget
2 of the Department of Defense;

3 “(B) the strategic plan for business reform
4 of the Department of Defense; and

5 “(C) achievement of the integration of
6 business activities throughout the Department
7 of Defense.

8 “(e) DEFENSE BUSINESS SYSTEMS.—(1) In carrying
9 out the duties of the position under this section, the Dep-
10 uty Secretary of Defense for Management shall oversee
11 the implementation of a defense business systems mod-
12 ernization program including the execution of any funds
13 appropriated for maintaining legacy systems and for mod-
14 ernizing defense business systems.

15 “(2) The Deputy Secretary of Defense for Manage-
16 ment shall—

17 “(A) oversees the development of, and shall re-
18 view and approve, all budget requests for defense
19 business systems, including the information to be
20 submitted to Congress under section 2222(h) of this
21 title; and

22 “(B) subject to the authority, direction, and
23 control of the Secretary of Defense, perform the re-
24 sponsibilities of the Secretary under section 2222 of
25 this title.

October 31, 2005

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S.L.G.

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1 “(3) In this subsection, the terms ‘defense business
2 system’ and ‘defense business system modernization’ have
3 the meanings given to those terms in section 2222(j) of
4 this title.

5 “(f) RELATIONSHIP TO OTHER DEFENSE OFFI-
6 CIALS.—(1) The Deputy Secretary of Defense for Manage-
7 ment exercises the authority of the Secretary of Defense
8 in the performance of the duties of the Deputy Secretary
9 under this section, subject to the authority, direction, and
10 control of the Secretary.

11 “(2) The Secretaries of the military departments and
12 the heads of the other elements of the Department of De-
13 fense are subject to the authority, direction, and control
14 of the Deputy Secretary in the performance of their duties
15 with respect to matters within the authority of the Deputy
16 Secretary, and the exercise of that authority by the Dep-
17 uty Secretary is binding on the military departments and
18 such other elements.

19 “(g) CONSULTATION WITH OTHER OFFICIALS.—In
20 carrying out the duties of the position under this section,
21 the Deputy Secretary of Defense for Management shall
22 consult on a continuing basis with the Deputy Secretary
23 of Defense, the Secretaries of the military departments,
24 and the Chairman of the Joint Chiefs of Staff—

October 31, 2006

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S.L.C.

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1 “(1) to support economical, efficient, and effec-
2 tive performance of the missions of the Department
3 of Defense; and
4 “(2) to support each of those officials—
5 “(A) in the implementation of the national
6 defense strategy and the strategic plan of the
7 Department of Defense; and
8 “(B) in the administration of related pro-
9 grams, plans, operations, and activities.
10 “(h) PERFORMANCE AND EVALUATION.—(1) The
11 Deputy Secretary of Defense for Management shall enter
12 into an annual performance agreement with the Secretary
13 of Defense each year. The agreement shall set forth meas-
14 urable individual and organizational goals that are con-
15 sistent with the goals and measures established under sub-
16 section (d) of this section. The agreement shall be avail-
17 able for public disclosure.
18 “(2) The Secretary of Defense shall evaluate the per-
19 formance of the Deputy Secretary of Defense for Manage-
20 ment each year and shall determine as part of each such
21 evaluation whether the Deputy Secretary has made satis-
22 factory progress toward achieving the goals set out in the
23 performance agreement for that year under paragraph
24 (1).”

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S.L.C.

1 (B) The table of sections at the beginning
 2 of such chapter is amended by inserting after
 3 the item relating to section 132 the following
 4 new item:

"132a. Deputy Secretary of Defense for Management."

5 (2) EXECUTIVE LEVEL II.—Section 5313 of
 6 title 5, United States Code, is amended by inserting
 7 after "Deputy Secretary of Defense" the following:
 8 "Deputy Secretary of Defense for Manage-
 9 ment."

10 (b) MEMBERSHIP OF CERTAIN DEPARTMENT OF DE-
 11 FENSE MANAGEMENT COMMITTEES.—

12 (1) FINANCIAL MANAGEMENT MODERNIZATION
 13 EXECUTIVE COMMITTEE.—Section 185(a) of title 10,
 14 United States Code, is amended—

15 (A) in paragraph (2)—

16 (i) by redesignating subparagraphs
 17 (A), (B), (C), (D), and (E) as subpara-
 18 graphs (B), (C), (D), (E), and (F), respec-
 19 tively,

20 (ii) by inserting after "composed of
 21 the following:" the following new subpara-
 22 graph (A):

23 "(A) The Deputy Secretary of Defense for
 24 Management, who shall be the chairman of the com-
 25 mittee."; and

October 31, 2005

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S.L.C.

1 (iii) in subparagraph (B), as redesignated by clause (i), by striking “, who shall be the chairman of the committee”; and

2
3
4 (B) in paragraph (3), by inserting “the Deputy Secretary of Defense for Management,” after “the Deputy Secretary of Defense,”.

5
6
7 (2) DEFENSE BUSINESS SYSTEM MANAGEMENT COMMITTEE.—Section 186 of such title is amended by striking “Deputy Secretary of Defense” each place it appears in subsections (a)(1) and (b) and inserting “Deputy Secretary of Defense for Management”.

8
9
10
11
12
13 (a) ADJUSTMENTS TO DUTIES AND PRECEDENCE OF OTHER OFFICIALS.—

14
15 (1) UNDER SECRETARY OF DEFENSE FOR POLICY.—Section 134 of title 10, United States Code, is amended—

16
17
18 (A) in subsection (b)(2), by striking “Secretary of Defense—” and inserting “Secretary of Defense and the Deputy Secretary of Defense—”; and

19
20
21
22 (B) in subsection (c), by inserting “the Deputy Secretary of Defense for Management,” after “the Deputy Secretary of Defense,”.

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S.L.C.

11

1 (2) UNDER SECRETARY OF DEFENSE FOR AC-
2 QUISSION, TECHNOLOGY, AND LOGISTICS.—Section
3 133(e) of such title is amended—

4 (A) in paragraph (1), by striking “and the
5 Deputy Secretary of Defense” and inserting “,
6 the Deputy Secretary of Defense, and the Dep-
7 uty Secretary of Defense for Management”; and

8 (B) in paragraph (2), by inserting “the
9 Deputy Secretary of Defense for Management,”
10 after “the Deputy Secretary of Defense.”

11 (3) DEPUTY UNDER SECRETARY OF DEFENSE
12 FOR LOGISTICS AND MATERIEL READINESS.—Sec-
13 tion 139b(e)(2) of such title is amended by inserting
14 “the Deputy Secretary of Defense for Management,”
15 after “the Deputy Secretary of Defense.”

16 (4) DIRECTOR OF OPERATIONAL TEST AND
17 EVALUATION.—Section 139 of such title is
18 amended—

19 (A) in subsection (b)—

20 (i) in paragraph (2), by striking “and
21 the Under Secretary of Defense for Acqui-
22 sition, Technology, and Logistics” and in-
23 serting “the Deputy Secretary of De-
24 fense, the Deputy Secretary of Defense for
25 Management, the Under Secretary of De-

October 31, 2005

11-L-0559/OSD/55450

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S.L.C.

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1 fense for Acquisition, Technology, and Lo-
2 gistics,"; and

3 (ii) in paragraph (5), by inserting "
4 the Deputy Secretary of Defense, and the
5 Deputy Secretary of Defense for Manage-
6 ment" after "the Secretary of Defense";
7 and

8 (B) in subsection (c), by striking "and the
9 Deputy Secretary of Defense" in the first sen-
10 tence and inserting "the Deputy Secretary of
11 Defense, and the Deputy Secretary of Defense
12 for Management".

October 31, 2006

11-L-0559/OSD/55451

AS MODIFIED

(P. 246)

Viz: At the end of subtitle A of title IX, add the following:

Amendment intended to be proposed by Mr. Byrd (for himself, Mr. Warner, Mr. Ensign, and Mr. Akaka)

and Mr. Lautenberg

Sec ____ . Report on Establishment of a Deputy Secretary of Defense for Management.

YxN Pending

(a) Not later than 15 days after the enactment of this Act, the Secretary of Defense shall select two Federally Funded Research and Development Centers to conduct independent studies of the feasibility and advisability of establishing a Deputy Secretary of Defense for Management . Each study under this section shall be delivered to the Secretary and the congressional defense committees not later than March 15, 2006.

(b) Content of Studies. - Each study required by this section shall address -
(1) the extent to which the establishment of a Deputy Secretary of Defense for Management would:

- (A) improve the management of the Department of Defense;
- (B) expedite the process of management reform in the Department; and
- (C) enhance the implementation of business systems modernization in the Department;

- (2) the appropriate relationship of the Deputy Secretary of Defense for Management to other Department of Defense officials;
- (3) the appropriate term of service for a Deputy Secretary of Defense for Management; and
- (4) the experience of any other federal agencies that have instituted similar management positions.

(c) For the purposes of this section, a Deputy Secretary of Defense for Management is an official who -

- (1) serves as the Chief Management Officer of the Department of Defense;
- (2) is the principal advisor to the Secretary of Defense on matters relating to the management of the Department of Defense, including

AMENDMENT No. 2442

Byrd - 5 10 42 (5 Acc)

2

defense business activities, to ensure department-wide capability to carry out the strategic plan of *the* Department of Defense in support of national security objectives; and

(3) takes precedence in the ~~Department~~ of Defense immediately *after* the Deputy Secretary of Defense.

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Yung
Calendar No. _____
Calendar No. _____

AMENDMENT NO _____

Purpose: To provide that veterans with service-connected disabilities rated as total by virtue of unemployability shall be covered by the termination of the phase-in of concurrent receipt of retired pay and veterans disability compensation for military retirees.

PENDING
A

IN THE SENATE OF THE UNITED STATES—109th Cong., 1st Sess.

S. _____

To AMENDMENT No. 2441 military
By *Reid* military
To *S 1042* Department
for
other

Page(s)
2

OFFICE OF THE VICE PRESIDENT

Referred to the Committee on _____
and ordered to be printed

Ordered to lie on the table and to be printed

AMENDMENT intended to be proposed by Mr. *REID*

Viz:

- 1 At the appropriate place in title VI, add the following:

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S.L.C.

1 SEC. ____, INCLUSION OF VETERANS WITH SERVICE-CON-
 2 NECTED DISABILITIES RATED AS TOTAL BY
 3 REASON OF UNEMPLOYABILITY UNDER TER-
 4 MINATION OF PHASE-IN OF CONCURRENT RE-
 5 CEIPT OF RETIRED PAY AND VETERANS' DIS-
 6 ABILITY COMPENSATION.

7 (a) INCLUSION OF VETERANS.—Section 1414(a)(1)
 8 of title 10, United States Code, is amended by inserting
 9 “or a qualified retiree receiving veterans' disability com-
 10 pensation for a disability rated as total (within the mean-
 11 ing of subsection (e)(3)(B))” after “rated as 100 percent”.

12 (b) EFFECTIVE DATE.—The amendment made by
 13 subsection (a) shall take effect on December 31, 2004.

C

~~FOUO~~

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



INFO MEMO

1: 34

January 4, 2005, 9:00 *Ab4*

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Ensign Amendment on Riot Control Agents (RCAs)

- You asked (Tab A) for views on the Ensign amendment, which is in the National Defense Authorization Act as passed by Congress (Tab B).
- The amendment roughly restates U.S. policy under Executive Order (E.O.) 11850 (1975) (Tab C) and consistent with the Chemical Weapons Convention (CWC), that RCAs may be employed by members of the Armed Forces in war in defensive military modes to save lives, including the illustrative purposes stated in E.O. 11850.
- Thus, the amendment does not change applicable law (CWC) or policy (E.O. 11850) regarding authorized use of RCAs.
 - In commenting on the amendment, Senators Warner, Lugar and Biden noted that it conforms to E.O. 11850 and the CWC. Senator Warner specifically conditioned his vote on that understanding (Tab D).
 - An earlier version of the amendment contained language that would have permitted authorization of use of RCAs in war in offensive modes. This would have been in conflict with U.S. obligations under the CWC.
- The amendment requires within 180 days of enactment a report on RCA use, including "a general description of steps taken or to be taken by the Department of Defense to clarify the circumstances under which riot control agents may be used by members of the Armed Forces."
- Policy (ISP) is working with the Joint Staff (J-5) to gather information from the Combatant Commanders and to determine what steps, if any, need be taken to ensure clear guidance is provided to the field on permissible uses of RCAs.

~~FOUO~~




11-L-0559/OSD/55456

OSD 00309-06

~~FOUO~~

... NOV 10 2005

To: Jim Haynes
FROM: Donald Rumsfeld 
SUBJECT: Ensign Amendment

Please read the attached Ensign Amendment and **tell me** where you think, and where we ought to be standing on it.

Thanks.

Attach: 11/8/05 ASD LA memo to SecDef

DHR:
110905-11

.....
Please Respond By November 22, 2005

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H.R.1815

National Defense Authorization Act for Fiscal Year 2006 (Engrossed Amendment as Agreed to by Senate)

SEC. 1080. RIOT CONTROL AGENTS.

(a) *Restatement of Policy-* *It is the policy of the United States that riot control agents are not chemical weapons and that the president may authorize their use as legitimate, legal, and non-lethal alternatives to the use of force that, as provided in Executive Order 11850 (40 Fed. Reg. 16187) and consistent with the resolution of ratification of the Chemical Weapons convention, may be employed by members of the Armed Forces in war in defensive military modes to save lives, including the illustrative purposes cited in Executive Order 11850.*

(b) *Report Required-*

(1) *IN GENERAL-* *Not later than 180 days after the date of the enactment of this Act, the President shall submit to Congress a report on the use of riot control agents by members of the Armed Forces.*

(2) *CONTENT-* *The report required by paragraph (1) shall include--*

(A) *a description of all regulations, doctrines, training materials, and any other information related to the use of riot control agents by members of the Armed Forces;*

(B) *a description of the doctrinal publications, training, and other resources provided or available to members of the Armed Forces on an annual basis with regard to the tactical employment of riot control agents;*

(C) *a description of how the material described in subparagraphs (A) and (B) is consistent with United States policy on the use of riot control agents;*

(D) *a description of the availability of riot control agents, and the means*

to employ them, to members of the Armed Forces deployed in Iraq and Afghanistan;

(E) a description of the frequency of use of riot control agents since January 1, 1992, and a summary of views held by military commanders about the utility of the employing riot control agents by members of the Armed Forces;

(F) a general description of steps taken or to be taken by the Department of Defense to clarify the circumstances under which riot control agents may be used by members of the Armed Forces; and

(G) an assessment of the legality of Executive Order 11850, including an explanation why Executive Order 11850 remains valid under United States law.

(3) *FORM*- The report required by paragraph (1) shall be submitted in unclassified form, but may include a classified annex.

(c) *Definitions*- In this section:

(1) *CHEMICAL WEAPONS CONVENTION*- The term 'Chemical Weapons Convention' means the Convention on the Prohibitions of Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction, with annexes, done at Paris, January 13, 1993, and entered into force April 29, 1997 (T. Doc. 103-21).

(2) *RESOLUTION OF RATIFICATION OF THE CHEMICAL WEAPONS CONVENTION*- The term 'resolution of ratification of the Chemical Weapons Convention' means S. Res. 75, 105th Congress, agreed to April 24, 1997, advising and consenting to the ratification of the Chemical Weapons Convention.

SEC. 1081. DRUG TRAFFICKING DETERRENCE.

(a) *Findings*-

(1) According to the Department of State, drug trafficking organizations shipped approximately nine tons of cocaine to the United States through the Dominican Republic in 2004, and are increasingly using small, high-speed watercraft.

(2) Drug traffickers use the Caribbean corridor to smuggle narcotics to the United States via Puerto Rico and the Dominican Republic. This route is ideal for drug trafficking because of its geographic expanse, numerous law enforcement jurisdictions and fragmented investigative efforts.

(3) The tethered aerostat system in Lajas, Puerto Rico contributes to deterring and detecting smugglers moving illicit drugs into Puerto Rico. The aerostat's range and operational capabilities allow it to provide surveillance coverage of

THE U.S. NATIONAL ARCHIVES & RECORDS ADMINISTRATION

www.archives.govWednesday, January 4, 2006

Executive Order 11850--Renunciation of certain uses in war of chemical herbicides and riot control agents

Source: The provisions of Executive Order 11850 of Apr. 8, 1975, appear at 40 FR 16187, 3 CFR, 1971-1975 Comp., p. 980, unless otherwise noted.

The United States renounces, as a matter of national policy, first use of herbicides in war except use, under regulations applicable to their domestic use, for control of vegetation within U.S. bases and installations or around their immediate defensive perimeters, and first use of riot control agents in war except in defensive military modes to save lives such as:

- (a) Use of riot control agents in riot control situations in areas under direct and distinct U.S. military control, to include controlling rioting prisoners of war.
- (b) Use of riot control agents in situations in which civilians are used to mask or screen attacks and civilian casualties can be reduced or avoided.
- (c) Use of riot control agents in rescue missions in remotely isolated areas, of downed aircrews and passengers, and escaping prisoners.
- (d) Use of riot control agents in rear echelon areas outside the zone of immediate combat to protect convoys from civil disturbances, terrorists and paramilitary organizations.

I have determined that the provisions and procedures prescribed by this Order are necessary to ensure proper implementation and observance of such national policy.

NOW, THEREFORE, by virtue of the authority vested in me as President of the United States of America by the Constitution and laws of the United States and as Commander-in-Chief of the Armed Forces of the United States, it is hereby ordered as follows:

Section 1. The Secretary of Defense shall take all necessary measures to ensure that the use by the Armed Forces of the United States of any riot control agents and chemical herbicides in war is prohibited unless such use has Presidential approval, in advance.

Sec. 2. The Secretary of Defense shall prescribe the rules and regulations he deems necessary to ensure that the national policy herein announced shall be observed by the Armed Forces of the United States.

Page URL: <http://www.archives.gov/federal-register/codification/executive-order/11850.html>

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FOUO

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

INFO MEMO

1 | 34

January 4, 2005, 9:00 AM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Ensign Amendment on Riot Control Agents (RCAs)

- You asked (Tab A) for views on the Ensign amendment, which is in the National Defense Authorization Act as passed by Congress (Tab B).
- The amendment roughly restates U.S. policy under Executive Order (E.O.) 11850(1975) (Tab C) and consistent with the Chemical Weapons Convention (CWC), that RCAs may be employed by members of the Armed Forces in war in defensive military modes to save lives, including the illustrative purposes stated in E.O. 11850.
- Thus, the amendment does not change applicable law (CWC) or policy (E.O. 11850) regarding authorized use of RCAs.
 - In commenting on the amendment, Senators Warner, Lugar and Biden noted that it conforms to E.O. 11850 and the CWC. Senator Warner specifically conditioned his vote on that understanding (Tab D).
 - An earlier version of the amendment contained language that would have permitted authorization of use of RCAs in war in offensive modes. This would have been in conflict with U.S. obligations under the CWC.
- The amendment requires within 180 days of enactment a report on RCA use, including "a general description of steps taken or to be taken by the Department of Defense to clarify the circumstances under which riot control agents may be used by members of the Armed Forces."
- Policy (ISP) is working with the Joint Staff (J-5) to gather information from the Combatant Commanders and to determine what steps, if any, need be taken to ensure clear guidance is provided to the field on permissible uses of RCAs.

FOUO

11-L-0559 OSD/55461

OSD 00309-06

(b)(6)

~~FOUO~~

NOV 10 2005

TO: Jim Haynes
FROM: Donald Rumsfeld *DR*
SUBJECT: *Ensign Amendment*

Please read the attached ~~Ensign~~ Amendment and *tell me* where you think, and where we ought to be standing on it.

Thanks.

Attach: 11/8/05 ASD LA memo to SecDef

DKR:sl
110905-11

.....
Please Respond By November 22, 2005

OSD 00309-06

11-L-0559/OSD/55462

~~FOUO~~

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H.R.1815

National Defense Authorization Act for Fiscal Year 2006 (Engrossed Amendment as Agreed to by Senate)

SEC. 1080. RIOT CONTROL AGENTS.

(a) *Restatement of Policy-* It is the policy of the United States that riot control agents are not chemical weapons and that the president may authorize their use as legitimate, legal, and non-lethal alternatives to the use of force that, as provided in Executive Order 11850 (40 Fed. Reg. 16187) and consistent with the resolution of ratification of the Chemical Weapons convention, may be employed by members of the Armed Forces in war in defensive military modes to save lives, including the illustrative purposes cited in Executive Order 11850.

(b) *Report Required-*

(1) *IN GENERAL-* Not later than 180 days after the date of the enactment of this Act, the President shall submit to Congress a report on the use of riot control agents by members of the Armed Forces.

(2) *CONTENT-* The report required by paragraph (1) shall include –

(A) a description of all regulations, doctrines, training materials, and any other information related to the use of riot control agents by members of the Armed Forces;

(B) a description of the doctrinal publications, training, and other resources provided or available to members of the Armed Forces on an annual basis with regard to the tactical employment of riot control agents;

(C) a description of how the material described in subparagraphs (A) and (B) is consistent with United States policy on the use of riot control agents;

(D) a description of the availability of riot control agents, and the means

to employ them, to members of the Armed Forces deployed in Iraq and Afghanistan;

(E) a description of the frequency of use of riot control agents since January 1, 1992, and a summary of views held by military commanders about the utility of the employing riot control agents by members of the Armed Forces;

(F) a general description of steps taken or to be taken by the Department of Defense to clarify the circumstances under which riot control agents may be used by members of the Armed Forces; and

(G) an assessment of the legality of Executive Order 11850, including an explanation why Executive Order 11850 remains valid under United States law.

(3) FORM- The report required by paragraph (1) shall be submitted in unclassified form, but may include a classified annex.

(c) Definitions- In this section:

(1) CHEMICAL WEAPONS CONVENTION- The term 'Chemical Weapons Convention' means the Convention on the Prohibitions of Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction, with annexes, done at Paris, January 13, 1993, and entered into force April 29, 1997 (T. Doc. 103-21).

(2) RESOLUTION OF RATIFICATION OF THE CHEMICAL WEAPONS CONVENTION- The term 'resolution of ratification of the Chemical Weapons Convention' means S. Res. 75, 105th Congress, agreed to April 24, 1997, advising and consenting to the ratification of the Chemical Weapons Convention.

SEC. 1081. DRUG TRAFFICKING DETERRENCE.

(a) Findings

(1) According to the Department of State, drug trafficking organizations shipped approximately nine tons of cocaine to the United States through the Dominican Republic in 2004, and are increasingly using small, high-speed watercraft.

(2) Drug traffickers use the Caribbean corridor to smuggle narcotics to the United States via Puerto Rico and the Dominican Republic. This route is ideal for drug trafficking because of its geographic expanse, numerous law enforcement jurisdictions and fragmented investigative efforts.

(3) The tethered aerostat system in Lajas, Puerto Rico contributes to deterring and detecting smugglers moving illicit drugs into Puerto Rico. The aerostat's range and operational capabilities allow it to provide surveillance coverage of

THE U.S. NATIONAL ARCHIVES & RECORDS ADMINISTRATION

www.archives.gov

Wednesday, January 4, 2006

Executive Order 11850--Renunciation of certain uses in war of chemical herbicides and riot control agents

Source: The provisions of Executive Order 11850 of Apr. 8, 1975, appear at **40 FR** 16187, 3 **CFR**, 1971-1975 Comp., p. 980, unless otherwise noted.

The United States renounces, as a matter of national policy, first use of herbicides in war except use, under regulations applicable to their domestic use, for control of vegetation within U.S. bases and installations or around their immediate defensive perimeters, and first use of riot control agents in war except in defensive military modes to save lives such as:

- (a) Use of riot control agents in riot control situations in areas under direct and distinct **U.S.** military control, to include controlling rioting prisoners of war.
- (b) Use of riot control agents in situations in which civilians are used to mask or screen attacks and civilian casualties can be reduced or avoided.
- (c) Use of riot control agents in rescue missions in remotely isolated areas, of downed aircrews and passengers, and escaping prisoners.
- (d) Use of riot control agents in rear echelon areas outside the zone of immediate combat to protect convoys from civil disturbances, terrorists and paramilitary organizations.

I have determined that the provisions and procedures prescribed by this Order are necessary to ensure proper implementation and observance of such national policy.

NOW, THEREFORE, by virtue of the authority vested in me as President of the United States of America by the Constitution and laws of the United States and as Commander-in-Chief of the Armed Forces of the United States, it is hereby ordered as follows:

Section 1. The Secretary of Defense shall take all necessary measures to ensure that the use by the Armed Forces of the United States of any riot control agents and chemical herbicides in war is prohibited unless such use has Presidential approval, in advance.

Sec. 2. The Secretary of Defense shall prescribe the rules and regulations he deems necessary to ensure that the national policy herein announced shall be observed by the Armed Forces of the United States.

Page URL: <http://www.archives.gov/federal-register/codification/executive-order/11850.html>

The U.S. National Archives and Records Administration
6601 Adelphi Road, College Park, MD 20740-6001 .Telephone: 1-866-NARA-NARA or 1-866-272-6272

Stabenow

Stevens

Sununu

Talent

Thomas

Thune

Vitter

Voinovich

Warner

Wyden

NOT VOTING--1

Corzine

The amendment (No. 2440), as modified, was agreed to.

Mr. WARNER. Mr. President, I move to reconsider the vote.

Mr. DODD. I move to lay that motion on the table.

The motion to lay on the table was agreed to.

Mr. WARNER. Mr. President, it is my understanding that we have a second vote as ordered.

AMENDMENT NO. 2443

The PRESIDING OFFICER. The next question is on the Ensign amendment.

There are 2 minutes equally divided. Who yields time?

Mr. ENSIGN. Mr. President, I ask that Senator **Allard** be added as cosponsor to my amendment.

The PRESIDING OFFICER. Without objection, it is so ordered.

Mr. ENSIGN. Mr. President, very simply, this amendment seeks to clarify what the

policy of the United States has been since 1975, that our military would be able to use riot control agents--in this case tear gas--for defensive purposes. That has been the policy of the United States. But because of some interpretations, our military is not able to use tear gas. They do not take it with them, they do not train with it, and in many cases tear gas--just as police forces use it all over the world--would save civilian lives as well as lives of the members of our military.

This is absolutely a critical amendment to save lives of Americans and for those civilians who, when our military kills them--and unfortunately these things happen--it makes us look bad as a country.

This is a critical amendment that we need to adopt.

Mr. WARNER. Mr. President, I wish to indicate to my colleagues that I have carefully studied this. I support the Ensign amendment. I defer to my colleague, Senator **Levin**.

Mr. LEVIN. Mr. President, the Senator from Nevada has assured the Senate that this amendment does not seek, in any way, to change current policy, including Executive Order 11850, relative to the use of riot control agents. I note that the President has provided the Presidential approval required by that Executive order for use of riot control agents in Iraq. We look forward to consulting with the administration. The amendment of the Senator from Nevada is an appropriate amendment. It could be very helpful, and we support the amendment.

Mr. WARNER. Mr. President, as I stated on the floor yesterday, I am able to support Senator **Ensign's** amendment because it now includes several important modifications that were requested by the administration. As a result of those modifications, the amendment more accurately reflects current U.S. policy and law regarding the use of riot control agents by members of the Armed Forces. I thank Senator **ENSIGN** for agreeing to those modifications. I will take into account the views and recommendations of the administration as we continue our work on this issue and the bill in conference.

The resolution of ratification for the Chemical Weapons Convention, CWC, passed by this body contained a condition requiring the President to certify that the United States is not restricted by the CWC in its use of riot control agents in certain specified circumstances. In addition, the condition required the President not to eliminate or alter Executive Order 11850, which prohibits the use of riot control agents in war "except in defensive military modes to save lives."

In response to questions from myself and Senator **Levin** on the floor yesterday and today, Senator **Ensign** confirmed that he does not seek through this amendment to amend, expand or reinterpret Executive Order 11850 in any way. It is on that understanding that I can support his amendment.

The Senator from Nevada has raised the question of whether the U.S. Armed Forces currently have sufficiently clear authority with respect to riot control agents. I have looked into this matter and consulted with representatives of the Department of Defense, including representatives of our commanders in the field.

They have informed me and my staff that, in their view, the use of riot control agents is a very complex matter. It is not clear that commanders in the field want to use

RCAs" widely. However, there are a number of cases where RCAs could be very useful to avoid unnecessary loss of life. I have been assured that, consistent with the Executive Order, U.S. Armed Forces have authority to use riot control agents. Furthermore, I am informed that DoD will examine whether any confusion exists about RCA use, and will take all steps necessary to ensure that U.S. Armed Forces have the clear guidance that they need and deserve.

I am confident that the DoD and the administration will ensure that our men and women in uniform have every tool available to them consistent with U.S. and international law.

Mr. LUGAR. Mr. President, I rise today to share my views on the amendment offered by Senator Ensign regarding the use of riot control agents, RCAs, by members of our Armed Forces in war. As one of the principal proponents of Senate ratification of the CWC, along with my ranking member, Senator Biden, I feel it important to provide my views in relation to this amendment.

I will vote in favor this amendment, and I do so because I believe that it in no way modifies, changes, reinterprets, or otherwise revises the laws of the United States regarding the use of RCAs in war to save lives, nor in any way affects U.S. compliance with our international obligations. This amendment creates no new law, and changes no U.S. policy.

When the Senate approved a resolution of advice and consent to ratification of the Convention on the Prohibition of Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction--The Chemical Weapons Convention or CWC in 1997, it made the conditional on maintaining U.S. law in effect at that time. Condition 26(B) of that resolution of ratification stated:

The President shall take no measure, and prescribe no rule or regulation, which would alter or eliminate Executive Order 11850 of April 8, 1975.

Senator Ensign's amendment mentions both this Executive order and the Senate-approved condition.

Senator Ensign's amendment cannot modify that condition, and because it merely restates authority the President already has regarding the use of RCAs in war, I believe that voting for the amendment will not harm U.S. leadership in preventing the proliferation of chemical weapons nor will it reverse the will of the Senate at the time it approved the CWC. I look forward to working with Chairman Warner, Senator Levin, and the administration as this provision is considered in conference with the House, and in efforts to improve it in that conference.

Mr. BIDEN. Mr. President, I will vote in favor of the Ensign amendment to this bill, relating to the use of riot control agents, and I want to make clear to my colleagues why a steadfast supporter of the Chemical Weapons Convention can do so in good conscience. Senator Ensign is concerned that current interpretation of U.S. policy and of U.S. obligations under international law might be hampering U.S. forces in Iraq. I gather that not everybody shares that belief, but I do not doubt that some people have this concern, and I appreciate Senator Ensign's desire to make sure that people in the

[Page: S12578] GPO's PDF

military fully understand what they can and cannot do when it comes to using riot control agents in Iraq.

What is important about the Ensign amendment, in my view, is that it will in no way modify either U.S. policy or U.S. international obligations regarding the use of riot control agents. The statement, in subsection (a) of the amendment that "riot control agents are not chemical weapons" is fully consistent with the Chemical Weapons Convention, in which "riot control agent" is defined as a chemical, not listed in any of the Convention's three lists of chemical weapons or their precursors, "which can produce rapidly in humans sensory irritation or disabling physical effects which disappear within a short time following termination of exposure." That definition is quite different from the definition of a "toxic chemical" in a chemical weapon, "which through its chemical action on life processes can cause death, temporary incapacitation or permanent harm to humans or animals." So the Ensign amendment is correct in that a riot control agent, as defined in the Chemical Weapons Convention, would not be a chemical weapon as defined in that convention.

Similarly, the Ensign amendment now before this body accurately reflects U.S. policy as established by President Gerald Ford in Executive Order 11850 of April 8, 1975. That Executive order, signed by a Republican President and implemented by six subsequent Presidents of both parties over the last 30 years, states: "The United States renounces, as a matter of national policyfirst use of riot control agents in war except in defensive military modes to save lives....." It goes on to give four examples of such defensive military modes, only two of which relate to combat zones:

"(b)in situations in which civilians are used to mask or screen attacks and civilian casualties can be reduced or avoided"; and

"(c)in rescue missions in remotely isolated areas, of downed aircrews and passengers, and escaping prisoners."

Executive Order 11850 then orders implementation, as follows:

"Sec. 1. The Secretary of Defense shall take all necessary measures to ensure that the use by the Armed Forces of the United States of any riot control agents and chemical herbicides in war is prohibited unless such use has Presidential approval, in advance.

"Sec. 2. The Secretary of Defense shall prescribe the rules and regulations he deems necessary to ensure that the national policy herein announced shall be observed by the Armed Forces of the United States."

As far as I can tell, Senator **Ensign** does not intend that anything in Executive Order 11850 be changed, nor that there be any change in the U.S. policy and obligation to fully obey the Chemical Weapons Convention, which binds each state party "not to use riot control agents as a method of warfare." It is standing U.S. policy that if somebody is using human shields, as occurred in Somalia in the early 1990s, our Armed Forces may use riot control agents "in defensive military modes to save lives" without violating our obligations as state party to the Chemical Weapons Convention.

In light of my view that the Ensign amendment will not change U.S. policy and will not call into question the requirement to comply with our international obligations under the Chemical Weapons Convention, I see no reason to oppose this amendment. I do urge, however, that the limited nature of this amendment be made more explicit in conference.

The PRESIDING OFFICER. All time has been yielded. The question is on agreeing to the amendment. The yeas and nays have been ordered, and the clerk will call the roll.

The legislative clerk called the roll.

Mr. DURBIN. I announce that the Senator from New Jersey (Mr. **CORZINE**) is necessarily absent.

The PRESIDING OFFICER. Are there any other Senators in the Chamber desiring to vote?

The result was announced--yeas 98, nays 1, as follows:
[Rollcall Vote No. 313 Leg.]
YEAS--98

Akaka

Alexander

Allard

Allen

Baucus

Bayh

Bennett

Biden

Bingaman

Bond

Boxer

Brownback

Bunning

Burns

Burr

~~FOUO~~

DEC 07 2005

TO: Bill Winkenwerder
CC: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: ~~Call Newt~~ Gingrich on your Walter Reed Response

Please give Newt Gingrich a call, and walk him through your response on Walter Reed. His phone number is: (b)(6)

Thanks.

DMR:as
120605-23

.....
Please Respond By 12/20/05

~~FOUO~~

11-L-0559/OSD/55471

OSD 00315-06



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

10:50

WEALTH AFFAIRS

INFO MEMO

JAN 5 2006

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Medical Ideas from Newt Gingrich

- You asked me to call Newt Gingrich and discuss my response to his inquiry about the use of Walter Reed Army Medical Center as a reserve hospital during pandemic or terrorist attacks. (TAB A).
- I spoke with him on December 13, 2005. We had a good conversation and he agreed with my suggestions. He was especially interested in the discussion regarding the Departments of Health & Human Services and Homeland Security pursuing initiatives to create temporary deployable facilities to maintain required beds and trained staff.
- My earlier info memo to you on this subject is included at TAB B.

COORDINATION: USD (P&R) *David C. L. [unclear]*

Attachments:
As stated

Prepared by: Lt Col Tilson, OASD (HA) (b)(6) DOCS Open 96956,98414

11-L-0559/OSD/55472

OSD 00315-06

TAB

A

~~FOUO~~

10:50

DEC 07 2005

TO: Bill Winkenwerder
CC: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Call Newt Gingrich on your Walter Reed Response

Please give ~~Newt~~ Gingrich a call, and walk him through your response on ~~Walter~~
~~Reed~~. His phone number is:

Thanks.

DHR:sk
120605-23

.....
Please Respond By 12/20/05

~~FOUO~~

11-L-0559/OSD/55474

OSD 00315-06

TAB

B



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

INFO MEMO

HEALTH AFFAIRS

FOR: SECRETARY OF DEFENSE

DEC 2 2005

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

SUBJECT: Suggestion from Newt Gingrich Concerning Retaining Walter Reed Army Medical Center

- You asked for my thoughts regarding using Walter Reed Army Medical Center as a reserve hospital that could be expanded during a pandemic or terrorist attack as suggested by Mr. Gingrich (TAB A).
- Although at initial glance, **this** would appear to be a good idea, it is probably not for the following reasons:
 - Extraordinary resources would be needed to maintain Walter Reed Army Medical Center in acceptable condition, as well as staff to operate the facility.
 - There are more effective and affordable alternatives. The Departments of Health & Human Services and Homeland Security are leading initiatives to create temporary deployable facilities, and they are working with private sector hospitals to maintain required beds and trained staff.
 - DoD could, if needed, support these efforts with deployment of **our** own field hospitals.
- The most important effort now to prepare for and manage a pandemic should be to develop and procure needed medical countermeasures (antivirals, vaccines, etc), and to have the capability to rapidly distribute these materials. These efforts, **now** ongoing, are far more critical than having a standing hospital to care for the sick.
- Finally, according to BRAC rules, if DoD has no specific use for the Walter Reed site, it could be then turned over to another government agency, the District of Columbia, or the private sector. I expect others will be working hard to pursue their vision for how to use **this** potentially very valuable piece of real estate.

COORDINATION: USD (P&R) *Handwritten signature*

Attachment:
As stated

Prepared by: Clayton Beonecke, OCFO, (b)(6) DOCS Open 95561,96587

FOUO

NOV 09 2005

TO: Bill Winkenwerder

CC: David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Gingrich Suggestion

Please take a look at this note from Newt Gingrich on Walter Reed. **Any** thoughts?

Thanks.

Attach: 11/7/05 E-Mail from Newt Gingrich

DHR:ss
110805-13

.....
Please *Respond By 12/01/05*

FOUO

11-L-0559/OSD/55477

OSD 23468-05

FROM: NEWT G

(b)(6) CIV, OSD

From: (b)(6) CIV, OSD
Sent: Monday, November 07, 2005 3:11 PM
To: (b)(6) CIV, OSD
Subject: Fw: A Hospital Plan for Pandemics

Sent from my BlackBerry Wireless Handheld

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

From: Thirdwave2 <thirdwave2@speakingingrich.com>
To: ahubbard@who.eop.gov <ahubbard@who.eop.gov>; mol@hhs.gov <mol@hhs.gov>;
jbolten@omb.eop.gov <jbolten@omb.eop.gov>
CC: minicellellanoa@cms.hhs.gov <minicellellanoa@cms.hhs.gov>, jyg2@cdc.gov <jyg2@cdc.gov>;
cclancy@ahrq.gov <cclancy@ahrq.gov>; cmgrath@ovp.eop.gov <cmgrath@ovp.eop.gov>
Sent: Sun Nov 06 07:06:53 2005
Subject: FW: A Hospital Plan for Pandemics

It may be worth asking an outside panel if walter reed should be transferred to the public health service and maintained as a reserve hospital that could be expanded during a pandemic or a terrorist attack

I am not advocating this but the contrast between saying we are worried about a pandemic with too few hospital beds while closing a major hospital is striking

newt

From: Terry Balderson [mailto:tbalders@tampabay.rr.com]
Sent: Sunday, November 06, 2005 5:57 AM
To: Thirdwave2
Cc: Robert Egge
Subject: A Hospital Plan for Pandemics

A Hospital Plan for Pandemics
Don't Close Walter Reed and Other 'Obsolete' Facilities

By Phillip Longman The Washington Post Sunday, November 6, 2005: B07

Got your Tamiflu yet? How about a home respirator and a live-in nurse? If expert predictions of a coming flu pandemic prove right, there's little chance you'll be able to find a hospital bed in which to

recover

Here in Washington, for example, after a long series of hospital closures, there are only 4,346 hospital beds left -- a number that will soon go lower with the closing of Walter Reed Army Medical Center's main facilities. Yet projections show that even a moderately severe strain of a pandemic flu virus would require some 5,000 people to be hospitalized in the District alone. Even if we discharged every patient in Washington's hospitals -- including all the mental patients in St. Elizabeths, all the frail elderly in Hadley Memorial's long-term acute care facility and all the veterans in Veterans Affairs Medical Center -- there still would not be enough hospital beds available to care for, or even to quarantine, highly infectious flu patients.

The same is true nationally. Since 1980 the number of hospital beds available per U.S. resident has declined by roughly 40 percent. Today the United States has only about 965,000 staffed hospital beds. Yet Trust for America's Health, a nonprofit group committed to promoting public health, estimates that the emergence of a pandemic flu virus like the one of 1918 would require hospitalization of 23 million people in this country.

There are many sound reasons why the number of hospital beds has been declining. New technology allows for much greater use of outpatient facilities. Galloping medical inflation demands more cost-effective care. But the result is a health care system that is perpetually running at or above 100 percent capacity, and that will be overwhelmed by a pandemic, major terrorism attack or natural disaster.

Fortunately, there is a way to help solve this problem and many others that plague our health care system.

Let's start with the example of Walter Reed. Located just 5 1/2 miles from the White House, 6 1/2 miles from the Capitol and six miles from the Washington Convention Center, its facilities, including a hospital built in 1972, are an integral component of the District's emergency preparedness plan. In the event of a mass casualty terrorist attack or other public health emergency, the plan calls for Walter Reed to discharge its noncritical patients and begin treating civilian victims within as little as three hours. Walter Reed is particularly well equipped and well situated to treat not only victims of a flu pandemic but also those wounded by a nuclear or biological attack in downtown Washington. But maintaining this capacity is expensive, and right now Congress is poised to accept the recommendation of the Base Realignment and Closure Commission that the main hospital and most other buildings on the 113-acre campus be razed.

It may well be appropriate for the military to reorganize and rationalize the way it delivers care in the Washington area and many other parts of the country, just as it is for the private sector. Across the Northeast and Midwest, for example, many VA hospitals have lost their patient base because so many aging veterans have retired elsewhere. The Department of Veterans Affairs has announced that it is closing hospitals in Pittsburgh and in Brecksville, Ohio, and it is threatening to close facilities in Brooklyn and Manhattan. But rather than abandon these and other "obsolete" hospitals -- including many shuttered public hospitals such as D.C. General -- we should turn at least some of them into facilities that will stand ready to serve the public in the event of disasters and that between disasters will serve the uninsured and those on Medicaid.

Private health care providers are under such enormous pressures to contain costs that they cannot begin to afford to keep wards open that aren't filled nearly every day. This makes it the proper role of government to ensure we have surge capacity that the private sector cannot deliver. Literally every American, including those with gold-plated health insurance plans, stands to benefit from a health care system built to handle such increasing risks as a flu pandemic, another Katrina, a major

earthquake or a terrorist attack.

Such a plan would also go a long way toward both rationalizing the U.S. health care system and making it more equitable. Study after study has shown that Veterans Affairs, by making extensive use of electronic medical records, information technology and provider incentives, is providing health care of far higher quality, and at less cost, than that received by most insured Americans, let alone the uninsured. At the same time, hospitals in the District of Columbia spend nearly 7 percent of their revenue on the uninsured, and the total cost to the local health care system is much higher. Meanwhile, nearly a quarter of all patients in Washington hospitals are on Medicaid, and to hear the hospitals tell it, they lose money on every one.

Message to Congress and local decision makers: Why not turn Walter Reed and facilities like it across the country into pilot projects that can point the way toward true reform and improvement of our beleaguered health care system?

The writer is a senior fellow at the New America Foundation.

~~FOUO~~

intended, but :

November 30, 2005

TO: Eric Edelman

*I-05/014241
ES-4542*

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Memo on Mongolian Exercise

This memo seems not to answer my question as to what we ought to be doing to help Mongolia to have a successful exercise. Any thoughts?

Thanks.

Attach: 10125105 SecDef memo to ASD ISA, 11/28/05 ASD ISA Memo to SecDef

DHR:ss
112905:10

.....
Please Respond By 12/14/05

~~FOUO~~

2005-11-30 11:10:11

11-L-0559/OSD/55481

~~FOUO~~

2005 OCT 25 10:06

OCT 25 2005
I-05/014241
ES-4542

TO: Peter Rodman
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Mongolian Exercise

We ought to think of countries we'd like to get involved in that Mongolian conquest exercise.

Thanks.

DIER JH
10246449 v15.doc

.....
Please respond by November 17, 2005

~~FOUO~~

OSD 23059-05

25-11-05 10:13:18

11-L-0559/OSD/55482

UNCLASSIFIED

8

2005 NOV 23 06

INFO MEMO

A/DSD
USDB *[initials]* NOV 23 2005
PD *[initials]* NOV 22 2005
I-05/015134-AP
OS/014241
ES-4542
NOV 21 '05
[signature]

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, International Security Affairs
(b)(6)

SUBJECT: Response to SecDef Question on How to Attain Participation of Other Countries in the Mongolian Multi-lateral Exercise KHAAN QUEST 2006

- (U) You asked which countries we would like to see participate in KHAAN QUEST 2006 (next under).
- (U) Mongolia will host KHAAN QUEST 2006 in August. The 2006 exercise will be the first held under the auspices of the Global Peace Operations Initiative (GPOI).
 - o (U) PACOM has invited Japan, Republic of Korea (ROK), Thailand, Fiji, Tonga, and Australia.
 - o (U) We anticipate Mongolia will request their neighbors, Russia and China, attend the exercise as observers.
 - o (U) Mongolia will have 500 infantry soldiers take part in the exercise. KHAAN QUEST 2006 is designed to support up to 1,000 participants.
- (U) Increasing the number of participating countries will help Mongolia to become a hub for regional peacekeeping training and is critical to maintaining troop skills and interoperability.

COORDINATION:

Ms. Mary Beth Long, PDASD/ISA *[signature]*
 Mr. Richard Lawless, DUSD/AP *[signature]*
 BGen John Allen, PD/AP *[signature]*
 ASD/SOLIC: Mr. Quentin Hodgson, 11/15/05
 Joint Staff NEA/SEA: COL Little, 11/16/05
 PACOM J5: CAPT Skinner, 11/15/05
 State PM & EAP: Ms. Rachel Featherstone & Mr. Michael Goldman, 11/15/05

Prepared by: Ms. Suzanne Ross, OSD/ISA/AP, (b)(6)

UNCLASSIFIED

OSD 23059-05

32-11-35 11/15/05

11-L-0559/OSD/55483

UNCLASSIFIED

COORDINATION:

Principal Deputy, Asst. Secretary of Defense, International Security Affairs: *msc 12/20*
(Ms. Mary Beth Long, (b)(6))

Deputy Under Secretary of Defense, Asian & Pacific Affairs: *L/j RPL*
(Mr. Richard Lawless, (b)(6))

25 Principal Director, Asian & Pacific Affairs: *H 29 Dec 05*
(BGen John Allen, USMC, (b)(6))

Asst. Secretary of Defense, Special Operations & Low Intensity Conflict: 12/23/05
(Mr. Quentin Hodgson, (b)(6))

Office of the Secretary of Defense, Comptroller: Information Provided, 12/22/05

Defense Security Cooperation Agency: 12/28/05
(Lt Col Phil Hezeltine, (b)(6))

Joint Staff 12/28/05
(Lt Col Kyle Garland, J5 Southeast Asia Division, (b)(6))

PACOM: 12/28/05
(LTC Tim Dunne, PACOM 57 (b)(6))

Department of State: 12/28/05
(Ms. Rachel Featherstone, Pol/Mil Bureau, (b)(6))

16:30

INFO MEMO

A/DSD

USDP

I-05/014241

ES-4542

JAN 09 2006

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, International Security Affairs

(b)(6)


 Handwritten signature and date: 1/5/06

SUBJECT: Memo on Mongolian Exercise

- (U) You asked what the U.S. can do to assist Mongolia in having a successful KHAAN QUEST in 2006 (next under)
- (U) Based on the December 2005 Initial Planning Conference (IPC), planning for this event is proceeding at a good pace:
 - (U) During the IPC, personnel from the Mongolian Armed Forces, PACOM, and ROK National Defense University's Peacekeeping Operations Center developed the scenario of a large-scale humanitarian disaster for the staff-training exercise.
 - (U) Personnel from USARPAC, Alaska National Guard, and Oregon National Guard, and the Mongolian Armed Forces scripted out the scenarios for the field-training exercise.
- (U) One focus of our effort now is to engage additional international partners:
 - (U) Australia, Japan, the Republic of Korea, Singapore, Thailand, Fiji, and Tonga, have expressed interest in participating in KHAAN QUEST 2006. We are contacting Canada now.
 - (U) We will work with State, PACOM, and Mongolia to provide suggestions to these nations as to how they might participate. Some initial ideas include:
 - (U) providing strategic lift to bring selected countries to the exercise;
 - (U) funding the upgrade of the Five Hills Training Center in Mongolia where KHAAN QUEST will be held; and,
 - (U) resourcing the observation and participation of international organizations, such as the International Committee of the Red Cross, in the exercise.

UNCLASSIFIED

Way Ahead:

- (U) To make future GPOI capstone exercises better, we will work with Combatant Commanders to encourage their factoring GPOI activities into their requests for Theater Security Cooperation funding.
 - (U) Although PACOM did budget for KHAAN QUEST 2006, the new requirements to make the exercise a GPOI capstone peacekeeping exercise have resulted in PACOM's having to pull from its O&M funds to support its role in KHAAN QUEST 2006.
- (U) We will suggest defined roles for international partners early on in the planning process for GPOI capstone peacekeeping exercises.

UNCLASSIFIED

11-L-0559/OSD/55486

~~FOUO~~

OFFICE OF THE
SECURITY ASSISTANT
2006 JAN 13 AM 8:32
JAN 03 2006
06/000009
ES-5004

TO: Eric Edelman
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Point Person for Iraq

Let's think through whether we need someone in the Pentagon to manage Iraq for us, like Luti used to do. We no longer have someone like that

Thanks.

DHR:dh
122905-04 (78).doc

OSD 00354-06

.....
Please respond by January 26, 2006

~~FOUO~~

JAN 03 2006
06/000009
ES-5004

TO: Eric Edelman
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Point Person for Iraq

Let's think through whether we need someone in the Pentagon to manage Iraq for us, like Luti used to do. We no longer have someone like that.

Thanks.

DHR:dh
122903-04 (73).doc

OSD 00354-06

.....
Please respond by January 26, 2006

JAN 09 2006

Mr. Secretary,

*As you may recall we have
Abe Shulsky performing that role
on a temporary basis right now.
I hope to persuade Abe to make it a
permanent arrangement.*

~~FOUO~~

Eric Edelman

03-01-06 10:00 IN
OSD 00354-06



THE SECRETARY OF DEFENSE
WASHINGTON

JAN 10 2006

3355D

Mr. Merrill Worcester
Worcester Wreath Company
1 North Street
Post Office **Box 214**
Harrington, ME **04643**

Dear Mr. Worcester,

When I saw a photograph of the beautiful wreaths placed in Arlington National Cemetery over Christmas, I hastened to write you. I want to thank you and your company for spearheading this special initiative. It is a poignant **and** fitting tribute to those whose service helped make our way of life possible.

Your generosity and patriotism is remarkable. Please know how much I appreciate your efforts. I wish you, your family, and your colleagues all the best in the New Year.

Sincerely,

10 Jan 06

5 Jan 06

OSD 00363-06

11-L-0559/OSD/55489

Mr. Merrill Worcester
Worcester Wreath Company
1 North Street
Post Office **Box** 214
Harrington, ME **04643**

Dear **Mr.** Worcester,

When I saw a photograph of the beautiful wreaths placed in Arlington National Cemetery over Christmas, I hastened to write you. I want to thank you and your company for spearheading this special initiative. It is a poignant and fitting tribute to those whose service helped make our way of life possible.

Your generosity and patriotism is remarkable. Please know how much I appreciate your efforts. I wish you, your family, and your colleagues all the best in the New Year.

Sincerely,

Ther

*ESC
SMOOPA
M*

FOUO

January 05, 2006

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: Acknowledgement of Wreaths at Arlington

335150

~~I ought to write a letter to the person who sends these wreaths to Arlington over~~
Christmas. Here is the material.

Thanks.

Attach.
12/27/05 e-mail to JR

DHR:dh
010506-03

.....
Please Respond By January 12, 2006

OFFICE OF THE SECRETARY OF DEFENSE
THE SPECIAL ASSISTANT

1/5

Bill M -

- CAN YOU HAVE SOMEONE:*
- Fact check/ verify story*
- Draft letter accordingly.*

R.

STAN06

OSD 00363-06

FOUO

11-L-0559/OSD/55491

Joyce Rumsfeld

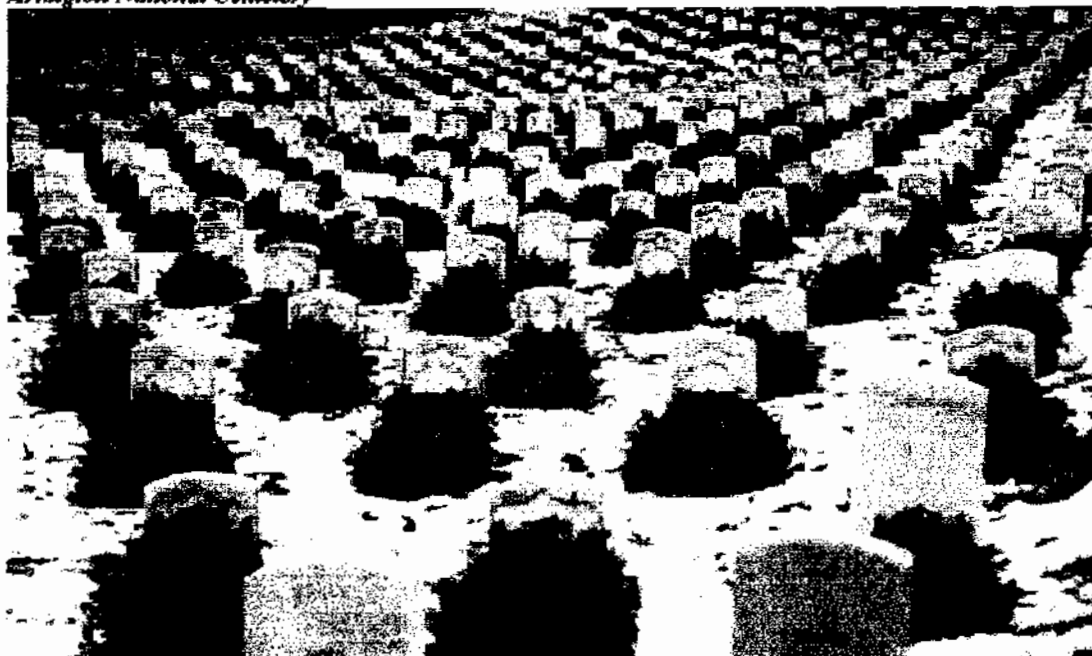
From: "Jack Ruffer" <jackruffer@dc.ir.com>
To: <Undisclosed-Recipient:>
Sent: Tuesday, December 27, 2005 2:09 PM
Subject: Fw: ARLINGTON AT CHRISTMAS

— Original Message —

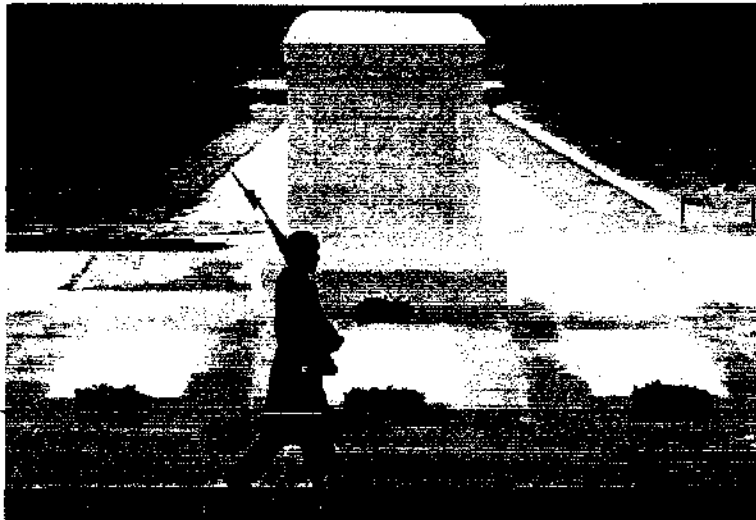
Sent: Tuesday, December 27, 2005 10:28 AM
Subject: ARLINGTON AT CHRISTMAS

This is just plain old GREAT! This guy deserves an award from Congress.JB

Arlington National Cemetery



*Rest easy, sleep well my brothers.
Know the line has held, your job is done.
Rest easy, sleep well.
Others have taken up where you fell, the line has held
Peace, peace, and farewell..*



From Bruce K (in this web posting) (<http://michellemalkin.com/archives/004127.htm>) . Your readers may be interested to know that these wreaths –

He's done this since 1992. A wonderful guy. Also, most years, groups of Maine school kids combine an educational trip to DC with this event to help out. Making this even more remarkable is the fact that Harrington is in one the poorest parts of the state. Recent article posted in the *Farm Bureau News* [here](#).

Worcester Wreath Co is [here](#) if you wish to thank them for their kindness.

Best Regards,
Tom Miller, CBI Message Center
CBI Veterans are Unique

Airmen, civilians lay wreaths at Arlington

by Senior Airman J.G. Buzanowski
Air Force Print News

12/19/2005 - WASHINGTON (AFP) -- Despite the cold, wind and snow, about 75 people gathered at Arlington National Cemetery on Dec. 16 to lay wreaths on the graves of fallen service members.

Since 1992, members of the armed forces, civil air patrol, veterans of foreign wars and several civilians have gathered to take part in the project, a tradition that has become a significant part of the holiday season at the cemetery.

Thirteen years ago he had a holiday wreath surplus and thought back to his youth. At age 12, he'd won a trip to Washington, D.C., and Arlington National Cemetery was one of the most memorable places he visited. His first thought was to bring the extra 4,000 wreaths there.

"We couldn't do anything in this country if it wasn't for the people who gave their lives to protect us," Mr. Worcester said. "It's a great honor to be able to come here and pay our respects."

In 1993, rather than bring leftover wreaths, he planned for the event. Since then, he's driven to Arlington every year with volunteers and a truck full of decorations.

Word got around to other agencies, such as the civil air patrol and the National Reconnaissance Office, and several people wanted to help.

"That first year, there were just a few of us, and it took us five or six hours to get them placed," Mr. Worcester said. "This year, we had extra help and got done in about an hour."

This was the fourth year Tech. Sgt. Lisa Rodier helped honor those buried at Arlington. She described the event as "very emotional" and something everyone should do at least once.

"You get a feeling you can't get from anything else," Sergeant Rodier said. "These people sacrificed their lives for me and my children, so why can't I sacrifice a little time for them?"

Anyone interested in participating with this event next year should contact Wayne Hanson at (703) 971-4148.



View AH Images

ARLINGTON, Va. (AFP) -- Tech. Sgt. Scott Glassic places a wreath on a headstone. He was one of hundreds of volunteers who gathered at Arlington National Cemetery to place more than 5,000 donated Christmas wreaths. The 14th annual wreath laying event is the result of Worcester Wreath Company's owner Merrill Worcester's childhood dream of doing something to honor those laid to rest in the national cemetery. (U.S. Air Force photo by Master Sgt. Jim Varhegyi)

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Arlington Wreath Laying

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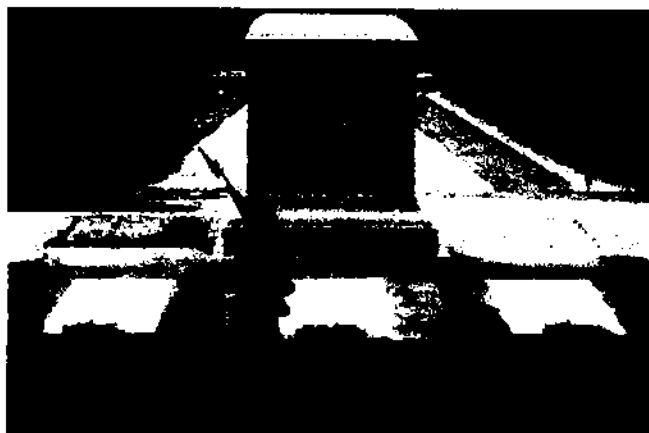
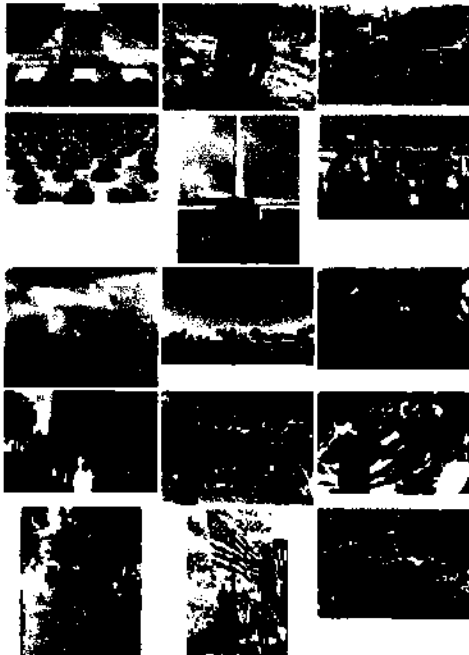
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Honoring heroes
ARLINGTON, Va. (AFP) - An Arlington Honor Guardsman walks his post past the tomb of the Unknown Soldier. The tomb was one of more than 5,000 headstones decorated by volunteers. The 14th annual wreath laying event is the result of Worcester Wreath Company's owner Morrill Worcester's, childhood dream of doing something to honor those laid to rest in the national cemetery. (U.S. Air Force photo by Master Sgt. Jim Varhegyi) [Download Full Image](#)

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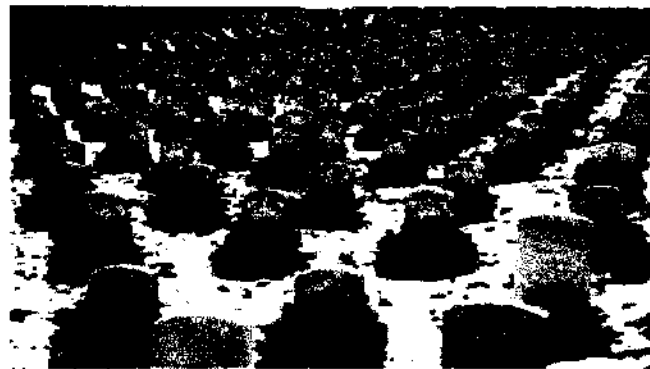
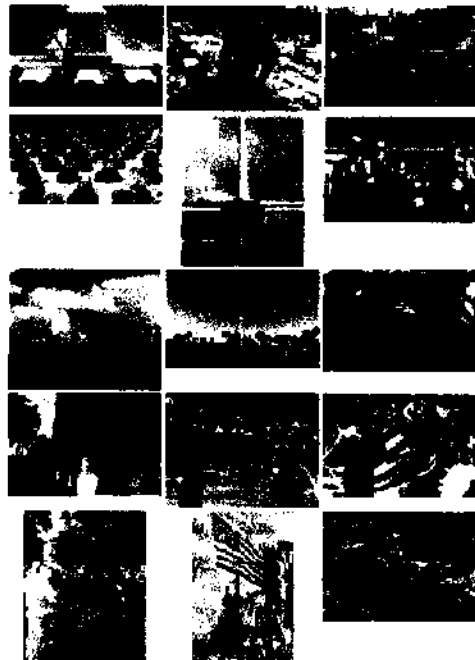
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Honoring heroes

ARLINGTON, Va. -- Christmas wreaths adorn headstones at Arlington National Cemetery. The 14th annual wreath-laying event is the result of Worcester Wreath Company's owner Morrill Worcester's childhood dream of doing something to honor those laid to rest. (U.S. Air Force photo by Master Sgt. Jim Varhegyi) [Download Full Image](#)

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Shriner Wreath Program



Wholesalers



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About the Company • Arlington National Cemetery • Contact I

1 North Street
P O Box 214
Harrington ME
04643

~~FOUO~~

January 09, 2006

TO: MG Stan McChrystal
CC: GEN John Abizaid
Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT Discussion with Director Mueller

33350

Following my visit with you in the AOR, I had a chance to visit with the head of the FBI on the matter we discussed. He has since left a message that he thinks he has solved the problem.

I hope it was helpful.

DHR:ss
010906-07

.....

9 Jan 06

OSD 00365-06

~~FOUO~~

11-L-0559/OSD/55498

TAB A
~~FOUO~~

11:26

TO: ADM Ed Giambastiani
FROM: Donald Rumsfeld *DR*
SUBJECT: Comparison of Defense Expenditures

I looked at this paper you sent on US and Foreign Defense Expenditures. My impression is that the numbers you have for Greece, for example, as a 2.8 percentage of GDP is not correct. There may be other errors as well.

You might want to have someone check it over.

Thanks.

Attach.

VCJCS memo to SD re: Comparison of U.S. and Foreign Defense Expenditures (OSD 22784-05)

DHR:ah
122505-21 (TS).doc

Please respond by January 19, 2006

~~FOUO~~

Tab A

OSD 00480-06



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20315-4000

2005

THE
DEFENSE
S: 39
JLK
11/21

21 November 2005

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Comparison of U.S. and Foreign Defense Expenditures

1. A common comparison of defense spending cited in the press is that, in absolute terms, the U.S. spends more than the next "X" countries combined. According to the most recent International Institute for Strategic Studies (IISS) "Military Balance" report (October 2005), U.S. defense spending totaled \$455.9 billion in 2004, compared with \$454.3 billion for the next fifteen largest spenders combined. Attachment 1 is a list of the top fifty countries from the IISS defense expenditure data (actual outlays where available, vice budget authority).

2. When compared by defense expenditure as a percentage of Gross Domestic Product (GDP), the U.S. was tied for 29th in 2004 (up from 47th in 2002). Attachment 2 is a bar chart showing the top fifty countries ranked by 2004 defense spending as a percentage of GDP.

Very respectfully,

E. P. GAMBASTIANI
vice Chairman
of the Joint Chiefs of Staff

Analytic

Attachments:

1. Defense Expenditures, Top 50 countries, 2004.
2. Defense Expenditures as a Percent of GDP, Top 50 Countries, 2004.

Copy to: CJCS

Tab A

OSD 22784-05

Defense Expenditures, Top 50 Countries, 2004
Source: IBS, "The Military Balance, 2005 - 2006"

United States	1	455,900	3.8%
China (PRC)	2	62,530	3.7%
Russia	3	61,920	4.3%
France	4	61,000	2.6%
United Kingdom	5	48,610	2.3%
Japan	6	45,181	1.0%
Germany	7	37,700	1.4%
Italy	8	30,557	1.5%
Saudi Arabia	9	28,910	0.8%
India	10	19,847	3.0%
South Korea	11	16,388	2.4%
Australia	12	14,910	2.3%
Spain	13	12,588	1.2%
Canada	14	11,418	1.1%
Turkey	15	10,115	3.3%
Israel	16	8,882	8.2%
Netherlands	17	8,667	1.0%
Brazil	18	8,233	1.5%
Indonesia	19	7,933	2.9%
Taiwan	20	7,519	2.4%
Myanmar	21	6,230	9.8%
Ukraine	22	5,000	1.9%
Greece	23	5,000	2.0%
North Korea	24	5,000	25.0%
Sweden	25	5,207	1.3%
Singapore	26	5,042	4.7%
Poland	27	4,895	1.9%
Norway	28	4,431	1.3%
Belgium	29	4,361	1.2%
Iran	30	4,162	2.7%
Kuwait	31	3,000	7.8%
Switzerland	32	3,000	1.0%
Colombia	33	3,000	4.0%
Denmark	34	3,500	1.4%
Egypt	34	3,500	4.6%
Pakistan	36	3,357	3.6%
Vietnam	37	3,177	6.9%
South Africa	38	3,170	1.4%
Chile	39	3,100	3.0%
Algeria	40	2,844	3.8%
Portugal	41	2,830	1.0%
Mexico	42	2,771	0.4%
Malaysia	43	2,741	2.3%
Belarus	44	2,700	3.9%
UAE	46	2,600	2.9%
Oman	46	2,563	10.0%
Finland	47	2,483	1.3%
Uzbekistan	48	2,400	4.9%
Austria	48	2,222	0.8%
Qatar	50	2,000	7.2%

Tab A

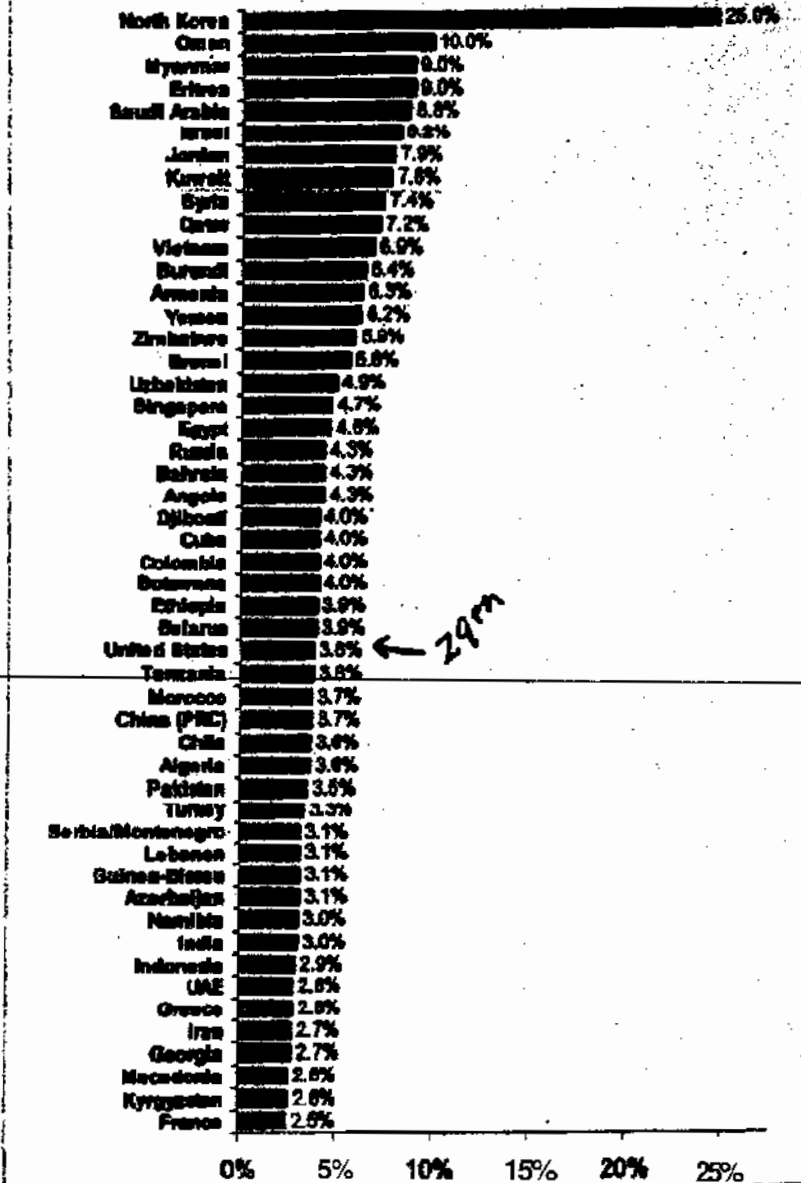
Attachment 1

Defense Expenditures as a % of GDP

Top 50 Countries, 2004

Source: ISS, "The Military Balance, 2005-2006"

Dark Size = Countries also in Top 20 by Absolute Spending



Tab A
Attachment 2



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

CM-0147-06
11 January 2006

11:26

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM Admiral E. P. Giambastiani, VCJCS

SUBJECT: Comparison of Defense Expenditures (SF 122905-22)

- **Answer.** In response to your issue (TAB A), we've reviewed the numbers in my 21 November 2005 memorandum and found them to be correct. The numbers were drawn from the most recent International Institute for Strategic Studies (IISS) Military Balance report. A comparison was made of the IISS data with those from the most recent CIA World Factbook and the most recent NATO figures (TAB B).
- **Analysis.** The IISS data for 2004 cited is consistent with the CIA and NATO numbers. For NATO countries, all discrepancies were less than 0.2 percentage points.
- A salutary change was adopted in 2004 in the official NATO definition of defense expenditures, which may have contributed to your concerns regarding the accuracy of the 2.8 percentage figure for Greece. This change excludes expenditures on paramilitary police forces, border patrol, and customs personnel unless they are equipped and trained to support defense forces and are realistically deployable. This reduced the figures for Greece by roughly 1.5 percentage points (TAB C). Greece, Hungary, Portugal, and Turkey are noted in TAB B as the countries most affected by this change.

COORDINATION: NONE

Attachments:
As stated

copy to:
CJCS

Prepared By: Colonel Craig Franklin, USAF; OVCJCS: (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/55503

OSD 00480-06

TAB A
~~FOUO~~

1:26

TO: ADM Ed Giambastiani
FROM: Donald Rumsfeld *DR*
SUBJECT: Comparison of Defense Expenditures

I looked at this paper you sent on US and Foreign Defense Expenditures. My impression is that the numbers you have for Greece, for example, as a 2.8 percentage of GDP is not correct. There may be other errors as well.

You might want to have someone check it over.

Thanks.

Attach.

VCJCS memo to SD re: Comparison of U.S. and Foreign Defense Expenditures (OSD 22784-05)

DHR:am
122905-21 (TS).doc

Please respond by January 19, 2006

~~FOUO~~

Tab A

OSD 00480-06

11-L-0559/OSD/55504



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20315-0000

2005

NOV 23 2005

21 November 2005

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Subject: Comparison of U.S. and Foreign Defense Expenditures

1. A common comparison of defense spending cited in the press is that, in absolute terms, the U.S. spends more than the next "X" countries combined. According to the most recent International Institute for Strategic Studies (IISS) "Military Balance" report (October 2005), U.S. defense spending totaled \$455.9 billion in 2004, compared with \$454.3 billion for the next fifteen largest spenders combined. Attachment 1 is a list of the top fifty countries from the IISS defense expenditure data (actual outlays where available, vice budget authority).

2. When compared by defense expenditure as a percentage of Gross Domestic Product (GDP), the U.S. was tied for 29th in 2004 (up from 47th in 2002). Attachment 2 is a bar chart showing the top fifty countries ranked by 2004 defense spending as a percentage of GDP.

Very respectfully,

E. P. GAMBASTIANI
vice Chairman
of the Joint Chiefs of Staff

Analytic

Attachments:

Copy to: CJCS

Tab A

080 22784-05

Defense Expenditures, Top 50 Countries, 2004
Source: ICS, "The Military Balance, 2005 - 2006"

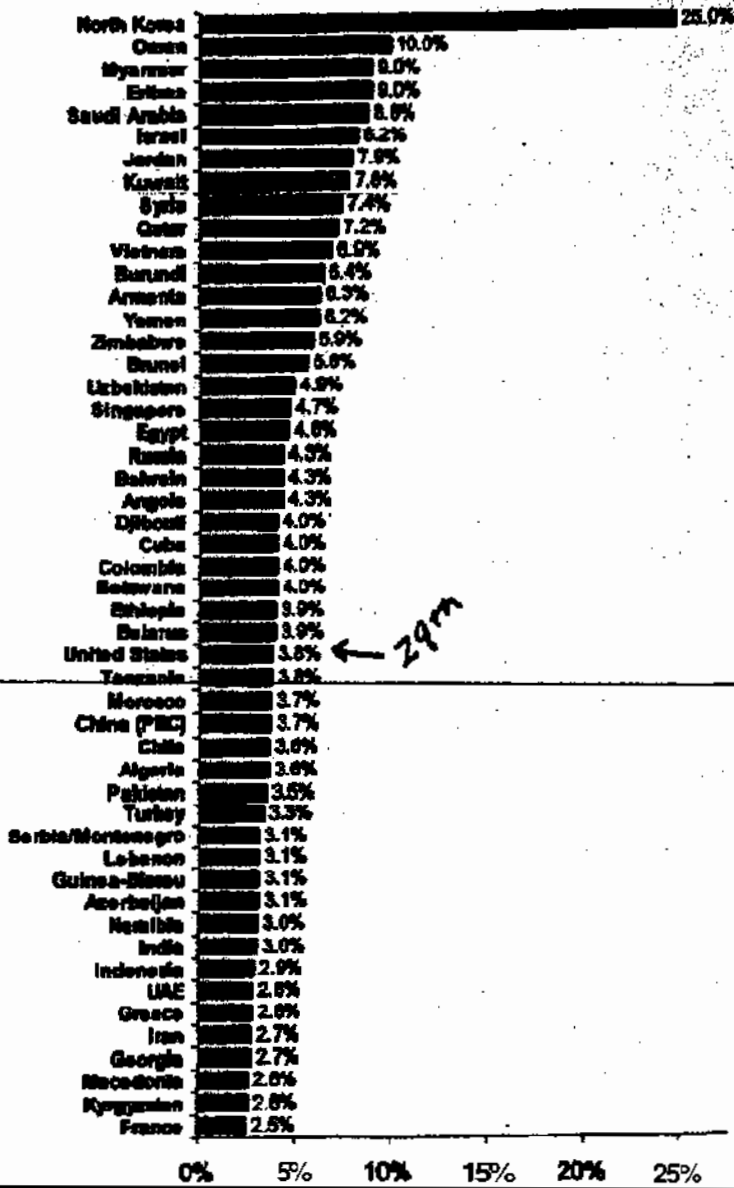
United States	1	434,968	3.9%
China (PRC)	2	62,536	3.7%
Russia	3	61,900	4.3%
France	4	51,896	2.9%
United Kingdom	5	48,618	2.9%
Japan	6	45,191	1.0%
Germany	7	37,780	1.4%
Italy	8	36,887	1.8%
Saudi Arabia	9	30,919	1.8%
India	10	19,847	3.0%
South Korea	11	18,388	2.4%
Australia	12	14,510	2.9%
Spain	13	12,888	1.2%
Canada	14	11,410	1.1%
Turkey	15	10,116	3.3%
Israel	16	9,863	9.2%
Netherlands	17	8,897	1.8%
Brazil	18	8,232	1.8%
Indonesia	19	7,853	2.8%
Taiwan	20	7,819	2.4%
Myanmar	21	6,230	8.0%
Ukraine	22	6,000	1.8%
Greece	23	5,896	2.8%
North Korea	24	5,800	28.0%
Sweden	25	5,307	1.9%
Singapore	26	5,042	4.7%
Poland	27	4,986	1.9%
Norway	28	4,431	1.8%
Belgium	29	4,341	1.2%
Iran	30	4,182	2.7%
Kuwait	31	3,900	7.8%
Switzerland	32	3,882	1.0%
Colombia	33	3,900	4.0%
Denmark	34	3,558	1.4%
Egypt	35	3,536	4.8%
Pakistan	36	3,337	3.0%
Vietnam	37	3,177	0.9%
South Africa	38	3,176	1.4%
Chile	39	3,159	3.9%
Algeria	40	2,844	3.8%
Portugal	41	2,830	1.8%
Mexico	42	2,771	0.4%
Malaysia	43	2,741	2.3%
Belarus	44	2,700	3.9%
UAE	45	2,588	2.8%
Oman	46	2,583	10.8%
Finland	47	2,483	1.3%
Uzbekistan	48	2,400	4.9%
Austria	49	2,222	0.8%
Qatar	50	2,088	7.2%

Tab D

Attachment 1

**Defense Expenditures as a % of GDP
Top 50 Countries, 2004**
Source: BLS, "The Military Balance, 2005-2006"

Dark Blue = Countries also in Top 20 by Absolute Spending



Tab A
Attachment 2

TAB B

Information for the Press

08 December/décembre/декабря 2005

**NATO-RUSSIA COMPENDIUM OF
FINANCIAL AND ECONOMIC DATA RELATING TO DEFENCE**

**COMPENDIUM OTAN-RUSSIE SUR LES DONNEES ECONOMIQUES ET
FINANCIERES CONCERNANT LA DEFENSE**

**СБОРНИК ФИНАНСОВО-ЭКОНОМИЧЕСКИХ ДАН
ПО ОБОРОННОМУ СЕКТОРУ НАТО-РОССИЯ**

Data provided by NRC nations.
Compiled by Data Analysis Section,
Force Planning Directorate,
Defence Policy and Planning Division,
NATO International Staff

DEFENCE EXPENDITURES OF NRC COUNTRIES (1985-2005)

The figures given in Table 1 represent payments actually made or to be made during the course of the fiscal year. They are based on the NATO definition of defence expenditures. In view of the differences between this and national definitions, the figures shown may diverge considerably from those which are quoted by national authorities or given in national budgets. For countries providing military assistance, this is included in the expenditures figures. For countries receiving assistance, figures do not include the value of items received. Expenditures for research and development are included in equipment expenditures and pensions paid to retirees in personnel expenditures.

Defence expenditures as of 2002 and personnel figures as of 2003 have been calculated on the basis of the revised NATO definition agreed in 2004, which excluded expenditure on Other Forces from the totals reported to NATO, except in the case of those elements of Other Forces which are structured, equipped and trained to support defence forces and which are realistically deployable. Most nations have reported defence expenditures according to this new definition, and in some cases (Greece, Hungary, Portugal and Turkey), this has resulted in a significant apparent decrease in defence expenditures. A few, however (France, Italy, Luxembourg and Netherlands), continue to have difficulty meeting this requirement and the data provided by these countries did not fully accord with the new NATO definition on defence expenditures. For the Netherlands, data reflect the 2004 approved defence budget. For the Russian Federation, data was provided based on the previous NATO definition.

SUMMARY

Table 1:	Total defence expenditures
Table 2:	Gross domestic product (GDP) and defence expenditure annual volume change
Table 3:	Defence expenditures as % of GDP
Table 4:	GDP and defence expenditures per capita
Table 5:	Distribution of defence expenditures by category
Table 6:	Armed forces

READERS GUIDE

France is a member of the Alliance but does not belong to the integrated military structure and does not participate in collective force planning. The defence data relating to France are indicative only.

Iceland has no armed forces.

The Czech Republic, Hungary and Poland joined the Alliance in 1999.

From 2001 on, United Kingdom has changed its accounting system for defence expenditures from "cash basis" to "resource basis".

For nine European NATO member countries, monetary values are expressed in national currencies up to 2001. As from 2002, they are expressed in euros.

Bulgaria, Estonia, Latvia, Lithuania, Romania, the Slovak Republic and Slovenia joined the Alliance in 2004.

From 2005 onwards, monetary values for Turkey are expressed in "New Turkish Lira".

To avoid any ambiguity the fiscal year has been designated by the year which includes the highest number of months: e.g. 2004 represents the fiscal year 2004-2005 for Canada and United Kingdom and the fiscal year 2003-2004 for the United States.

Because of rounding, the total figures may differ from the sum of their components.

Conventional signs:	e	estimated		nil
		not available	//	not applicable
		break in continuity of series		decimal point

DEPENSES DE DEFENSE DES PAYS DU COR (1985-2005)

Les chiffres indiqués dans le Tableau 1 sont fondés sur la définition OTAN des dépenses de défense et représentant les paiements réellement effectués ou qui doivent l'être au cours de l'année fiscale. Ces chiffres peuvent accuser des variations sensibles par rapport aux chiffres correspondants qui figurent dans les documents budgétaires nationaux, en raison des différences existant entre les définitions nationales et la définition OTAN des dépenses de défense. Les données relatives aux pays qui fournissent une assistance militaire incluent les dépenses liées à cette assistance. En revanche celles-ci ne sont pas comptabilisées dans les dépenses des pays bénéficiaires. Les dépenses effectuées pour la recherche et le développement sont incluses dans les dépenses d'équipement et les pensions versées aux retraités sont comprises dans les dépenses effectuées pour le personnel.

Les dépenses de défense à partir de 2002 et les chiffres concernant le personnel à partir de 2003 ont été calculés sur base de la définition de l'OTAN révisée approuvée en 2004, qui exclut les dépenses relatives à la catégorie "Autres forces", lesquelles sont prises en compte dans les montants totaux communiqués à l'OTAN, sauf en ce qui concerne les éléments des « Autres forces » qui sont structures, équipes et entraînés pour le soutien de forces de défense, et qui pourraient être déployés. La plupart des pays ont communiqué leurs dépenses de défense selon cette nouvelle définition et, dans certains cas (Grèce, Hongrie, Portugal et Turquie), il en résulte une nette diminution de ces dépenses. Cependant, quelques autres pays (France, Italie, Luxembourg et Pays-Bas) continuent d'éprouver des difficultés à remplir cette exigence et les données qu'ils ont fournies ne répondent pas tout à fait à la nouvelle définition OTAN des dépenses de défense. Pour les Pays-Bas, les données reflètent le budget de la défense approuvé en 2004. Les données communiquées par la Fédération de Russie répondent à l'ancienne définition OTAN.

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GUIDE DE LECTURE

Membre de l'Alliance, la France ne fait pas partie de la structure militaire intégrée et ne participe pas aux travaux communs de planification des forces. Les données concernant la défense de la France n'ont qu'une valeur indicative.

L'Islande n'a pas de forces armées.

La République tchèque, la Hongrie et la Pologne sont membres de l'Alliance depuis 1999.

À partir de 2001, le Royaume-Uni a changé son système de comptabilité basé sur les décaissements en un système de comptabilité basé sur les coûts des ressources.

Pour neuf pays européens membres de l'OTAN, les valeurs monétaires sont exprimées en monnaies nationales jusqu'en 2001. À partir de 2002, elles sont exprimées en euros.

La Bulgarie, l'Espagne, la Lettonie, la Lituanie, la Roumanie, la République slovaque et la Slovaquie sont membres de l'Alliance depuis 2004.

À partir de 2005, les valeurs monétaires de la Turquie sont exprimées en "Nouvelles livres turques".

Pour supprimer toute ambiguïté, l'année fiscale a été désignée par le millésime de l'année qui contient le plus grand nombre de mois; p. ex. 2004/2005 représente l'année fiscale 2004/2005 pour le Canada et le Royaume-Uni et l'année fiscale 2003/2004 pour les États-Unis.

En raison des arrondis, les totaux peuvent ne pas coïncider avec la somme de leurs composantes.

Signes conventionnels:	e	estimation	-	nul
	..	non disponible	//	sans objet
		rupture de série		point decimal

ОБОРОННЫЕ РАСХОДЫ СТРАН СРН (1985-2005 гг.)

В таблице № 1 представлены данные по произведенным на сегодняшний день выплатам по выплатам, которые предстоит произвести в течение финансового года. Они основаны на определенном оборонных расходов, принятом в НАТО. В связи с различиями между настоящим определением и определениями, используемыми государствами, указанные данные могут существенно отличаться от данных, на которые ссылается руководство стран или которые представлены в оборонных бюджетах государств. Страны, оказывающие военную помощь, включают соответствующие данные о расходах. Страны, которым оказывается военная помощь, не включают в данные стоимость полученных предметов. Расходы на НМОК включаются в расходы на вооружения и военную технику, а пенсии, выплаченные военным пенсионерам, – в расходы на личный состав.

Подсчет оборонных расходов, начиная с 2002 г., и данных по личному составу, начиная с 2003 г., делался на основе пересмотренного определения НАТО, согласованного в 2004 г. В соответствии с этим определением расходы по статье «другие силы» больше не включались в суммарные цифры, сообщаемые НАТО, за исключением тех подразделений других сил, структура, оснащение и подготовка которых позволяют им действовать в поддержку сил обороны, и которые реально могут быть развернуты. Большинство стран представили данные по оборонным расходам в соответствии с новым определением, что привело в ряде случаев (Греция, Венгрия, Португалия и Турция) к значительному явному сокращению оборонных расходов. Тем не менее, у некоторых стран (Франции, Италии, Люксембурга и Нидерландов) возникли сложности с выполнением данного требования, и представленные этими странами данные не соответствовали полностью новому определению оборонных расходов, принятому в НАТО. Для нидерландов приводятся данные по утвержденному оборонному бюджету на 2004 г. Данные по Российской Федерации были представлены на основе определения, использовавшегося в НАТО ранее.

КРАТКИЕ СВЕДЕНИЯ

- Таблица № 1: Общий объем оборонных расходов
- Таблица № 2: Валовой внутренний продукт (ВВП) и изменение объема оборонных расходов за год
- Таблица № 3: Доля оборонных расходов от ВВП (%)
- Таблица № 4: ВВП и оборонные расходы на душу населения
- Таблица № 5: Распределение оборонных расходов по категориям
- Таблица № 6: Вооруженные силы

РУКОВОДСТВО ДЛЯ ЧИТАТЕЛЯ

Франция является членом Североатлантического союза, но не входит в объединенную военную структуру и не участвует в коллективном планировании развития вооруженных сил. Данные по оборонным расходам, касающиеся Франции, являются лишь ориентировочными.

В Исландии нет вооруженных сил.

Чешская Республика, Венгрия и Польша вступили в Североатлантический союз в 1999 году.

Начиная с 2001 г. Великобритания изменила систему учета оборонных расходов, перейдя с кассового метода на ресурсный метод.

Е том что касается девяти стран НАТО, являющихся членами ЕС, до 2001 г. денежная стоимость выражена в соответствующей национальной валюте, а начиная с 2002 г. – в евро.

Болгария, Эстония, Латвия, Литва, Румыния, Словацкая Республика и Словения вступили в Североатлантический союз в 2004 г.

С 2005, денежная стоимость выражена в новых турецких лирах.

Для избежания двусмысленного толкования за финансовый год был взят год с наибольшим числом месяцев: например, 2004 год соответствует 2004-2005 финансовому году в случае Канады и Великобритании и 2003-2004 финансовому году в случае Соединенных Штатов.

Из-за округления итоговые цифры могут отличаться от суммы слагаемых. Условные обозначения:

e	предполагаемый	-	ноль
	нет в наличии	//	неприменимо
	нарушение непрерывности ряда	.	десятичный знак

Table 1 : Defense expenditures of NRC countries
 Tableau 1 : Dépenses de défense des pays du G8
 Таблица 1 : Расходы на оборону стран G8

Country / Pays / Страна	Currency unit / Unité monétaire (million) Денежная единица (млн)	1995	1999	1999	2000	2001	2002	2003	2004	2005e
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Current prices / Prix courants / Текущие цены										
Belgium / Belgique	Belgian franc - Euros / Бельгийский франк - евро	144 974	155 905	131 986	139 711	136 807	3344	3424	3570	3696
Bulgaria / Bulgarie	Leva / Лев	-	-	-	-	-	5	5	5	5
Canada / Canada	Canadian dollar / Канадский доллар	10 932	13 429	12 467	12 374	12 981	13 079	14 143	14 903	15 520
Czech Republic / République tchèque	Czech koruna / Чешская корона	-	-	-	44 814	45 277	46 448	53 984	53 718	53 454
Denmark / Danemark	Danish krone / Датская корона	13 344	16 388	17 488	19 238	21 017	21 269	21 110	21 495	21 307
Estonia / Estonie	Kroon / Крона	-	-	-	-	-	-	-	2 186	2 571
France / France	French franc - Euros / Французский франк - евро	146 218	21 911	236 082	247 759	243 021	38 961	40 886	42 890	43 502
Germany / Allemagne	Deutsche mark - Euros / Немедельмарк - евро	59 950	60 376	56 686	58 794	59 443	31 958	31 860	30 613	30 435
Greece / Grèce	Draclima - Euro / Драчима - евро	321 981	61 284	177 127	201 792	207 865	1 4645	4 094	4 292	54 36
Hungary / Hongrie	Forint / Флоринт	-	-	-	3 291 258	27 24 26	-	27 30 59	31 43 53	31 89 31
Italy / Italie	1000 lire - Euro - 1000 итальянских лир - евро	1 7747	24 077	31 641	47 900	4 7514	25 807	28 775	27 474	25 107
Latvia / Lettonie	Lats / Лат	-	-	-	-	-	-	-	85	124
Lithuania / Lituanie	Litas / Лит	-	-	-	-	-	-	-	833	832
Luxembourg / Luxembourg	1 Euro - Euro / Люксембургский франк - евро	32 295	3 233	4 394	58 10	2 226	163	178	188	211
Netherlands / Pays-Bas	Guilder - Euro / Голландский гульден - евро	12 901	13 113	12 644	14 184	12 926	7 919	14 04	7 282	7 967
Norway / Norvège	Norwegian kroner / Норвежская корона	15 448	21 251	22 124	25 279	26 658	32 081	31 888	12 946	12 946
Poland / Pologne	Zloty / Злотый	-	-	-	13 114	14 655	14 631	16 531	16 011	16 011
Romania / Roumanie	Leu - Euro / Румынский леу - евро	11 130	67 291	42 476	47 900	52 741	26 42	30 4	19 042 286	57 783 118
Russian Federation / Fédération Russe	Ruble / Рубль	-	-	5 7869	59 146	74 389	32 723	40 613	43 845	45 792
Slovak Republic / République Slovaque	Slovak koruna / Словацкий доллар	-	-	-	-	-	-	-	2 575	2 569
Slovenia / Slovénie	Tolar / Талар	-	-	-	-	-	-	-	36 873	1 02 86
Spain / Espagne	Peseta - Euro / Песета - евро	67 183	122 008	107 851	124 239	12 23 77	14 60	16 77	10 197	12 510
Turkey / Turquie	1000 Turkish Lira - New Turk Lira / 1000 тур. лир - нов. тур. лир	1239	12 886	12 834	64 482 7	64 62 7	12 10 7 71 4	13 03 6 67	13 06 6 6	13 10 6 6
United Kingdom / Royaume-Uni	Pound sterling / Фунт стерлингов	19 211	22 827	24 438	25 32	24 84	25 73	24 20	27 06	27 06
United States / Etats-Unis	US dollar / Доллар США	25 165	26 170	27 856	30 497	31 243	34 777	41 223	44 473	47 234
2000 prices / Prix de 2000 / цены 2000 г.										
Belgium / Belgique	Belgian franc - Euros / Бельгийский франк - евро	102 26	104 96	111 68	130 71	132 38	3210	3245	3305	3322
Bulgaria / Bulgarie	Leva / Лев	-	-	-	-	-	-	-	765	843
Canada / Canada	Canadian dollar / Канадский доллар	11 801	15 808	15 115	15 214	15 046	16 994	17 222	17 413	17 988
Czech Republic / République tchèque	Czech koruna / Чешская корона	-	-	-	4 364	4 400	4 437	4 978	4 664	4 573
Denmark / Danemark	Danish krone / Датская корона	20 182	21 900	23 775	23 233	23 265	26 268	26 481	26 436	26 70
Estonia / Estonie	Kroon / Крона	-	-	-	-	-	-	-	1 497	2 240
France / France	French franc - Euro / Французский франк - евро	250 900	259 835	248 234	247 759	238 935	37 918	38 020	36 770	36 196
Germany / Allemagne	Deutsche mark - Euro / Немедельмарк - евро	90 605	91 732	86 788	87 754	88 104	26 901	26 881	26 199	26 143
Greece / Grèce	Draclima - Euro / Драчима - евро	170 820	161 457	150 841	161 789	167 669	1 490	2 024	4 127	4 598
Hungary / Hongrie	Forint / Флоринт	-	-	-	2 284 83	22 920	23 641	24 018	23 376	23 796
Italy / Italie	1000 lire - Euro - 1000 итальянских лир - евро	46 229	46 650	42 811	41 100	41 444	12 752	22 028	22 028	10 125
Latvia / Lettonie	Lats / Лат	-	-	-	-	-	-	-	81	99
Lithuania / Lituanie	Litas / Лит	-	-	-	-	-	-	-	833	832
Luxembourg / Luxembourg	1 Euro - Euro / Люксембургский франк - евро	32 295	4 022	4 410	58 10	4 026	168	164	173	198
Netherlands / Pays-Bas	Guilder - Euro / Голландский гульден - евро	15 322	16 002	14 646	16 264	14 882	4 876	4 611	6 022	6 619
Norway / Norvège	Norwegian kroner / Норвежская корона	24 817	26 753	24 838	27 970	29 446	30 738	24 448	26 660	27 256
Poland / Pologne	Zloty / Злотый	-	-	-	12 118	13 887	13 837	15 478	15 110	15 104
Romania / Roumanie	Leu - Euro / Румынский леу - евро	151 171	463 362	477 473	479 481	464 426	10 113	1 572	2 011	2 023
Russian Federation / Fédération Russe	Ruble / Рубль	-	-	74 983	20 244	26 481	73 014	26 743	26 214	21 697 719
Slovak Republic / République Slovaque	Slovak koruna / Словацкий доллар	-	-	-	-	-	-	-	1 888	1 888
Slovenia / Slovénie	Tolar / Талар	-	-	-	-	-	-	-	14 358	44 270
Spain / Espagne	Peseta - Euro / Песета - евро	144 424	143 324	124 311	126 258	127 281	17 870	14 44	16 02	16 02
Turkey / Turquie	1000 Turkish Lira - New Turk Lira / 1000 тур. лир - нов. тур. лир	52 74 4	46 66 7	55 90 3	42 40 7	46 65 4 7	52 10 6	53 57 3	44 66 6	47 92
United Kingdom / Royaume-Uni	Pound sterling / Фунт стерлингов	19 211	21 156	22 837	23 57	23 86	24 80	24 26	24 32	24 31
United States / Etats-Unis	US dollar / Доллар США	24 166	24 170	24 764	26 487	27 352	31 698	33 281	34 752	36 165
Current prices and exchange rates (millions of US Dollars) / Prix et taux de change courants (millions de dollars US) / Текущие цены и обменные курсы валют (в миллионах долларов США)										
Belgium / Belgique	-	2 128	444	444	3 191	3035	21 47	2873	4 453	4 763
Bulgaria / Bulgarie	-	-	-	-	-	-	-	-	584	640
Canada / Canada	-	246	11 547	867	828	95 7	626	13 094	17 452	12 516
Czech Republic / République tchèque	-	-	-	-	1 418	1 150	1 400	1 899	2 038	2 314
Denmark / Danemark	-	1 264	28 36	31 1	21 63	25 25	26 4	32 04	35 09	36 46
Estonia / Estonie	-	-	-	-	-	-	-	-	174	210
France / France	-	20 782	42 588	47 794	3 845	3 277	34 04	4 618	5 307	5 484
Germany / Allemagne	-	1 992	42 519	41 183	28 10	27 45	24 23	35 069	36 007	32 771
Greece / Grèce	-	231	28 83	30 96	45 32	53 06	4 590	4 872	5 031	7 061
Hungary / Hongrie	-	-	-	-	804	851	984	1 107	1 334	1 588
Italy / Italie	-	336	23 78	1 137	224 11	220 66	24 951	36 212	34 116	32 297
Latvia / Lettonie	-	-	-	-	-	-	-	-	174	199
Lithuania / Lituanie	-	-	-	-	-	-	-	-	211	203
Luxembourg / Luxembourg	-	25	97	147	120	100	154	199	223	273
Netherlands / Pays-Bas	-	388	761	80 12	1 922	940	1 129	3 056	3 902	4 608
Norway / Norvège	-	1 797	3 09	3 08	2 622	2 988	4 084	4 579	4 887	4 680
Poland / Pologne	-	-	-	-	1 047	1 351	1 374	1 900	1 671	1 664
Romania / Roumanie	-	354	1 675	1 670	2 204	2 234	1 887	2 384	2 644	3 052
Russian Federation / Fédération Russe	-	-	-	11 823	31 0	32 25	14 296	14 359	16 796	16 57
Slovak Republic / République Slovaque	-	-	-	-	-	-	-	-	231	231
Slovenia / Slovénie	-	-	-	-	-	-	-	-	493	610
Spain / Espagne	-	3 068	3 053	1 800	7 071	7 133	1 807	1 048	1 261	1 100
Turkey / Turquie	-	2 165	3 815	4 028	4 094	7 216	10 33	10 302	12 06	11 650
United Kingdom / Royaume-Uni	-	2 388	3 889	3 838	3 936	3 821	3 796	4 145	4 657	5 272
United States / Etats-Unis	-	29 935	28 178	27 888	30 487	31 243	34 779	41 223	44 473	47 234

Table 2 : Gross domestic product and defence expenditures annual variation (%)

(based on constant prices)

Tableau 2 : Evolution annuelle du produit intérieur brut et des dépenses de défense (%)

(basée sur les prix constants)

Таблица 2 : Годовое изменение валового внутреннего продукта и расходов на оборону (%)
(в постоянных ценах)

Country / Pays / Страна	Average / Moynenne / В среднем 1985 - 1989	Average / Moynenne / В среднем 1990 - 1994	Average / Moynenne / В среднем 1995 - 1999	Average / Moynenne / В среднем 2000 - 2004	2001	2002	2003	2004	2005e
(10)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Gross domestic product / Produit intérieur brut / Валовой внутренний продукт									
Belgium / Бельгия	2.7	1.3	2.2	1.1	0.9		1.3	2.7	1.1
Bulgaria / Болгария	"	"	"	"	"	"	"	5.6	5.5
Canada / Канада	3.6	0.4	3.3	2.4	1.8	3.4	2.0	2.8	2.8
Czech Republic / Чешская Республика	"	"	"	2.7	2.8	1.5	2.7	4.0	4.1
Denmark / Дания	1.8	1.2	2.7	1.1	1.3	0.5	0.7	2.4	2.4
Estonia / Эстония	"	"	"	"	"	"	"	7.8	6.8
France / Франция	2.9	1.1	2.2	1.8	2.1	1.2	0.8	2.3	1.8
Germany / Германия	2.6	5.6	1.3	0.6	1.0	0.1	-0.1	1.0	1.2
Greece / Греция	0.6	1.3	3.1	4.2	4.3	3.8	4.7	4.2	2.1
Hungary / Венгрия	"	"	"	3.6	3.8	3.5	3.0	4.0	3.4
Iceland / Исландия	5.0	-0.4	5.1	1.8	2.6	-2.1	4.2	5.2	6.2
Italy / Италия	3.0	0.8	1.5	1.0	1.8	0.4	0.3	1.2	0.4
Latvia / Латвия	"	"	"	"	"	"	"	8.3	7.1
Lithuania / Литва	"	"	"	"	"	"	"	5.7	6.1
Luxembourg / Люксембург	7.8	5.1	6.0	2.4	1.5	2.5	2.9	4.5	3.1
Netherlands / Нидерланды	2.8	1.8	3.8	0.7	1.4	0.8	-0.5	1.4	0.5
Norway / Норвегия	2.1	3.5	4.4	1.8	2.7	1.1	0.4	2.9	3.1
Poland / Польша	"	"	"	2.1	1.0	1.4	3.8	5.3	4.1
Portugal / Португалия	5.7	1.7	3.9	0.7	1.7	0.4	-1.1	1.0	0.6
Romania / Румыния	"	"	"	"	"	"	"	8.9	5.1
Russian Federation / Российская Федерация	"	1.1	-1.7	5.7	5.4	4.7	7.3	7.1	6.1
Slovak Republic / Республика Словакия	"	"	"	"	"	"	"	5.5	5.1
Slovenia / Словения	"	"	"	"	"	"	"	4.2	3.1
Spain / Испания	4.5	1.3	3.5	2.6	2.8	2.2	2.5	2.7	3.1
Turkey / Турция	6.3	3.2	5.1	1.3	7.5	7.9	5.8	8.9	5.1
United Kingdom / Великобритания	4.2	0.4	3.0	2.2	2.3	1.8	2.2	3.1	2.4
United States / Соединенные Штаты	3.5	1.9	4.4	1.9	0.5	1.9	3.0	4.4	3.1
Defence expenditures / Dépenses de défense / Расходы на оборону									
Belgium / Бельгия	1.4	-7.3	-5.8	-2.3	-4.4	-3.0	1.1	1.8	0.1
Bulgaria / Болгария	"	"	"	"	"	"	"	-12.1	8.1
Canada / Канада	2.0	-3.2	-4.4	3.2	5.9	0.4	2.5	2.4	1.1
Czech Republic / Чешская Республика	"	"	"	1.8	2.8	4.1	8.5	-5.7	-0.5
Denmark / Дания	1.0	-0.8	0.2	1.0	6.2	-1.3	-3.0	-0.3	-2.1
Estonia / Эстония	"	"	"	"	"	"	"	9.1	11.2
France / Франция	1.2	-0.3	-1.0	1.4	-0.5	1.6	3.0	3.2	-1.7
Germany / Германия	-0.4	-0.3	-1.1	-0.9	-1.0	0.2	-1.4	-2.2	-0.5
Greece / Греция	4.8	-1.1	5.4	-10.2	-2.3	-22.1	-19.0	7.8	11.4
Hungary / Венгрия	"	"	"	2.6	10.8	-5.6	-4.5	-6.6	-10.4
Italy / Италия	3.1	-0.5	0.7	-1.7	-1.4	-1.9	-2.3	-3.9	-9.4
Latvia / Латвия	"	"	"	"	"	"	"	6.8	14.2
Lithuania / Литва	"	"	"	"	"	"	"	4.5	-3.2
Luxembourg / Люксембург	7.6	4.1	5.2	7.3	24.3	-10.1	3.2	6.0	6.2
Netherlands / Нидерланды	2.0	3.8	0.6	1.2	2.8	-0.4	-0.2	2.5	1.1
Norway / Норвегия	1.6	0.3	1.2	4.8	0.9	19.1	-4.7	0.6	-8.1
Poland / Польша	"	"	"	3.0	3.6	-4.4	5.3	6.4	3.8
Portugal / Португалия	5.4	0.4	-1.5	-5.7	4.1	-29.2	-2.1	6.9	1.1
Romania / Румыния	"	"	"	"	"	"	"	3.8	2.0
Russian Federation / Российская Федерация	"	"	-10.3	8.9	3.6	15.1	15.7	-7.3	
Slovak Republic / Республика Словакия	"	"	"	"	"	"	"	-3.8	1.4
Slovenia / Словения	"	"	"	"	"	"	"	6.5	13.5
Spain / Испания	0.8	-3.4	-1.0	3.9	3.7	14.8	-3.7	2.0	6.2
Turkey / Турция	6.5	3.4	5.5	-8.1	-10.3	8.9	-0.5	-10.9	6.8
United Kingdom / Великобритания	-3.1	-4.2	-1.6	0.9	1.7	-0.3	1.7	0.3	1.2
United States / Соединенные Штаты	2.0	-5.3	-2.6	7.2	0.5	11.1	13.8	8.7	-1.3

Tab B

Table 3: Defense expenditures as % of gross domestic product
 Таблица 3: Расходы на оборону в % от валового внутреннего продукта

Country / Pays / Страна	Average / Moyenne / В среднем 1985 - 1989	Average / Moyenne / В среднем 1990 - 1994	Average / Moyenne / В среднем 1995 - 1999	Average / Moyenne / В среднем 2000 - 2004	2001	2002	2003	2004	2005e
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
Based on current prices / Sur la base des prix courants / В текущих ценах									
Belgium / Бельгия	2.8	2.9	1.5	1.3	1.3	1.3	1.3	1.3	1.3
Bulgaria / Болгария	#	#	#	#	#	#	#	2.4	2.5
Canada / Канада	2.1	1.8	1.3	1.2	1.2	1.2	1.2	1.2	1.1
Czech Republic / Чешская Республика	#	#	#	2.0	2.0	2.0	2.1	1.9	1.8
Denmark / Дания	2.0	1.9	1.7	1.5	1.6	1.6	1.5	1.5	1.4
Estonia / Эстония	#	#	#	#	#	#	#	1.5	1.7
France / Франция	3.7	3.3	2.9	2.5	2.5	2.5	2.6	2.6	2.3
Germany / Германия	3.0	2.1	1.6	1.5	1.5	1.5	1.5	1.4	1.4
Greece / Греция	5.1	4.4	4.6	3.6	4.6	3.4	2.8	2.9	3.1
Hungary / Венгрия	#	#	#	1.7	1.8	1.7	1.7	1.5	1.3
Italy / Италия	2.3	2.1	1.9	2.0	2.0	2.1	2.1	2.0	1.8
Latvia / Латвия	#	#	#	#	#	#	#	1.3	1.4
Lithuania / Литва	#	#	#	#	#	#	#	1.4	1.3
Luxembourg / Люксембург	1.0	0.9	0.8	0.7	0.8	0.7	0.7	0.7	0.8
Netherlands / Нидерланды	2.8	2.3	1.8	1.6	1.6	1.6	1.6	1.7	1.7
Norway / Норвегия	2.9	2.8	2.2	1.9	1.7	2.1	2.0	2.0	1.7
Poland / Польша	#	#	#	1.9	1.9	1.9	1.9	1.6	1.5
Portugal / Португалия	2.6	2.5	2.2	1.8	2.1	1.6	1.6	1.7	1.7
Romania / Румыния	#	#	#	#	#	#	#	2.1	2.0
Russian Federation / Российская Федерация	#	#	3.1	2.9	2.7	3.0	3.3	2.9	-
Slovak Republic / Республика Словакия	#	#	#	#	#	#	#	1.8	1.8
Slovenia / Словения	#	#	#	#	#	#	#	1.5	1.7
Spain / Испания	2.1	1.6	1.4	1.3	1.2	1.4	1.3	1.3	1.2
Turkey / Турция	3.3	3.8	4.4	4.2	5.9	4.4	3.8	3.1	3.2
United Kingdom / Великобритания	4.5	3.7	2.7	2.4	2.5	2.4	2.4	2.3	2.3
United States / Соединенные Штаты	6.0	5.5	3.3	3.4	3.1	3.4	3.8	4.0	3.8
Based on constant prices / Sur la base des prix constants / В постоянных ценах									
Belgium / Бельгия	2.7	2.9	1.5	1.3	1.3	1.3	1.3	1.3	1.3
Bulgaria / Болгария	#	#	#	#	#	#	#	2.4	2.5
Canada / Канада	2.1	1.8	1.3	1.2	1.2	1.2	1.2	1.2	1.1
Republic of the Czech / Чешская Республика	#	#	#	2.0	2.0	2.0	2.1	1.9	1.8
Denmark / Дания	2.1	2.0	1.7	1.5	1.6	1.5	1.5	1.4	1.4
Estonia / Эстония	#	#	#	#	#	#	#	1.5	1.7
France / Франция	3.7	3.3	2.9	2.5	2.5	2.5	2.6	2.6	2.3
Germany / Германия	3.0	2.1	1.6	1.5	1.5	1.5	1.5	1.4	1.4
Greece / Греция	5.1	4.4	4.6	3.6	4.6	3.4	2.6	2.8	3.1
Hungary / Венгрия	#	#	#	1.7	1.8	1.7	1.7	1.5	1.3
Italy / Италия	2.6	2.5	2.1	2.0	2.0	2.0	1.9	1.8	1.7
Latvia / Латвия	#	#	#	#	#	#	#	1.3	1.4
Lithuania / Литва	#	#	#	#	#	#	#	1.4	1.3
Luxembourg / Люксембург	0.9	0.8	0.7	0.7	0.8	0.7	0.7	0.7	0.8
Netherlands / Нидерланды	2.8	2.3	1.8	1.6	1.6	1.6	1.6	1.6	1.7
Norway / Норвегия	2.6	2.5	1.9	1.9	1.7	2.0	1.9	1.9	1.7
Poland / Польша	#	#	#	1.9	1.9	1.9	1.9	1.6	1.5
Portugal / Португалия	2.6	2.6	2.2	1.8	2.1	1.6	1.6	1.7	1.7
Romania / Румыния	#	#	#	#	#	#	#	2.1	2.0
Federation of Russia / Российская Федерация	#	#	3.1	2.9	2.7	3.0	3.3	2.9	-
Republic of Slovakia / Республика Словакия	#	#	#	#	#	#	#	1.8	1.8
Slovenia / Словения	#	#	#	#	#	#	#	1.5	1.7
Spain / Испания	2.1	1.6	1.4	1.3	1.2	1.4	1.3	1.3	1.2
Turkey / Турция	4.5	5.2	5.0	4.1	4.9	4.2	3.8	3.1	3.2
United Kingdom / Великобритания	4.8	3.9	2.7	2.4	2.5	2.4	2.4	2.3	2.3
United States / Соединенные Штаты	6.0	5.5	3.3	3.4	3.1	3.4	3.7	3.8	3.7

Tab B

Table 4 : Gross domestic product and defences expenditures per capita in US \$
 Tableau 4 : Produit intérieur brut et dépenses de défense par habitant en \$ EU
 Таблица 4. Валовой внутренний продукт и расходы на оборону в долл. США на душу населения

Country / Pays / Страна	1995	1996	1998	2000	2001	2002	2003	2004	2005
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(9)
Gross domestic product (2001 prices and exchange rates) / Produit intérieur brut (prix et taux de change de 2001) / Валовой внутр. продукт (паритетной с учетом покупательной способности)									
Belgium / Belgique	1309	1074	21713	29230	27517	26621	29042	30618	31651
Bulgaria / Болгария	"	"	"	"	"	"	"	7884	8540
Canada / Канада	557	1931	12245	98425	29330	38032	30920	31902	33282
Czech Republic / Чешская Республика	"	"	"	14572	5598	16584	17234	19473	18983
Denmark / Дания	14867	18433	22630	28487	28620	29835	30730	31007	33387
Estonia / Эстония	"	"	"	"	"	"	"	13532	14858
France / Франция	14125	18603	21606	28713	28074	28832	29147	30421	31478
Germany / Германия	1300	38483	11575	25174	25379	29685	27242	27988	28824
Greece / Греция	9209	11825	13259	16268	17247	18980	20381	21429	22674
Hungary / Венгрия	"	"	"	12018	13710	14355	15168	15876	16887
Israel / Израиль	18511	20122	21880	28248	29253	29007	29380	32582	35007
Italy / Италия	13326	17499	21028	25245	25878	26568	29345	27917	28752
Lithuania / Литва	"	"	"	"	"	"	"	11409	12639
Luxembourg / Люксембург	"	"	"	"	"	"	"	92805	93988
Luxembourg / Люксембург	15844	25115	32612	48115	49842	52405	53900	57077	59884
Netherlands / Нидерланды	13403	17941	21699	27308	29147	30830	30435	31063	31739
Norway / Норвегия	14368	13047	23833	38346	37114	36818	37118	38730	40823
Poland / Польша	"	"	"	"	"	"	"	19917	19591
Portugal / Португалия	8844	10730	13126	17378	18373	18608	18782	19411	19971
Romania / Румыния	"	"	"	"	"	"	"	8298	9011
Russia / Россия / Российская Федерация	"	"	8102	8952	7904	8030	8848	9778	10589
Slovak Republic / Словацкая Республика	"	"	"	"	"	"	"	14321	15448
Slovenia / Словения	"	"	"	"	"	"	"	28748	22040
Spain / Испания	9088	13118	16721	20436	21812	22738	23885	24388	25382
Turkey / Турция	3305	4848	5494	6890	8140	8520	8589	7888	8020
United Kingdom / Великобритания	12118	18475	19805	25542	26991	28805	29818	31393	32783
United States / Соединенные Штаты	17882	23718	48113	70989	70988	70988	70988	70988	70988
Gross domestic product (2001 prices and exchange rates) / Produit intérieur brut (prix et taux de change de 2001) / Валовой внутренний продукт (паритетной с учетом покупательной способности)									
Belgium / Belgique	18061	18801	18801	22257	22571	22471	22670	23217	23447
Bulgaria / Болгария	"	"	"	"	"	"	"	1549	1685
Canada / Канада	18482	19829	20881	28821	23789	24332	24589	25032	25481
Czech Republic / Чешская Республика	"	"	"	5423	5602	5888	5898	6131	5382
Denmark / Дания	23088	24454	26843	28633	28912	29970	30115	30785	31400
Estonia / Эстония	"	"	"	"	"	"	"	5387	5772
France / Франция	18201	18825	19883	22819	22845	22880	23035	23459	23784
Germany / Германия	19441	42213	42213	27332	27344	22821	22877	23289	23333
Greece / Греция	8527	8824	9163	10377	10785	11158	11584	12053	12390
Hungary / Венгрия	"	"	"	4572	4758	4939	5104	5221	5529
Israel / Израиль	22845	26301	28487	26699	31265	29369	30430	31847	33218
Italy / Италия	14103	18178	17738	18493	19072	19883	19150	19884	19879
Lithuania / Литва	"	"	"	"	"	"	"	4437	4828
Luxembourg / Литва	"	"	"	"	"	"	"	4389	4688
Luxembourg / Люксембург	21812	29878	33773	44708	44972	45930	48489	48033	49048
Netherlands / Нидерланды	18282	18813	18857	22023	23428	23411	23888	23272	23828
Norway / Норвегия	28900	27304	27884	37188	37683	38200	38125	38888	38888
Poland / Польша	"	"	"	4354	4358	4481	4637	4987	5098
Portugal / Португалия	8840	9389	8807	10407	10508	10478	10287	10331	10331
Romania / Румыния	"	"	"	"	"	"	"	2131	2282
Russia / Россия / Российская Федерация	"	"	4608	1772	1680	1867	2122	2295	2432
Slovak Republic / Словацкая Республика	"	"	"	"	"	"	"	4818	4747
Slovenia / Словения	"	"	"	"	"	"	"	11601	11425
Spain / Испания	9012	11104	11803	13970	14200	14308	14425	14874	14870
Turkey / Турция	2127	2897	2880	2886	2960	2858	2977	3194	3300
United Kingdom / Великобритания	11049	18783	21197	24428	24820	25448	25877	26848	28848
United States / Соединенные Штаты	21488	28653	30820	38858	34684	34684	34684	34684	34684
Defences expenditures (2000 prices and exchange rates) / Dépenses de défense (prix et taux de change de 2000) / Расходы на оборону (цены и обменный курс 2000 г.)									
Belgium / Belgique	48	48	319	311	287	288	288	290	283
Bulgaria / Болгария	"	"	"	"	"	"	"	47	51
Canada / Канада	388	388	311	270	283	281	285	290	280
Czech Republic / Чешская Республика	"	"	"	112	109	114	124	117	116
Denmark / Дания	488	505	470	448	470	482	448	443	431
Estonia / Эстония	"	"	"	"	"	"	"	83	80
France / Франция	638	654	688	573	587	574	581	588	594
Germany / Германия	610	608	381	343	338	338	333	321	307
Greece / Греция	484	410	394	505	492	482	323	348	388
Hungary / Венгрия	"	"	"	76	87	84	86	83	73
Israel / Израиль	388	408	388	395	385	381	372	367	322
Italy / Италия	"	"	"	"	"	"	"	57	64
Lithuania / Литва	"	"	"	"	"	"	"	55	63
Luxembourg / Люксембург	183	239	290	360	360	323	334	350	374
Netherlands / Нидерланды	470	473	388	371	333	378	376	363	384
Norway / Норвегия	639	717	650	681	694	724	744	734	671
Poland / Польша	"	"	"	81	84	83	80	80	77
Portugal / Португалия	180	212	219	215	223	170	185	178	170
Romania / Румыния	"	"	"	"	"	"	"	45	48
Russia / Россия / Российская Федерация	"	"	88	49	53	56	71	86	80
Slovak Republic / Словацкая Республика	"	"	"	"	"	"	"	80	80
Slovenia / Словения	"	"	"	"	"	"	"	187	184
Spain / Испания	268	183	175	174	173	198	185	188	183
Turkey / Турция	88	136	131	146	151	120	114	108	108
United Kingdom / Великобритания	848	942	938	808	812	808	817	818	821
United States / Соединенные Штаты	1843	1897	1127	1088	1083	1189	1297	1418	1372

Tab B

Table 3 : Distribution of total deficits as percentage by category
 Tableau 3 : Répartition en pourcentage totale de déficits par catégorie
 Таблица 3 : Разделение общих расходов по категориям

Country / Pays / Страна	Average / Moyenne / Среднее 3 average / 3 средние 1985 - 1989	Average / Moyenne / Среднее 1990 - 1994	Average / Moyenne / Среднее 1995 - 1999	Average / Moyenne / Среднее 2000 - 2004	2001	2002	2003	2004	2005
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
% devoted to personnel expenditures / % affecté aux dépenses en personnel / % на оплату личного состава									
Belgium / Belgique	62.4	62.2	61.1	61.9	62.7	61.5	62.8	61.8	62.1
Canada / Canada	47.2	48.7	47.2	48.1	47.9	45.1	47.2	46.4	45.8
Spain / Espagne / Испания Республика	46.9	47.9	47.4	47.3	47.5	47.8	47.4	47.4	47.2
France / France	46.9	47.8	46.2	46.8	46.5	46.7	46.1	46.8	46.3
Germany / Allemagne	46.1	45.6	45.7	46.2	45.9	47.6	46.5	47.4	46.2
Greece / Grèce	45.1	44.4	44.4	44.4	44.4	44.4	44.4	44.4	44.4
Hungary / Hongrie	42.8	43.0	41.8	42.1	42.3	41.0	42.8	41.5	42.7
Italy / Italie	41.9	41.9	41.9	41.9	41.9	41.9	41.9	41.9	41.9
Japan / Japon	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
South Korea / Corée du Sud	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Lithuania / Lituanie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Latvia / Lettonie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Poland / Pologne	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Romania / Roumanie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Russian Federation / Fédération de Russie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Slovak Republic / République Slovaque	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Slovenia / Slovénie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Spain / Espagne	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Turkey / Turquie	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
United Kingdom / Royaume-Uni	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
United States / États-Unis	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
% devoted to equipment expenditures / % affecté aux dépenses en équipement / % на оборудование									
Belgium / Belgique	12.1	12.4	12.1	12.0	12.1	12.1	12.0	12.0	12.1
Canada / Canada	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Spain / Espagne / Испания Республика	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
France / France	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Germany / Allemagne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Greece / Grèce	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Hungary / Hongrie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Italy / Italie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Japan / Japon	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
South Korea / Corée du Sud	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Lithuania / Lituanie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Latvia / Lettonie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Poland / Pologne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Romania / Roumanie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Russian Federation / Fédération de Russie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Slovak Republic / République Slovaque	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Slovenia / Slovénie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Spain / Espagne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Turkey / Turquie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
United Kingdom / Royaume-Uni	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
United States / États-Unis	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
% devoted to infrastructure expenditures / % affecté aux dépenses d'infrastructure / % на инфраструктуру									
Belgium / Belgique	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Canada / Canada	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Spain / Espagne / Испания Республика	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
France / France	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Germany / Allemagne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Greece / Grèce	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Hungary / Hongrie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Italy / Italie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Japan / Japon	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
South Korea / Corée du Sud	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Lithuania / Lituanie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Latvia / Lettonie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Poland / Pologne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Romania / Roumanie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Russian Federation / Fédération de Russie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Slovak Republic / République Slovaque	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Slovenia / Slovénie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Spain / Espagne	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
Turkey / Turquie	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
United Kingdom / Royaume-Uni	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
United States / États-Unis	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1
% devoted to other expenditures / % affecté aux autres dépenses / % на прочие расходы									
Belgium / Belgique	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Canada / Canada	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Spain / Espagne / Испания Республика	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
France / France	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Germany / Allemagne	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Greece / Grèce	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Hungary / Hongrie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Italy / Italie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Japan / Japon	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
South Korea / Corée du Sud	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Lithuania / Lituanie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Latvia / Lettonie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Poland / Pologne	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Romania / Roumanie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Russian Federation / Fédération de Russie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Slovak Republic / République Slovaque	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Slovenia / Slovénie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Spain / Espagne	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
Turkey / Turquie	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
United Kingdom / Royaume-Uni	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8
United States / États-Unis	25.4	25.7	26.8	26.2	26.4	26.9	26.1	26.2	26.8

Tab B

Table 5: Armed forces - Annual strength
 Tableau 5: Forces armées - Effectif annuel
 Таблица № 5: Вооруженные силы - численный состав (за год)

Country / Pays / Страна	1985	1990	1995	2000	2001	2002	2003	2004	2005e
(0)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Military (thousand) / Militaires (mille) / Военнослужащие (тыс.)									
Belgium / Бельгия	207	106	47	42	41	42	41	41	38
Bulgaria / Болгария	4	4	4	4	4	4	4	42	42
Canada / Канада	83	67	70	59	59	61	62	62	62
Czech Republic / Чешская Республика	4	4	4	52	49	40	26	25	26
Denmark / Дания	29	31	27	24	22	22	20	20	20
Estonia / Эстония	4	4	4	4	4	4	4	3	3
France / Франция	660	548	502	394	366	355	356	357	367
Germany / Германия	495	545	352	319	308	295	271	255	254
Greece / Греция	201	201	213	205	202	208	139	138	135
Italy / Италия	4	4	4	4	4	4	4	4	4
Latvia / Латвия	4	4	4	4	4	4	4	4	4
Lithuania / Литва	4	4	4	4	4	4	4	4	4
Luxembourg / Люксембург	1,2	1,3	1,3	1,4	1,4	1,4	1,5	1,6	1,6
Netherlands / Нидерланды	103	104	67	52	51	53	53	51	50
Norway / Норвегия	38	51	36	32	31	22	21	23	23
Poland / Польша	4	4	4	191	178	158	150	150	160
Portugal / Португалия	302	87	78	68	68	69	42	45	47
Romania / Румыния	4	4	4	4	4	4	4	91	79
Russian Federation / Российская Федерация	4	4	4	4	4	4	4	4	4
Slovak Republic / Республика Словакия	4	4	4	4	4	4	4	18	19
Slovenia / Словения	4	4	4	4	4	4	4	6	7
Spain / Испания	314	263	210	144	151	135	130	124	124
Turkey / Турция	814	759	806	793	803	816	534	502	499
United Kingdom / Великобритания	334	308	233	216	215	214	206	202	20
United States / Соединенные Штаты	2244	2181	1620	1483	1487	1306	1422	1378	1371

Military and civilian personnel as % of labour force
 Personnels civil et militaire en % de la population active
 Военнослужащие и военнонаемные в % активного населения

Belgique / Бельгия	2,8	2,7	1,2	1,0	1,0	1,0	1,0	8,5	0,9
Bulgarie / Болгария	4	4	4	4	4	4	4	1,6	1,6
Canada / Канада	0,9	0,9	0,7	0,5	0,5	0,5	0,5	0,5	0,5
République tchèque / Чешская Республика	4	4	4	1,4	1,4	1,2	0,6	0,6	0,8
Danemark / Дания	1,4	1,4	1,3	1,2	1,0	1,0	1,0	0,9	1,0
Estonie / Эстония	4	4	4	4	4	4	4	0,6	0,6
France / Франция	2,7	2,6	1,3	1,8	1,7	1,6	1,6	1,6	1,6
Allemagne / Германия	2,3	2,5	1,3	1,0	1,0	1,0	0,6	0,7	0,7
Grèce / Греция	6,1	5,7	5,7	5,1	5,0	5,2	3,5	3,3	3,3
Irlande / Венгрия	4	4	4	1,5	1,4	1,3	1,1	0,9	0,7
Italie / Италия	2,5	2,4	2,2	1,8	1,8	1,7	1,6	1,5	1,5
Lettonie / Латвия	4	4	4	4	4	4	4	0,6	0,6
Lituanie / Литва	4	4	4	4	4	4	4	0,8	0,9
Luxembourg / Люксембург	0,9	0,9	0,9	0,8	0,8	0,8	0,9	0,9	0,9
Pays-Bas / Нидерланды	2,0	1,8	1,2	0,9	0,8	0,8	0,8	0,6	0,6
Norvège / Норвегия	2,3	2,9	2,3	1,5	1,5	1,4	1,2	1,2	1,2
Pologne / Польша	4	4	4	1,3	1,4	1,3	1,2	1,2	1,2
Portugal / Португалия	2,6	2,1	1,8	1,5	1,5	1,5	1,0	1,1	1,1
Roumanie / Румыния	4	4	4	4	4	4	4	1,1	1,0
Fédération de la Russie / Российская Федерация	4	4	4	4	4	4	4	4	4
République slovaque / Республика Словакия	4	4	4	4	4	4	4	1,0	1,0
Slovénie / Словения	4	4	4	4	4	4	4	0,8	0,9
Espagne / Испания	2,1	2,1	1,7	1,1	1,1	1,0	0,9	0,8	0,8
Turquie / Турция	4,7	4,0	3,6	3,8	3,8	3,8	2,5	2,3	2,3
Royaume-Uni / Великобритания	1,9	1,7	1,3	1,1	1,1	1,1	1,1	1,0	1,0
Etats-Unis / Соединенные Штаты	2,9	2,8	1,9	1,5	1,5	1,5	1,5	1,4	1,4

Tab B

TAB C

**Greek Defense Expenditures
as a Percentage of GDP**

Year	% of GDP	Source	
2003	4.2	NATO (Dec. '03)	} Old Definition
	4.1	IISS (Oct. '04)	
	4.3	CIA (Jan. '05)	
<hr style="border-top: 1px dashed black;"/>			
2004	2.7	IISS (Oct. '05)	} New Definition
	2.8	NATO (Dec. '05)	
	2.8	IISS (Oct. '05)	
	2.9	NATO (Dec. '05)	

International Institute for Strategic Studies (IISS)

~~FOUO~~

11:11
November 29, 2005

TO: Jim Haynes
FROM: Donald Rumsfeld *DR*
SUBJECT: Congressman Cunningham

I notice in the paper today that Congressman Cunningham resigned, and the allegation against him is that he influenced Defense contracts. If there is not already **an** investigation going on with respect to what that might mean, we should certainly initiate one.

Thanks.

DHR:ss
11290546

.....
Please Respond By 12/13/05

~~FOUO~~

OSD 00517-06

11-L-0559/OSD/55519



GENERAL COUNSEL

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

11:45

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: W. J. Haynes II, General Counsel

SUBJECT: Congressman Cunningham

- This responds to your snowflake dated November 29, 2005, regarding further investigation into the issues associated with Congressman Cunningham's resignation.
- The Deputy Secretary and I have addressed this question to you orally, but in the interest of certainty, please note the following:
- The head of the Criminal Division of the Department of Justice advises that DoJ has the lead for investigating the issues and that additional investigations could disrupt those efforts. Even something as seemingly innocuous as a data call could inadvertently affect the outcome.
- Ric Race, the Deputy Inspector General for Investigations, confirms that the Defense Criminal Investigative Service is supporting the Department of Justice in the investigation. He concurs that additional investigations could be disruptive.
- On the other hand, the Acting Inspector General has assured the Deputy Secretary and me that the IG will bring to our attention any infirmities within DoD that come to light during the investigation.

COORDINATION: NONE

Prepared by: Douglas Larsen, (b)(6)



11-L-0559/OSD/55520

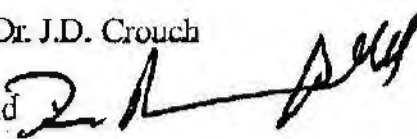
OSD 00517-06

FOUO

January 12, 2006

TO: Stephen J. Hadley

CC: The Honorable Dr. J.D. Crouch

FROM: Donald Rumsfeld 

SUBJECT: The Circular PC Meeting on "Lead Departments," "Blended Leads," "Co-Leads," and the lie.

334 NSC

This issue has been pending **since** last June -- some seven months. I think it is important that it be settled. My recommendation is that you put the Department of State, the Department of Homeland Security, and anyone else you want in charge of all of them. But, whatever you do, do not put the Department of Defense in as a "co-chair", or a "blended lead," or a "rotating lead."

My view is that the President ought to be able to know who he should hold accountable, **and**, only if you put somebody in charge, is that going to be possible.

In the DoD we **are** comfortable working in a "supporting" role with others, as opposed to a "supported role where others support us. We understand the concept, we can do it, and we can certainly work comfortably with others in the lead of all those groups.

As you know, I left the PC before it ended, as you were about to summarize. I have not yet seen your written **summary** of that meeting, but **as** you know, I did not agree with what was being discussed.

This memo reflects my personal view and recommendation, and I would not want the written **summary** of that meeting to leave the impression that I acquiesced in co-chairs, blended leads, or rotating leads, **or** that I recommended that the **NCTC** take **the** lead, given the restrictions in the legislation and the President's Views.

Thanks.

DHR:ss
011206-10

12 JAN 06

FOUO

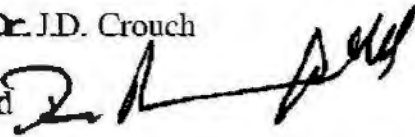
11-L-0559/OSD/55521

FOUO

January 12, 2006

TO: Stephen J. Hadley

CC: The Honorable Dr. J.D. Crouch

FROM: Donald Rumsfeld 

SUBJECT: The Circular PC Meeting on "Lead Departments," "Blended **Leads**," "Co-Leads," and the like.

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Thanks.

DHR:es
011206-10

FOUO

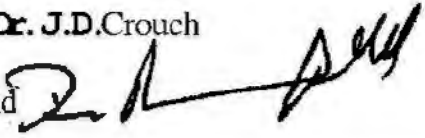
11-L-0559/OSD/55522

FOUO

January 12, 2006

TO: Stephen J. Hadley

CC: The Honorable ~~Dr.~~ J.D.Crouch

FROM: Donald Rumsfeld 

SUBJECT: The Circular PC Meeting on "Lead Departments," "Blended Leads," "Co-Leads." and the like.

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Thanks.

DHR:ss
011206-10

FOUO

11-L-0559/OSD/55523

~~FOUO~~
TAB A

DEC 21 2005

TO: Gen Pete Pace
C C Fran Harvey
GEN Pete Schoemaker
David Chu
FROM Donald Rumsfeld *DR*
SUBJECT Article on Mistaken Hometown Affiliation

What is this article about?

Thanks.

Attach. "Pentagon's Mistake Upsets Family of Dead GI from Ohio," *Chicago Sun-Times*,
December 19, 2006.

DHR:dh
121903-43

Please Respond By December 29, 2005

Tab A

~~FOUO~~

OSD 00633-06

11-L-0559/OSD/55524



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

OFFICE OF THE
SECRETARY OF DEFENSE

CH-0151-06: D. P. 5-45
13 January 2006

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *VR/P 13 Jan 06*

SUBJECT: Article on Mistaken Hometown Affiliation (SF 121905-43)

- **Answer.** In response to your question (TAB A), the initial DOD press release listed the wrong hometown of record for Staff Sergeant Curtis A. Mitchell. The press release was amended the next day, prior to the *Chicago Sun Times* report.
- **Analysis.** Staff Sergeant Mitchell from McConnelsville, Ohio, died in Iraq on 12 December. Injured in the same incident was a Service member from Evansville, Indiana. Upon reporting the incident to the Army Casualty and Memorial Affairs Operations Center (CMAOC), the field command erroneously reversed the hometowns. This information filtered through the Army Human Resources Command Public Affairs Office (PAO) to the Department of Defense, and the press release listed Sergeant Mitchell's hometown as Evansville. During a case review the following day, Army CMAOC noted the discrepancy and notified the Army PAO, who in turn alerted DOD PAO. The press release was corrected and used by most local papers. The *Chicago Sun-Times* noticed the change, contacted the family, and filed the Pentagon mistake story.
- The Army is aware of this incident and will determine whether or not any further action is warranted.

COORDINATION: TAB B

Attachments:

As stated

Prepared By: Rear Admiral Donna L. Crisp, USN, Director, J-1: (b)(6)

copy to:
CSA

OSD 00633-06

11-L-0559/OSD/55525

~~FOUO~~
TAB A

DEC 21 2005

TO: Gen Pete Pace
CC: Fran Harvey
GEN Pete Schoomaker
David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Article on Mistaken Hometown Affiliation

What is this article about?

Thanks.

Attach. "Pentagon's Mistake Upsets Family of Dead GI from Ohio," *Chicago Sun-Times*,
December 19, 2006.

DRR:dk
121905-43

.....
Please Respond By December 29, 2005

Tab A

~~FOUO~~

11-L-0559/OSD/55526

CHICAGO SUN-TIMES

www.suntimes.com

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<http://www.suntimes.com/output/news/cst-nws-err19.html>

[Print this page](#)

Pentagon's mistake upsets family of dead GI from Ohio

December 19, 2005

A Pentagon error incorrectly listing Evansville, Ind., as the hometown of an Ohio soldier who died in Iraq has bewildered the man's family, who want the military to correct the mistake.

When it announced that Staff Sgt. Curtis "Tony" Mitchell had died last week in Baghdad when a roadside bomb exploded under his tank, the Department of Defense listed Evansville as his "home of record."

But Charlie Mitchell, the oldest of eight siblings, said his brother never lived in Evansville. Their parents live in southeastern Ohio, where Curtis Mitchell, 28, also grew up, joining the Army right out of high school in McConnellsville, Ohio.

Charlie Mitchell, who lives in Springfield, Ohio, said their mother is trying to get the Pentagon to set the record straight about her son.

A Pentagon spokeswoman admitted that it made an error.

The family of Army Spc. Craig Conger, who is from Evansville, believes the mistake came about because Conger, 22, was also in the tank hit by the bomb.

Charlie Mitchell said he has two surviving brothers in the military. One of them, Jimmy, was on patrol with Curtis when the bomb went off. He watched the explosion from his tank, farther back in the convoy. AP

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Tab A

TAB B

COORDINATION

US Army Public Affairs	Mr. Boyce	29 December 2005
US Army DTAG	COL Larsen	28 December 2005

FOUO

January 17, 2006

TO: William Winkenwerder

CC: David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Continued Follow-up

Henry Betts's comments here are really important with respect to "the **final** goal of each of these people must be employment *that* is practical for them **and** useful to the person who hires them."

We ought to keep our eye on that ball, **and** try to stay connected to these **folks** long enough to see that that *is* achieved.

Thanks.

Attach. 1/4/06 Betts letter to SD

DHR.dh
01/17/06-44

.....
Please Respond By February 16, 2006

FOUO

OSD 00668-06



4000006 7:02:49 AM

11-L-0559/OSD/55529



Rehabilitation
Institute of
Chicago

345 East Superior Street
Chicago, Illinois 60611-4496
312 234-1800

4th January 2006

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

2006 JAN 7 11:23
SECRETARY OF DEFENSE

Dear Don:

Thanks for your attention to this **issue** of the injured military personnel returning from Iraq.

As you **know**, I feel that the final goal for each of these people must be employment that is practical for them and useful to the person who hires them.

In America, self-esteem is achieved through jobs more than any other place and I believe that, above all, these people deserve the opportunity to develop a sense of usefulness and being participatory based on their ability, not their disability.

This is very hard to achieve and for people with disabilities in general it is taking an awful lot of work with the "private sector," employers and the motivation of counselors and human resource people who find that what is demanded is a fair amount of sophistication in dealing with these complex issues.

I was glad to see you and Joyce at **Alan Reich's** funeral.

It was certainly carried out beautifully and Alan deserved such a sendoff.

Sincerely,

Henry Betts, M.D.
Past Medical Director/President/CEO
Rehabilitation Institute of Chicago

HBB/mg

OSD 00668-06

An Academic Affiliate of Northwestern University Medical School

11-L-0559/OSD/55530



**Rehabilitation
Institute of
Chicago**

345 East Superior Street
Chicago, Illinois 60611-4496
312 338-1000

4th January 2006

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

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Sincerely,

Henry Betts, M.D.
Past Medical Director/President/CEO
Rehabilitation Institute of Chicago

HBB/mg

OSD 00668-06

~~FOUO~~

November 01, 2006

TO Jim Haynes

CC Dorrance Smith

FROM: Donald Rumsfeld *DR*



98099

SUBJECT Memo on Taping my Remarks at Various Functions

Attached is a memo from Dorrance Smith on taping my remarks at various functions. Please get your head into this, and tell us what we ought to be aware of in this connection.

Thanks.

Attach 10/26/06 SecDef memo to ASD (PA); 10/18/06 SecDef memo to Man Latimer; 10/19/06 ASD (PA) memo to SecDef; 10/30/06 ASD (PA) memo to SecDef

DHR:aa
SF110106-13

.....
Please Respond By November 23, 2006

CLOSED
OUTBOX

1 NOV 06

OSD 00698-07



1/16/2007 6:06:36 PM

~~FOUO~~

11-L-0559/OSD/55532

FOUO

OCT 26 2006

TO Dorrance Smith
FROM Donald Rumsfeld *DR*
SUBJECT JCOC Meeting

If the JCOC meeting was off-the-record, why have there been two articles in the Early Bud?

Thanks.

Attach: 10/18/06 SD memo to Matt Latimer; 10/19/06 ASD (PA) memo to SD

DHR:as
SF102506-13

.....
Please Respond By 10/31/06

NOV 01 2006

SNOWFLAKE RESPONSE ATTACHED

FOUO

OSD 17057-06



10/30/2006 5:13:30 PM

11-L-0559/OSD/55533

no 10/25/06

~~FOUO~~

October 18, 2006

To: Matt Latimer

CC: Dorrance Smith

FROM: Donald Rumsfeld *DR*

SUBJECT: Material from JCOC Meeting

Please see if you can get a transcript of what I said to the JCOC group yesterday, if it was taped. Several people have said it was really good. We might want to use some of it.

Let me see a transcript.

Thanks.

DHR:ds
 AF 101806-08


.....

Please Respond By 10/26/06

OCT 25 2006
 SNOWFLAKE RESPONSE ATTACHED

~~FOUO~~

OSD 16885-08



10/24/2006 3:52:22 PM

10/24 ✓
1800

10/19/2006

RR → TO: Secretary Rumsfeld
 FROM: Dorrance Smith *DS*
 SUBJECT: Material from JCOC Meeting
 10/24 Ref: Snowflake 101806-08

Robert Rangel

Sir,

We are unable to meet this requirement. As the event was considered "off the record," the only recording made was by the Armed Forces Press Service with a hand-held recorder. During the playback of the file it was found to be inaudible. In the future, we will ensure to record these events with redundant systems.

SD CA	10/1/25	DSD SA	
SD SMA		DSD SMA	
SD MA	18 10/25	DSD MA	
OSA	10/24	DSD CA	
STF DIR			
ES	11/19/24	1715	1/25 0700
ESR MA	11/10/24	ESD	

OSD 16665-06



10/24/2006 3:52:38 PM

0731
11:48

10/30/2006

RE →
Robert Rangel
10/31

TO: Secretary Rumsfeld
FROM: Dorrance Smith *DS*
SUBJECT: JCOC Meeting

The taping of your remarks at the JCOC breakfast has resulted in **our** department instituting a new procedure. Your remarks will always be recorded, whether the event is **off** or **on** the record.

The confusion at the JCOC event was that although the **session** was closed to **external** media, the briefing was **on** the record **as** there were **journalists** who were JCOC participants.

We will do a better job communicating the environment to you prior to **briefings** and we will always record your remarks.

SD CA	10/31	DSD SA	
SD SMA		DSD SMA	
SD MA	10/31	DSD MA	
TSA	10/31	DSD CA	
STF DIR			
ES	11/31	1130	1/0700

11-L-0559/OSD/55536



10/30/2006 5:13:07 PM

~~FOUO~~

NOV 29 2006

020 DOD

TO: Lt Gen Gene Renuart
FROM: Donald Rumsfeld *DR*
SUBJECT Accomplishments Paper

I think the attached "Accomplishments" paper is better. I do think it ought to have a conclusion -- please add one. The fact of the matter is that the changes that have taken place here are ~~of~~ major proportion -- they are historic.

The other thing I ~~am~~ worried about is they don't have enough on the **Army** transformation, which has really been significant.

Please rework this and give it to me soon.

Thanks.

Attach. 10/23/06 SMA note to SD

DHR:dh
SFI12806-13

Please Respond By December 04, 2006

29 NOV 06

~~FOUO~~



1/16/2007 6:10:48 PM

11-L-0559/OSD/55537

DR

UNCLASSIFIED

23 October 2006

Memo to the Secretary

From: SMA

Sir,

1. I have edited and updated the Accomplishments Paper. The updated Title and the Lead In paragraph are marked by the Red Tab – “Rework”.
2. I incorporated the Foreign Area Officer words into two different sections (Red Tabs “A” and “C”) to acknowledge both the expansion of the program and the improvements in personnel policies regarding these officers.
3. Finally, I added the NATO Intel Fusion Center into the Alliances and Partners section at Red Tab “B”.

Your original snowflakes on the topics are at the Lime Green Tab. I will maintain this document and keep current. I’ll also pass to Matt, Eric, and Dorrance for their use

*V/R -
Gene*

11-L-0559/OSD/55538

THE DEPARTMENT OF DEFENSE: Transformation Brought to Life

Much attention has been paid to significant events like Operations Enduring Freedom or Iraqi Freedom as the center pieces of the Department. The reality is that over the last six years, the Department has made great strides in modernizing its forces to address the threats of the 21st century, in transforming its organization, in operationalizing the Quadrennial Defense Review, and in moving towards a more agile, capabilities based institution.. .Accomplishing all this while at war. **Look** at what the Department has done across a broad spectrum of categories.

I. WAR ON TERROR

- Overall: A multinational coalition has liberated 50 million people in Afghanistan **and** Iraq, with formation of representative governments and security forces.
- Liberated 31 million Afghans from Taliban control and destroyed Al-Qaeda sanctuary—conquering elements that successfully fought off the Soviet Union for over nine years — **and** stood up a *Loya Jurga* governing council eight months after operations began.
- Liberated 26.7 million Iraqis from a brutal dictatorship and turned over sovereignty of the country to an Iraqi government in 16 months.
- Recruited, Organized, Trained, and Equipped Iraqi and Afghan Security Forces:
 - 129,000 for Iraqi Ministry of Defense
 - 165,100 for Iraqi Ministry of Interior
 - 33,000 for Afghan National Army
 - 37,000 for Afghan National Police
- Conducted safe and secure elections in Afghanistan and Iraq:
 - Elections in Iraq
 - January 30, 2005 election—55 percent turnout
 - October 15, 2005 constitutional ratification 43 percent turnout
 - December 15, 2005 election—78 percent turnout
 - March 16, 2006—permanent Iraqi Government seated
 - Elections in Afghanistan
 - October 9, 2005 election —roughly 80 percent of voters turnout
 - December 7, 2005 —Afghan President inaugurated
- Senior leadership of America's enemies have been captured, killed, or made to run:
 - Khalid Sheik Mohammad, Al-Qaeda's Director of Operations—captured March 1, 2003
 - Saddam Hussein's sons —killed July 22, 2003
 - Saddam Hussein—captured December 13, 2003
 - Ali Hassan Mahmud al-Tikriti, AKA Chemical Ali—captured August 21, 2003
 - Al Zarqawi, leader of Al Qaeda in Iraq—killed June 7, 2006

- Forty-five of fifty-five of Saddam's top regime—the deck of cards—have been killed or captured
- Conducted hundreds of intelligence and tactical operations—many with partner nations—throughout the world against terrorist organizations directly or loosely affiliated with Al-Qaeda.
- NATO has expanded its reach in Afghanistan—the first time the Alliance has acted outside of its traditional boundaries.
- Suspected terrorists held at Guantanamo Bay, Cuba, have revealed information that has helped thwart attacks against our troops, the American people and our allies.

II. SHAPING THE JOINT FORCE FOR ASYMETRIC WARFARE

- *Army*
 - Most significant reorganization in a generation, from a division-based structure to 70 modular brigade combat teams.
 - \$21 billion invested in the National Guard for equipment and modernization so that, for the first time, the Guard will be fully manned, equipped, and funded.
 - Shift of thousands of troops from Institutional Army “tail” to Operational Army “tooth.”
 - Development of Future Combat System.
 - Ended Cold War legacy programs, such as the Crusader artillery and Comanche helicopter programs.
- *Navy*
 - New Fleet Response Plan doubles the number of Carrier Strike Groups that can be deployed at short notice.
 - “Sea swaps” of crews allow longer deployment of ships.
 - Started the development of the new Littoral Combat Ship designed to satisfy the urgent requirement for shallow draft vessels to operate in coastal waters.
 - Conversion of Trident ballistic missile submarines to vessels that can carry Special Forces and launch UAVs.
- *Marines*
 - Created expeditionary strike groups with U.S. Marine Corps with many capabilities optimized for GWOT operations.
 - Created Marine Corps Special Operations Command.
- *Air Force*

DRAFT 1.2

- Created Air Expeditionary Groups for better efficiency and flexibility.
- Increased Unmanned Aerial Vehicles from **130** to over **3,000**.
- More than **100** satellites and nearly **100** aircraft are controlled and flown daily by **26,000** Airmen to provide valuable intelligence, warning, and precision navigation to forces around the globe.
- **Provide** the joint/ coalition force with global networking and space-based communications, navigation, weather, and surveillance information.

- Irregular Warfare
 - **107** percent budget increase in Special Forces.
 - New technologies and tactics to counter **IED** threat.
 - Foreign-language skills and area expertise increased throughout the force.
 - Expanded Foreign Area Officer career field across all services
 - Increased focus on stability operations.
 - New counterinsurgency manual and doctrine issued.

- Missile Defense—Limited operating capability implemented:
 - **Emplaced 11** ground-based interceptors **in Alaska and 2** in California to address long-range threats (ICBMs with range of approximately 10,000 miles).
 - The first operational patrol of Aegis BMD long-range surveillance and tracking equipped destroyers was in the Sea of Japan in September **2004**; today, **10** Aegis BMD Destroyers are Long-Range Surveillance and Track capable; one Aegis BMD Destroyer is Engagement capable and two Aegis BMD Cruisers are Engagement capable.
 - Since **2001**, **22** hit-to-kill intercept tests have destroyed their targets.
 - On September **1, 2006**, the last test of the ground-based interceptors exceeded its objectives by destroying a mock ballistic missile in space.
 - The BMDS transitioned from developmental to operational status.

- Nuclear Triad: New structure of offensive weapons, defensive weapons bound together by an enhanced command and control, and intelligence systems.

- Humanitarian Operations & Disaster Relief
 - Hurricane Katrina/Rita
 - More than **2** million pounds of food, **34,000** MREs, and almost **180,000** bottles of water were distributed.
 - Military forces peaked at nearly **72,000--50,000** National Guardsmen and **22,000** active-duty personnel—a total deployment for Katrina more than twice the size of the military response to Hurricane Andrew.
 - DoD military personnel evacuated more than **80,000** Gulf Coast residents and rescued another **15,000**.

- Military forces provided significant medical assistance, including **10,000** medical evacuations by ground and air and the delivery of medical treatment to more than 5,000 sick and injured people.
- Asian Tsunami
 - More than **24** million pounds of supplies delivered since the **disaster**.
 - USNS Mercy cared for more than 60,000 patients and performed more than **1,000** surgeries.
- Pakistan Earthquake: Delivered more than 7,000 tons of medical supplies, food, shelter material, blankets, and rescue equipment. Delivered more than **4.5** million kilograms of relief supplies to the disaster area and transported more than 15,000 people, including over **4,300** people needing medical attention.
- Evacuated nearly 15,000 American citizens from Lebanon.

III. MANAGEMENT & ORGANIZATION

- ***Transformed Unified Command Plan***
 - Northern Command for homeland defense and domestic emergencies.
 - Joint Forces Command to focus on Transformation.
 - Strategic Command replaces Space Command-missions include ballistic missile defense and WMD.
 - Finalizing plan for new combatant command for **Africa**.
 - Developing mechanisms for Combatant Commanders to have dual-responsibilities in key countries, e.g. Mexico.
- ***Reorganized Department Leadership***
 - Created an Undersecretary for Intelligence.
 - Created an Assistant Secretary for Homeland Defense.
 - Created an Assistant Secretary for Network Information Integration/Chief Information Officer.
- ***Budget:*** Consolidated the program/budget process into a 2-year cycle.
- ***National Security Personnel System (NSPS):*** About **10,000** civilian employees incorporated into a system that allows for greater flexibility in hiring, promotion, and assignment.
- ***Military to Civilian Conversion:*** About 20,000 positions previously held by uniformed military personnel are now performed by civilians, freeing up troops for military tasks and assignments.

- **Business Processes:** Created the Business Transformation Agency to improve DoD's business processes, systems, and investment governance
- **Base Realignment and Closure (BRAC):** Implemented largest BRAC round in history, saving taxpayers \$XX million.
- **Transportation:** Established TRANSCOM as owner of the distribution process from factory to foxhole, as opposed to from port to port.
- **Defense Logistics Agency:** Established as sole entity for supply chain.
- **Senior Level Review Group:** Established to improve civilian-military interaction.
- **Headquarters Staff:** Decreased by 10 percent to reduce unnecessary overhead and duplication

IV. ALLIANCES AND PARTNERSHIPS

- **Global Posture**
 - Cold War arrangements overseas being updated to reflect new threats and circumstances.
 - Thousands of troops and families being moved from Germany, Japan, and South Korea.
- **NATO**
 - Stood up new NATO Response Force.
 - Created Allied Transformation Command.
 - Deployment of ISAF to Afghanistan and training mission to Iraq.
 - Headquarters and overhead reduced.
 - Established NATO Intel fusion cell... Provides common threat picture, transforming NATO's intelligence capability and improving decision quality information for commanders on the ground.
- **Proliferation Security Initiative:** Implemented a 60-nation partnership to interdict dangerous weapons and materials.
- **New Security Partnerships:** Developed in the Pacific, Central and South Asia, Eastern Europe and the Balkans, and South America.
 - Georgian Train and Equip Program.
 - Restructure Defense Attaché program to align with new Security Cooperation Guidance.

- *Global Peacekeeping Operations Initiative*

V. PEOPLE

- *Medical*
 - Military Amputee Training Center.
 - State-of-the-art medical care for combat operations in Iraq and Afghanistan.
 - Smallpox Vaccination Program.
- *Quality of Life:* Longer tours at home bases to provide less disruption to family life.
- *Housing:* Privatized several housing programs and built thousands of military housing units.
- *Active Component/Reserve Component:* "Rebalanced" thousands of personnel spaces both within and between the components to reduce stress on the forces.
- *Targeted Pay Raises:* Aimed to attract most talented skilled people in high demand.
- *Strengthened Career Opportunities for Foreign Area Officers (FAO):* Expanded FAO training and career management focus, resulting in a three-fold increase in applicants for each position and improved promotion results across all branches of Service.

FOUO

TO: Lt Gen Gene Renuart

OCT 18 2006

CC: Robert Rangel

FROM: Donald Rumsfeld

DR

SUBJECT: Add to Accomplishments

For the accomplishments paper, we should add that **NATO** has established **an intel** fusion center, which is a direct result of our urging and instigation, and that is a significant accomplishment. If **NATO** countries are going to have a common threat assessment, they have to have an intelligence capability at NATO Headquarters.

Thanks.

DHR:dh
SF101706-07

Show me your edit

FOUO

11-L-0559/OSD/55545

FOUO

OCT-18-2006

TO: Lt Gen Gene Renuart
FROM: Donald Rumsfeld *DR*
SUBJECT: Add Joint FAO to Accomplishments

Please add to the list of accomplishments: the improvements we have made in the Joint Foreign Area Officer programs.

Thanks.

DHR dh
SF101706-17

*If show me where you put it -
It is done with J-S.*


Please Respond By October 26, 2006

FOUO

11-L-0559/OSD/55546

~~FOUO~~

October 18, 2006

TO: Lt Gen Gene Renuart
FROM: Donald Rumsfeld 
SUBJECT Addition to Accomplishments

Please put the attached Foreign Area Officer information in as part of the accomplishments paper. Show me what you propose to add before you do it.

Thanks.

Attach. USD(P&R) memo to SD re: "JointFAO Program Quarterly Update"
(OSD 04632-06)

DHR,dh
SF101806-12

.....
Please Respond By October 26, 2006

~~FOUO~~
11-L-0559/OSD/55547

FOUO

January 03, 2006

To: David Chu
FROM: Donald Rumsfeld *DR*
SUBJECT: Foreign Area Officer Program

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

Thanks

DIR:ks
122905-20

Please Respond By 03/16/06

OCT 16 2006

DR
10/16

SNOWFLAKE RESPONSE ATTACHED

FOUO

11-L-0559/OSD/55548



10/16/2006 11:47:16 AM



PERSONNEL AND READINESS

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



INFO MEMO

September 29, 2006, 10:30 AM

MEMORANDUM FOR SECRETARY OF DEFENSE

re →
Robert Rangel
10/16

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

SUBJECT: Joint Foreign Area Officer (FAO) Program Quarterly Update - SNOWFLAKE (attached)

- Since the last update in June 2006, the Services have continued to make progress strengthening and institutionalizing the joint FAO program, and developing new FAOs.
- The Army hosted its semi-annual Foreign Area Officer Orientation Course in July 2006. This course was the first to include FAO trainees from all Services in a joint program. The course curriculum consisted of briefings on the overall FAO program, career panels, regionally focused discussions, and information on the in-country training phase of the FAO program.
- In August 2006, the Marine Corps released the FY07 Lieutenant Colonel Command Selection List that included eight officers from the International Affairs Officer community, consisting of Foreign Area Officers and Regional Affairs Officers. This is a 3.5 percent increase over last year's list, possibly reflecting the increased emphasis on FAO skills. We will continue to monitor to see if this is a trend.
- In September 2006, the Navy took a giant leap forward in its development of its FAO program when the Secretary of the Navy approved the 17XX series of designators, which formally established FAO as a distinct career management field. This paves the way for re-coding of officers and billets and provides for FAO Restricted Line promotions beginning in FY08.
- Also in September, the Air Force Development Education Designation Board selected 76 officers, meeting 100 percent of its selection goal on Pol-Mil Affairs Strategists (PAS). These officers will begin their training Summer 2007.

COORDINATION: NONE

Attachment:
As stated

Prepared by: LTC Wiltse, DLO, jeffrey.wiltse@osd.pentagon.mil (b)(6)

SD CA	10/18	DSD SA	
SD SMA	10/18	DSD SMA	
SD MA	10/18	DSD MA	
CTSA	10/18	DSD CA	
STF DIR			



11-L-0559/OSD/55549



OSD 04632-06

10/18/2006 11:50:09 AM



PERSONNEL AND
READINESS

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



INFO MEMO

June 23, 2006, 3:35 PM

MEMORANDUM FOR SECRETARY OF DEFENSE

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

David S. C. Chu
Ben Thomas

SUBJECT: Joint Foreign Area Officer (FAO) Program Quarterly Update -
SNOWFLAKE (attached)

- Since the last quarterly update in March 2006, FAO metrics were established and the Services provided their initial data. This effort provided measures that will help the Department manage FAO career progression and utilization, identified some noteworthy relationships, and created a baseline for future data comparisons.
- FAO Accession. The Department exceeded all FAO accession goals.
 - o Focus on the importance of FAOs and corresponding incentives greatly increased the number and quality of applicants. Across the Services, applicants exceed requirements by 423%; approximately 74% met the minimum FAO accession qualifications, providing FAO selection panels more than three (3) qualified applicants per requirement.
 - o The Army and Marine Corps each reported 100% training completion, indicating that the competitive selection process ensures acceptance of candidates capable of meeting the rigorous FAO training requirements. Air Force and Navy begin their first FAO training in summer 2006.
- FAO Promotion & Retention. While many factors impact promotion selection and more than promotion rates influence a service members' decision to stay in the Force, the initial data suggest that when FAO promotion rates are above the Service averages, FAO retention is higher.
 - o Army exceeded the goal for FAO promotion rates (i.e., for FAO rates to be not less than 3% below applicable Service averages) and retention among Army FAOs was 2% higher than their Service average.
 - o Data for the other Services was not sufficient to establish a trend.

COORDINATION: NONE

Attachment:
As stated

Prepared by: COL Yeong-Tae Pak, DLO, Yeong.pak@osd.pentagon.mil (b)(6)



~~FOUO~~

JAN 06 2006

cc Mr. Smith

001.1 SD

TO: ~~_____~~

CC: Robert Rangel
Steve Bucci
Cathy Mainardi

FROM: Donald Rumsfeld

SUBJECT Invitation from George Shultz

Attached is an invitation I received from George Shultz for September 11-14.

Please think about it, and get back to me.

Thanks.

Attach 1/20/05 Shultz letter to SecDef

DHR:ss
010506-19

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

6 ~ 06

1/12/06 ^{sub} 1/17

→ SecDef -

IF the schedule can be predicted this far out, I think this would be a good thing to do. Obviously, you'll have other activities around the September 11 date but I should think we could work this in, too. Delta

OSD 00770-06

~~FOUO~~
11-L-0559/OSD/55551

20 Jan 06



January 20, 2006

The Honorable Donald Rumsfeld
Secretary of Defense
1010 Defense Pentagon
Washington DC 20301-3010

OSD 1 SD

Dear Mr. Secretary:

I am writing to invite you to give a keynote address at the second annual meeting of the tri-national North American Forum, which will take place from September 11-14 at the Fairmont Lake Louise, in Banff, Canada, near Calgary.

The North American Forum (NAF) is an annual gathering of thought leaders from Mexico, Canada and the United States to discuss ways to advance the shared and reinforcing goals of security, economic prosperity and improved quality of life. The NAF was conceived in the aftermath of the 9-11 attacks on the United States, and reflects a recognition that protecting the homeland will require cooperation throughout the continent. The Forum is modeled in part after the annual Wehrkunde conference. I serve as the American Co-Chair of the newly formed NAF, and am joined by former Alberta Premier Peter Lougheed, and former Mexican Finance Minister Pedro Aspe. We are supported by a Core Group of Advisors, among whom is William Schneider, Chair of the Defense Science Board, who briefed you on the NAF in the lead up to its inaugural meeting, held in October, 2005, in Sonoma, California. You were unable to join us at that meeting, due to a scheduling conflict.

While discussions at the NAF take place in the context of policies forged by the three governments, its focus is on the role that private actors can play to reinforce and complement official actions. The format is a round-table discussion among 75 participants, drawn from the public, private and social sectors of the three countries of North America. Much like the Wehrkunde conferences in which you and I have taken part, panels of experts tee up issues for discussion, and the conversation is off-the-record. However, there are opportunities for on-the-record keynote remarks. My hope is that you will make a keynote address to the full group, and that you will identify an official of the Defense Department at the Under Secretary or Assistant Secretary level to take part in the full conference.

I greatly look forward to seeing you on January 27 at the dinner you are so kindly hosting. Perhaps we will have a moment then for a quick conversation about this invitation.

With warm regards,

Sincerely yours,

George P. Shultz
Co-Chairman

20 Jan 26

OSD 00770-06

CO-CHAIRMEN • GEORGE P. SHULTZ • PEDRO ASPE • PETER LOUGHEED

WORLD AFFAIRS CENTER • 312 SUTTER STREET, SUITE 200 • SAN FRANCISCO, CA 94108

(415) 293-4600 TEL. • (415) 293-4691 FAX

11-L-0559/OSD/55552



THE SECRETARY OF DEFENSE
WASHINGTON

JAN 18 2006

001.1 SD

The Honorable George P. Shultz
Co-Chairman
North American Forum
World Affairs Center
312 Sutter Street, Suite 200
San Francisco, CA 94108

Dear George,

Thanks so much for the invitation for September 11-14 to speak at the meeting of the North American Forum. I am sure there will be a lot of things involved with the anniversary of September 11, but it is entirely possible that I could do it. I would like to work my schedule a little bit and then get back to you.

Thanks so much for the nice thought.

We look forward to seeing you later this month!

Best regards,

18 Jan 06

20 Jan 06

OSD 00770-06

11-L-0559/OSD/55553

1
DJ

DJS 225
GO/FO

Pakistan

~~FOUO~~

JAN 03 2006

TO Gen Pete Pace
CC: VADM Staser Holcomb (Ret)
FROM Donald Rumsfeld *DL*
SUBJECT: Defense Attaché in Pakistan

I think it is probably not smart to have a Naval officer as our principal military official in Pakistan, given the fact that the Pakistan army is pretty much in charge of the country.

Please see me with a proposal.

Thanks.

DJR:mh
112903-09 (TS).doc

.....
Please respond by January 26, 2006

FOUO

OSD 00808-06

3 Jan 06



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

OFFICE OF THE SECRETARY OF DEFENSE

17 JAN 10 PM 12:22

INFO MEMO

CH-0157-06

17 January 2006

FOR SECRETARY OF DEFENSE

FROM: General Pete Pace, CJCS *PA/P 16 Jan 06*

SUBJECT: Defense Attaché in Pakistan

- In your 3 Jan note, you state, "it is probably not smart to have a Naval officer as our principal military official in Pakistan, given the fact that the Pakistan army is pretty much in control." The DATT position in Islamabad is an Air Force position, and is currently filled by Col Charles M. Robinson, USAF. The Naval Attaché, CAPT Mark Boettcher, USN, served as interim DATT to fill a five-month gap between the departure of Col Robinson's predecessor, and Col Robinson's arrival. CAPT Boettcher has returned to his duties as Naval Attaché.
- BG Charles Davidson (USAR)², the Chief, Office of Defense Representative- Pakistan, is the senior US Military Representative in Pakistan and serves as the principal military advisor to the US Ambassador to Pakistan and represents Cdr, USCENTCOM and Cdr, CFC-Afghanistan.³ BG Davidson oversees the recommendation, execution and coordination of all US military assistance to the host nation Minister of Defense to include security assistance, mil-to-mil engagements, combined/joint exercises, and force protection issues.
- The Office of the Defense Representative consists of three Army and one Air Force members. The Defense Attaché Office consists of nine US military members; five Air Force, three Army, and one Navy.
- The formal decision to assign an Air Force, rather than Army, officer as DATT Pakistan was reaffirmed by the Service Chiefs during a review of DATT positions in the 2004-'05 Defense Attache System re-alignment study. Although the Army has always been the dominant Service in Pakistan, it made sense to assign an Air Force pilot as DATT given our robust F-16 program with the Pakistani military.

COORDINATION: None

Attachment:
As stated

Prepared By: General Peter Pace, CJCS, (b)(6)

Pakistan

17 Jan 06

3 Jan 06

OSD 00808-06

11-L-0559/OSD/55555

Brigadier General **CHARLES HYDE DAVIDSON, IV** (USAR)

Commander (TPU)
350th Civil Affairs Command
Pensacola, Florida **32504-8999**
since July **2001**

SOURCE AND YEARS OF COMMISSIONED SERVICE

OCS, Over 32

CURRENT OCCUPATION

Security Consultant, Spartanburg, South Carolina

MILITARY SCHOOLS ATTENDED

Infantry Officer Advanced Course
Armor Officer Advanced Course
Civil Affairs Officer Advanced Course
United States **Army** Command and General **Staff** College
United States **Army** War College
CAPSTONE

EDUCATIONAL DEGREES

Wofford College - BA Degree - English
Catholic University - MA Degree - Psychology

FOREIGN LANGUAGE

None recorded



PROMOTIONS

DATES OF APPOINTMENT

<u>Rank</u>	<u>Component</u>	<u>Date</u>
2LT	AUS	20 Jan 72
1LT	USAR	19 Jan 75
CPT	USAR	18 Jan 79
MAJ	USAR	17 Jan 86
LTC	USAR	16 Jan 93
COL	USAR	02 Mar 98
BG	USAR	06 May 02

MAJOR DUTY ASSIGNMENTS

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
<u>Active Duty</u>		
Jan 72	Apr 72	Student, Mechanical Maintenance Officer Course, Aberdeen Proving Grounds, Maryland
Apr 72	Dec 72	Material Requirements Officer , United States Army Combat Developments Command, Personnel and Logistics Systems Group, Fort Lee, Virginia

Brigadier General CHARLES HYDE DAVIDSON, IV (USAR)

Dec 72 Sep 73 Chief, Ordnance Program Maintenance Directorate, ~~Project~~ Office, United States Army Corps of Engineers, Saudi Arabia

USAR - Not on Active

Sep 73	Jul 77	Control Group
Jul 77	Jan 78	Supply Officer , 3d Battalion, 323d Regiment, 1st Brigade, 108th Division (Training), Spartanburg, South Carolina (non-rated)
Jan 78	Oct 78	Training Officer, Company A, 3d Battalion, 323d Regiment, 1st Brigade, 108th Division (Training), Spartanburg, South Carolina (Jan-Apr 78, non-rated)
Oct 78	Oct 80	Commander, Company C, 3d Battalion, 323d Regiment, 1st Brigade, 108th Division (Training), Spartanburg, South Carolina (Sep-Oct 80, non-rated)
Nov 80	Mar 81	Assistant Adjutant, 80th Training Command, 80th Division (Training), Salem, Virginia
Mar 81	Mar 82	Chief, Individual Tactical Training Sub-Committee, Tactics Committee, 80th Training Command, 80th Division (Training), Fort Lee, Virginia
Mar 82	Dec 83	Assistant Committee Chief, Tactics Committee, 80th Training Command, 80th Division (Training), Fort Lee, Virginia
Jan 84	Aug 86	Operations and Training Officer, 80th Division (Training), Richmond, Virginia (Aug 86, non-rated)
Sep 86	Mar 88	Committee Chief, Tactics Committee and Headquarters and Headquarters Company, 80th Infantry Training Group, 80th Division (Training), Fort Lee, Virginia
Mar 88	Feb 89	Procurement Officer, 5th Psychological Operations Group, 97th United States Army Reserve Command, Washington, DC (Mar-May 88, non-rated)
Feb 89	Feb 90	Tactical Intelligence Officer, 5th Psychological Operations Group, 97th United States Army Reserve Command, Washington, DC
Feb 90	Sep 90	Strategic Intelligence Officer, 5th Psychological Operations Group, 97th United States Army Reserve Command, Washington, DC
Sep 90	Feb 91	Psychological Operations Officer , 305th Research and Analysis Company, 5th Psychological Operations Group, 97th United States Army Reserve Command, Washington, DC

Active Duty

Feb 91 May 91 Deputy Chief, Coalition Warfare Branch, Combined Civil Affairs Task Force, Saudi Arabia and Kuwait

USAR - Not on Active Duty

May 91	Oct 92	Public Education Officer, 352d Civil Affairs Command, United States Army Civil Affairs and Psychological Operations Command, Riverdale, Maryland
Nov 92	Oct 94	Commander, 3d Battalion, 317th Regiment, 1st Brigade, 80th Division (Training), Culpepper, Virginia

Brigadier General CHARLES HYDE DAVIDSON, IV (USAR)

Oct 94 Jun 95 Policy Officer, Commander in Chief Support ~~Team~~, 352d Civil Affairs Command, United States **Army** Civil Affairs and Psychological Operations Command, Riverdale, Maryland

Jun 95 Sep 95 Commander, 11th Psychological Operations Battalion, 7th Psychological Operations Group, United States Army Civil Affairs and Psychological Operations Command, Washington, DC

Oct 95 Jan 97 Commander, 11th Psychological Operations Battalion, 2d Psychological Operations Group, United **States** Army Civil Affairs and Psychological Operations Command, Washington, DC

Active Duty

Jan 97 Aug 97 Commander, Tactical Psychological Operations **Support Element**, 1st Infantry Division, Combined Joint Information Campaign Task Force, Bosnia

USAR - Not on Active Duty

Aug 97 ~~sep~~ 97 Commander, 11th Psychological Operations Battalion, **2d** Psychological Operations Group, United States Army Civil Affairs and Psychological Operations Command, Washington, DC

Oct 97 Jun 00 Commander, 2d Psychological Operations Group, United States Army Civil Affairs and Psychological Operations Command, Cleveland, Ohio

Jun 00 Jul 01 Deputy Commander, 352d Civil Affairs Command, United **States** Army Civil Affairs and Psychological Operations Command, Riverdale, Maryland

Jul 01 Dec 03 Commander, 350th Civil Affairs Command, Pensacola, Florida

Active Duty

Dec 03 Present Commander, 350th Civil Affairs Command and Director, Civil Military Operations Directorate, Operation Iraqi Freedom, Baghdad, Iraq

SUMMARY OF JOINT EXPERIENCE

	<u>GRADE</u>	<u>ASSIGNMENT</u>
Feh-May91	MAJ	Deputy Chief, Coalition Warfare Branch, Combined Civil Affairs Task Force , Saudi Arabia and Kuwait
Jan-Aug 97	LTC	Commander, Tactical Psychological Operations Support Element , 1st Infantry Division, Combined Joint Information Campaign Task Force , Bosnia
Dec 03-Present	BG	Director, Civil Military Operations Directorate, Operation Iraqi Freedom, Baghdad, Iraq

Brigadier General CHARLES HYDE DAVIDSON, IV (USAR)

US DECORATIONS AND BADGES

Legion of Merit

Bronze ~~Star~~ Medal (with Oak Leaf Cluster)

Defense Meritorious Service Medal

Meritorious Service Medal (with Oak Leaf ~~Cluster~~)

Army Commendation Medal (with Oak Leaf Cluster)

Army Achievement Medal .

Combat ~~Infantry~~ Badge

Expert Infantry Badge

Air Assault Badge

German Psychological Defense Personnel Badge (Gold)

As of 18 January 2005

JOINT/OUTSIDE-SERVICE BILLET POSITION DESCRIPTION

<p>1. Position Title: Chief, Office of Defense Representative - Pakistan</p> <p>1a. JMP Para/Line No: NA</p> <p>1b. NATO PE Post No: NA</p> <p>1c. Other: USCENTCOM Joint Manning Document Para/Line WPA10701</p>	<p>2. Auth Grade: O7/O8</p>	<p>3. Effective Date: 14 Aug 02</p>
<p>4. Higher Headquarters: USCENTCOM</p>	<p>7. Telephones:</p> <p>Commercial: (b)(6)</p> <p>AUTOVON: (b)(6)</p> <p>Secure no type system: SCAMPInumber (b)(6)</p>	
<p>5. Reporting Senior: DCDR, USCENTCOM</p>	<p>MSN: NA</p> <p>Data Fax: DSN (b)(6)</p> <p>Secure Fax: DSN (b)(6)</p>	
<p>6. Location: US Embassy Pakistan</p> <p>Mails: (b)(6)</p> <p>Msg: ODRPTSLAMABADPK</p>		

8. Position Description:

The Chief, Office of Defense Representative - Pakistan is the senior US Military Defense Representative in Pakistan. Serves as the principal military advisor to the US Ambassador to Pakistan, and represents the Commander, US Central Command (USCENTCOM) and the Commander, Combined Forces Command-Afghanistan (CFC-A) for all military related matters in country. Oversees the recommendation, execution and coordination of all US military assistance to the host nation Ministry of Defense to include Security Assistance, Mil-to-Mil engagements, combined/joint exercises, and force protection issues. Oversees ODR-P operations and ensures its efforts are completely coordinated with other governmental agencies. Serves as the military advisor to the Ambassador, USCENTCOM and CFC-A on all issues related to the operations and employment of the Pakistani military. Works with US Army Forces Central (ARCENT), US Naval Forces Central (NAVCENT) and US Central Command Air Forces (CENTAF) to ensure their interests are included in the USCENTCOM country engagement plan.

~~FOUO~~

JAN 24 2006

032

TO: ~~Den~~ Stanley
FROM: Donald Rumsfeld *DR*
SUBJECT: List of Invited Members

On the items that I have checked on the attached memo, please indicate the number of people we invited to those sessions. Those listed ~~are~~ only the people who came, and we invited a much larger number. It was their choice not to come.

Thanks.

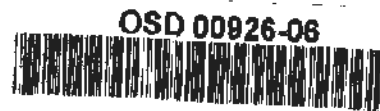
Attach 1/17/06 ASD (LA) memo to SecDef

DHR:ss
012306-13

.....
Please Respond By February 09,2006

84 JAN 06

17 JAN 06



5/3/2006 3:26:36 PM

By

~~FOUO~~

11-L-0559/OSD/55561



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

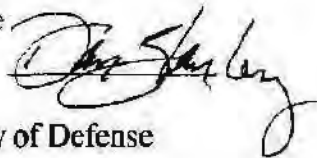
WASHINGTON, DC 20301-1300

INFO MEMO

11:47

January 17, 2006 5:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Daniel R. Stanley, Assistant Secretary of Defense
(Legislative Affairs) (b)(6) 

SUBJECT: Congressional Contacts for 2005 by the Secretary of Defense

- During the calendar year 2005, the Senate was in session for a total of 159 days while the House was in session for a total of 139 days. The Secretary of Defense had at least 78 events with Members of Congress.
- The Secretary of Defense conducted fifteen briefings with the Chairman or Vice Chairman of the Joint Chiefs of Staff, some of which included the CENTCOM Commander or other DoD witnesses, as follows: four for all Senators, two before the Senate Armed Services Committee, three for all House members, two before the House Armed Services Committee and four before select members via SVTC at the White House.
- The Secretary of Defense hosted 12 breakfasts with a total of 36 Senators and 41 Representatives.
- The Secretary of Defense met with Chairman Warner at least 10 times and Chairman Hunter at least 4 times.
- Additionally, the Secretary of Defense conducted other personal meetings with at least 26 Senators and 14 Representatives.
- The Secretary of Defense testified ten times: three times before the Senate Armed Services Committee, four times before the House Armed Services Committee, once before the Senate Appropriations Committee, once before the Senate Appropriations Subcommittee on Defense and once before the House Appropriations Subcommittee on Defense.
- A copy of this summary is attached at Tab A.

cc: Deputy Secretary of Defense

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

11-L-0559/OSD/55562

OSD 00926-06

SECDEF Contact with Members of Congress (for CY 2005)

Date	Event	Location	Members Attending	Other DOD attendees	Duration
Jan 6	Breakfast	Pentagon	DeMint, Coburn, Thune, Isakson, Jitter, Martinez, Obama, Salazar	DepSecDef, CJCS, Harvey, England, Moore, DiRita,	1 hr
Jan 19	Meeting – House Freshmen Orientation	Pentagon	Barrow, Bean, Boustany, Conaway, Costa, Cuellar, Dent, Drake , Fitzpatrick, Fortenberry, Fortuno, Fox, Jindal, Kuhl, Lungren, McCaul, McHenry, McMorris, Marchant, Melancon, Price, Reichert, Schwartz, Wasserman-Schultz	Harvey, England, Teets, Wynne, Jonas , Chu, Cambone, Moore, Gen. Moseley, Lt. Gen. Schwartz, Di Rita, Geren, Stanley, Espeme, Broome	1 hr
Jan 20	The Michigan Society Inaugural Ball	American History Museum	Dingell, Upton		30 mins
Jan 20	Congressional Elected Leadership Ball	Library of Congress	Cox		
	Briefing – Ops Intel	2118 RHOB	HASC: 48 Members	Abizaid	2 hrs.
Jan. 26	Briefing – Ops Intel	222 Russell	SASC: 23 Senators	Abizaid	2 hrs.
Jan 26	Dinner – iho Combatant Commanders	Café Milano	DeLay, Stevens	Schoomaker, Clark, Jumper, Hagee, Abizaid, Jones, Giambastiani, Craddock, Fargo, Keating, Brown, Cartwright,	1 hr
Jan. 28	Breakfast	Pentagon	Reid	CJCS, Moore	45 mins.
Feb 2	Majority Leader's Reception Post State of the Union	Capitol	Frist		1 hr
			Hastert, Wolf		

Feb 7	Lunch – Budget brief	Pentagon	Senators: Wamer, Levin, Stevens, Inouye, Cochran Representatives: Hunter, Skelton, Obey	DepSec, Harvey, England, Teets, CJCS, Wynne, Feith, Jonas, Chu, Cambone, Pace, Schoomaker, Clark, Jumper, Hagee, Stanley, DiRita, Willard, Espeme, Broome	1 ¼ hr
Feb 8	Breakfast – Iraq elections and Security Forces	Pentagon	Senators: Allard, Allen, Bennett, Bond, Chambliss, Graham, Comyn, Huthchison, Inhofe, Isakson, Kyl, Lugar, McConnell, Sessions, Shelby, Smith, Talent, Thune	DepSec, CJCS, Harvey, Jonas, Chu, Schoomaker, Stanley, DiRita, Willard, Broome	1 hr
Feb 15	Breakfast - Iraq elections and Iraqi Security forces	Pentagon	Representatives: Blackburn, Carter, “Duke” Cunningham, Granger, Leach, Marshall, Putnam, Ros- sethinen, Ryun, Turner, Wicker	DepSec, Harvey, England, CJCS, Jonas, Schoomaker, Stanley, Haynes, DiRita, Dubois, Espeme	1 hr
Feb 16	Hearing – Posture Overview	2118 RHOB	IASC – 62 Members	CJCS, Jonas, Chu, Stanley, Geren, Esperne	3 hrs
Feb 16	Hearing – Supplemental	106 Dirksen	SAC: Kohl, Durbin, Cochran, Dorgan, Mikulski, Harkin, Inouye, Brownback, Feinstein, Domenici, Murray, Allard, Leahy, Bums, Byrd, Stevens	CJCS, Jonas, Stanley, Geren, Espeme	2 hrs
Feb 17	Hearing – Posture Overview	216 Hart	IASC: Ensign, Wamer, Levin, McCain, Kennedy, Inhofe, Leiberman, Collins, Reed, Clinton, Thune, B. Nelson, Chambliss	CJCS, Jonas, Stanley, Geren, Broome	3 hrs

Feb 17	Hearing – Posture Overview	2359 RHOB	HAC-D: Young, Hobson, Bonilla, Cunningham, Frelinghuysen, Tiahrt, Wicker, Kingston, Lewis, Granger, Murtha, Dicks, Sabo, Visclosky, Moran, Kaptur, Obey	CJCS, Jonas, Stanley, Geren, Esperne	2 hrs
Mar 8	Dinner	SecDef Residence	Thune, Kyl		1 hr
Mar 9	Briefing - Ops Intel	Capitol S-407	Senate: 43 Members	CJCS	1 ½ hrs
Mar 10	Hearing – Posture Review continued from 2/16	2118 RHOB	HASC: Hunter, Bartlett, Saxton, Hefley, J. Wilson, Akin, McMorris, Ryun, Schwarz, Drake, Franks, Kline, G. Davis, Conaway Skelton, Taylor, Abercrombie, Snyder, McIntyre, S. Davis, Langevin, Cooper, Marshall, Ryan, McKinney, Boren	CJCS, Jonas, Chu, Stanley, Geren, DiRita, Stavridis, Espeme	3 hrs
Mar 15	Breakfast – Nuclear issues	Pentagon	Hobson	Sec. Bodman (DoE), Cambone, Wynne, Henry, Stanley, Klein, Cartwright	1 hr
Apr 5	Dinner		Cochran, Martinez	Cambone, O’Beirne, Moseley	1 hr
Apr 7	Lunch	Pentagon	Warner	CJCS, Chu, Stanley	1 hr
Apr 20	Briefing – Ops Intel	2118 RIIOB	HASC: 80 members	CJCS	1 ½ hrs
Apr 21	Breakfast – Ops Intel	Pentagon	Sens: Warner, Levin, Stevens, Reps: Hunter, Skelton	CJCS, Jonas, Cambone, O’Connell, Stanley Kostiw (CIA)	1 hr
April 27	Hearing	192Dirksen	SAC-D: Bond, Bums, Byrd, Cochran, Gregg, Feinstein, Inouye, Shelby, Specter, Stevens	CJCS	2 hrs
April 27	Meeting	Capitol H-405	J. Lewis, Obey, Young, Murtha,	Cambone, Stanley	45 mins

April 27	Meeting	Cannon H-407	P. Kennedy	Stanley, Stavridis	30 mins
April 29	Farewell Ceremony	Pentagon	Warner, Coleman	DepSec, Harvey, England, OSD A-List	1 ½ hrs
May 3	Reception – Japanese Diet Members	Capitol S-211	Dicks, Kirk, Tiahrt, Cole, G. Davis, Boehlert, J Wilson, L. Davis, Simmons, Bordallo	CJCS, Henry, Lawless, Flory, O’Bering	1 ½ hrs
May 16	Dinner – iho Paul Wolfowitz	SecDefs Residence	Sens Lieberman & Shelby Rep Marshall	England (Acting DepSec), Wolfowitz, Combatant Commanders CJCS. Abizaid	1 hr
May 18	Briefing – Ops Intel	Capitol S-407	SASC: 27 members		1 ½ hrs
May 18	Meeting – Surety Issue	Capitol S-407	Warner	Acting DepSec, Haynes, Stanley	30 mins
May 19	Reception iho Ambassadors: Costa Rica, Dominican Republic, El Salvador, Guatemala, Hondorus, Nicaragua	SecDef’s Residence	Reps: Blackburn, Bartlett, Hinojosa Sen Sessions	Maurer, Craddock, Field	1 ½ hrs
May 27	Lunch	Pentagon	Rep S. Johnson	Stanley	30 mins
June 15	Meeting	225 Russell	Warner	Stanley	45 mins
Jun 16	Breakfast - successes in Global War on Terror	Pentagon	Hunter, Granger, Gerlach, Wilson, Ros-Lethinen, Reichart, Kline, McCaul, Davis, Miller, Poc, Tancredo	England, Feith, Henry, Abell, Stanley, DiRita, Rangel, Geren	1 hr
Jun 23	Hearing – Iraq issues	325 Russell	SASC: 24 members	CJCS, Abizaid, Casey, DiRita, Rangel, Broome	3 hrs
Jun 23	Hearing - Iraq issues	2118 MOB	HASC: 49 members	CJCS, Abizaid, Casey, Rangel, Stanley, Ruff	3 hrs
Jun 27	Dinner	The Occidental Restaurant	Sen Cornyn Rep Ros-Lehtinen	VCJCS, Feith, Krieg, Rodman, Admiral Willard, Gen Manes	1 ½ hrs

Jul 11	Lunch	Pentagon	G. Davis	Harvey, Rangel, Stanley	30 mins
Jul 19	Breakfast	Pentagon	Skelton	Stanley, Rangel	45 mins
Jul 21	Talk Show – GWOT, GTMO, BRAC, C-130J	Pentagon	Chambliss	Broome	50 mins
Aug 3	Award Ceremony	Dallas, TX	Rep. S. Reyes		15 mins
Aug 22	Dinner iho Gen Jumper		Sen Chambliss	Gen Jumper	1 hr
Sep 6	Briefing – Relief efforts post Hurricane Katrina	Capitol S-407	All Senate members	CJCS, Stanley, McHale, LTG Blum, LTG Strock	1 hr 20 mins
Sep 6	Briefing – Relief efforts post Hurricane Katrina	Capitol – House Floor	All House members	CJCS, Stanley, McHale, LTG Blum, LTG Strock	3 hrs
Sep 11	Radio Day	Pentagon	Rep M. Blackburn		15 mins
	Freedom Walk	Arlington/DC	Sens: Stevens, Allen Rep: Blackburn	Dubois, DiRita, Stavridiew, Bucci	2 hrs
Sep 21	Briefing - Ops Intel	2118 RHOB	All House Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
Sep 21	Briefing - Ops Intel	Capitol S-407	All Senate Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
Sep 26	Dinner – iho CJCS Myers		Sens Sessions and Brownback, Rep Skelton		1 hr
Sep 28	Briefing – Ops Intel	Capitol S-40	Senate	VCJCS, Stanley, Abizaid, Casey	1 ½ hrs
Sep 28	Briefing – GWOT	2172 RHOB	House – 10 members	VCJCS, Stanley, Abizaid, Casey, DiRita, Rangel	1 ½ hrs
Sep 29	Meeting	Capitol H-407	M. Rogers	Cambone, Abizaid	30 mins
Sep 29	Breakfast – Congressional Leadership	Capitol H-13	Reps: Hunter, Hyde, Kirk, Thornberry, Kline, Cole, Blackburn, T. Davis, Capito, Marshall, Boren Sens: Warner, Kyl, Bums, Martinez	Stanley, Cambone,	1 ¼ hrs
Sep 29	Hearing - U.S. military strategy in Iraq/Afghanistan	106 Dirksen	SASC: Warner, McCain, Inhofe, Sessions, Ensign, Collins, Comyn, Talent, Thune, Graham, Chambliss, Levin, Reed, Akaka, Dayton,	CJCS, Stanley, Rangel, Abizaid, Casey	3 hrs

			E. Nelson, Clinton, Kennedy, Lieberman, Bayh, B. Nelson,		
Sep 29	Hearing - U.S. military strategy in Iraq/Afghanistan	2118 RHOB	HASC	Stanley, Rangel, Abizaid,	3 hrs
3ct 6	Meeting - BRAC	Pentagon	Domenici	Stanley	15 mins
Oct 7	Meeting - Posse Comitatus	Pentagon	Skelton	Stanley, Rangel	30 mins
Oct 11	Town Hall Meeting	Mac DiI AFB, FL	Martinez		15 mins
Oct 11	Reception	Miami	Reps Ros Lehtinen and Diaz-Balart		20 mins
Oct 27	Breakfast - FY06 Def Approps Conference	Capitol S-238	Sen Stevens	CJCS, Stanley, Rangel	1 hr
Oct 27	Meeting - Iraq/Afghanistan				20 mins
Oct 27	Meeting - Courtesy call	Capitol H-329	Blunt	CJCS, Stanley, Rangel	30 mins
Oct 27	Meeting	Capitol	Kirk	Rangel	5 mins
Nov 3	House US China Working Group - China Trip	2360 RHOB	Kirk, Larsen, Kuhl, Johnson, Dent, Cannon, Simmons, Schwarz, Wu, Holt, Cooper, Case, Platts, Boehlert, Conaway, G. Davis, Wilson, Moore, A. Smith, Honda, Dicks, Bass, Rogers, Kennedy, Feeney, Baird, Michaud, D. Weldon, Blumenaur, Moran, Chandler, S. Davis, Boozman, Boustany	Stanley	50 mins
Nov 3	Meeting - China Trip, CN, Budget	Capitol H-232	Hastert	Pacc, Stanley	30 mins
Nov 30	Presidential Speech	Naval Academy Annapolis	Sen Warner Reps Hoekstra and Shadegg		1 hr
Dec 5	Congressional Ball	White House	Over 250 members in attendance		1 hr
Dec 6	Diker - SEDM	American History	Sessions		1 hr
Dec 8	Breakfast	Pentagon	Liebennan	CJCS, Stanley	45 mins

Dec 8	Briefing	White House	Representatives: Hastert, Blunt, Pryce, Shadegg, Kingston, Reynolds, DeLay, Pence, Hunter, Hoekstra, Young, Kirk	CJCS, Generals Casey and Abizaid (via SVTS)	45 mins
Dec 8	Meeting – Progress in Iraq	Cannon 440	Granger, Blackburn, S. Johnson, Marshall, Tiahrt, Thornberry	Stanley	30 mins
Dec 8	Meeting - Progress in Iraq	2242 RHOB	Shuster, Kingston, Rehberg	Stanley, Rangel	30 mins
Dec 13	Briefing – War on Terror	White House	Senators: Frist, McConnell, Stevens, Santorum, Warner, Lugar, Cochran, Roberts, Chambliss, Allen, Sessions	CJCS, Gen Casey (via SVTS)	45 mins
Dec 14	Briefing – War on Terror	White House	Reps Andrews, Berman, Bishop, Boren, Boswell, Cramer, Cuellar, Dicks, Harman, Herseth, Israel, Lantos, Marshall, Matheson, Moort, Reyes, Schiff, Skelton, Spratt	CJCS, Gen Casey (via SVTS)	45 mins
Dec 14	Briefing	White House	Senators: Collins, Lieberman, Biden, Carper, Clinton, Coleman, Domenici, Graham, McCain, Nelson, Pryor, Snowe, Thune, Wyden	CJCS, Gen Casey (via SVTS)	45 mins

Total – 78

Breakfasts – 12

Meetings - 14

Hearings - 10

Lunches – 4

Briefings – 15

Dinner – 8

Other - 15

~~FOUO~~

AS 9/15/06

July 28, 2006

TO Steve Bucci

CC: Cathy Mainardi

FROM: Donald Rumsfeld DA



SUBJECT Lunch with Ben Bradlee next week at the Pentagon

I would like Ben Bradlee to come in for lunch next week, if he is in town and there is time on my calendar.

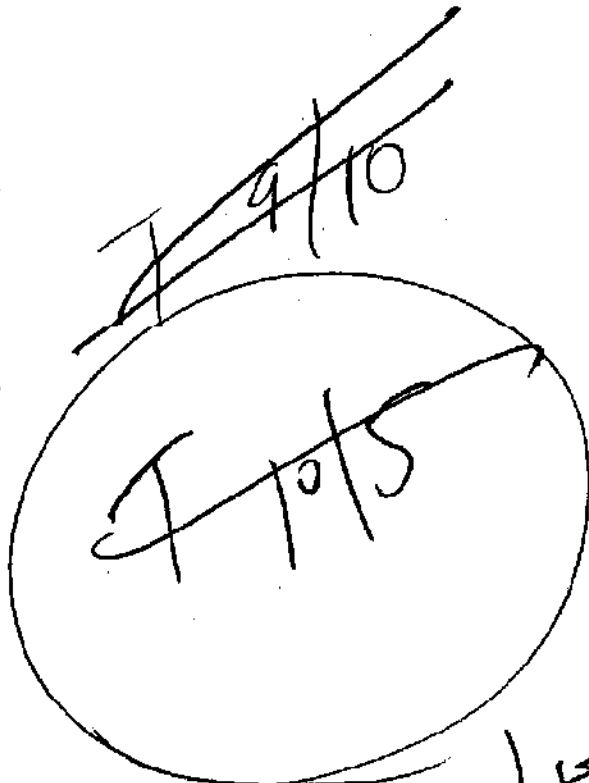
Thanks.

DHR:ss
SF072806-01

.....
Please Respond By August 02, 2006

000.715D

~~CLOSED
OUTBOX~~



~~7/9/10~~

~~7/11/15~~

2874106

OSD 00949-07



~~FOUO~~

1-L-0559/OSD/55570

1/19/2007 5:10:10 PM

FOUO

March 23, 2006

334105C

TO: [redacted] (b)(6)

FROM: Donald Rumsfeld

SUBJECT: Names of NSC Staff

Please find out the names of the 3 or 4 women located in the office between the entrance to the Sit Room and the conference room.

Thanks.

DHR:ss
032306-01

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



[redacted]
When you walk in from the lobby, the first gal's name is **Teresa. Hilda Esquize** sits in front of Teresa. The woman you come upon after them (sitting at the desk on the right) is **Wendy Gray**.

V/r,
[redacted] (b)(6)

ESMandB

FOUO

11-L-0559/OSD/55571



OSD 00950-07

1/19/2007 5:12:32 PM

FOUO

APR 24 2006

TO Steve Bucci
CC: Robert Rangel
Cathy Mainardi
FROM: Donald Rumsfeld
SUBJECT: Liz Cheney for Lunch

FILE COPY

000 M15D

I would like to have Liz Cheney in for lunch someday and talk a bit about her job.
We ought to do it fairly soon.

Thanks.

DHR:dh
042306-07

.....
Please Respond By May 18, 2006

~~CLOSED~~
OUTBOX

24APR06

FOUO
11-L-0559/OSD/55572

OSD 00953-07
1/19/2007 5:14:53 PM

FOUO

June 28, 2006

TO Steve Bucci
 CC: Cathy Mainardi
 FROM: Donald Rumsfeld *DR*
 SUBJECT: Meeting with the Vice President and others

000.MISD

I said today I wanted a meeting with Bolten, Hadley, someone ~~from the Vice~~ President's office and Pete ~~Pace~~.

I want to change that. I now want to have a meeting ~~with~~ with **Bolten**, Hadley, the Vice President, Gordon England, Steve Cambone and Pete Pace.

We ought to have it some time in ~~the~~ next 10 - 15 days.

Thanks.

DHR:es
SFO62806-14

.....
Please Respond By 07/07/04

*I'll need
 A pre mtg w/
 Pace Eng. Cambone
 emergency
 actions*

28 JUN 06

OSD 00964-07



11-L-0559/OSD/55573

1/19/2007 6:05:20 PM

~~FOUO~~

July 19, 2006

TO Steve Bucci
 CC: Cathy Mainardi
 FROM: Donald Rumsfeld *DR*
 SUBJECT: Meeting w/VP re: Emergency Actions



000.M/SD

I know it is difficult to get these folks together, but I would like to get this meeting done. We will need a prep meeting with Gordon England, ~~Pete~~ Pace, Steve Cambone and Eric Edelman.

Thanks.

Attach. 6/28/06 SF#062806-14

DHR:cb
 SF071906-06

.....
Please Respond By August 03, 2006

CLOSED

OUTBOX

19JUL06

OSD 00965-07



1/19/2007 6:07:12 PM

~~FOUO~~

11-L-0559/OSD/55574

FOUO

June 28, 2006

TO: Steve Bucci
CC Cathy Mainardi
FROM Donald Rumsfeld *DR*
SUBJECT: ~~Meeting~~ with the Vice President and others

I said today I wanted a meeting with Bolten, Hadley, someone from the Vice President's office and Pete Pace.

I want to change that. I now want to have a ~~meeting~~ with with Bolten, Hadley, the Vice President, Gordon England. Steve Cambone and Pete Pace.

We ought to have it some time in the next 10 - 15 days.

Thanks.

DHR:js
SF062806-14

.....
Please Respond By 07/07/06

*I'll need
A pre mtg w/
Pace Eng. Cambone
emergency
actions*

OSD 00964-07



1/19/2007 6:05:20 PM

FOUO

11-L-0559/OSD/55575

205/013880
ES 4463

FOUO
2005 OCT 18 05

OCT 18 2005

TO: Roger Pardo-Maurer
CC: Eric Edelman
Peter Rodman
FROM: Donald Rumsfeld *DR*
SUBJECT: Central American Representative at JFCOM

Does it make any sense to think of having the Central American countries collectively sponsor a representative to the Joint Forces Command, and rotate the person by country over time? Perhaps we could pay for it. *Dr. Should every country have a rep.?*

Thanks.

DR:cm
JFCOM

.....
Please respond by November 17, 2005

FOUO

OSD 01021-06

USAF COM

18 Oct 05

JAN 19 2006

1 P 05

DSD _____
USD(P) _____
I-05/013880
ES-4463
JAN 20 2006

INFO MEMO

FOR SECRETARY OF DEFENSE

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

JAN 20 2006

SUBJECT: Central American Representative at JFCOM

- You asked about having Central American representation at Joint Forces Command (next under).
- We think it is a great idea. So does JFCOM. When the Central American ministers visited JFCOM October 14, LTG Wagner invited them to send liaisons to JFCOM.
- We also should encourage Colombia to send a liaison to JFCOM.
 - o Colombia's CJCS-equivalent, General Padilla, accompanied the Ministers to Norfolk and expressed strong interest in a formal relationship with JFCOM.
 - o We are suggesting to JFCOM that it offer to work with Colombia to conduct a "lessons learned" analysis of Colombia's experience with insurgencies.
- As a result of the visit, JFCOM also is inviting Argentina, Brazil, Chile, Ecuador, Mexico and Peru to establish a liaison relationship.
- SOUTHCOM also wants to establish liaison relationships with these countries. We see the benefit of having country representation at both commands, to include:
 - o Enhanced JFCOM-SOUTHCOM coordination.
 - o Stronger links between our commands and the Conference of Central American Armed Forces (CFAC).
- Next step: Through embassies and defense attaches (ours and theirs), we will encourage the countries to accept the JFCOM and SOUTHCOM offers, and examine the various options and priorities for country representation.

Prepared by: Jim Alverson, ISA/WHA (b)(6)

COORDINATION PAGE

Joint Staff / J-5 / CCSA	Col. S. Dennis	19 Dec 05
USJFCOM / POLAD	D. Cagan	16 Dec 05
USSOUTHCOM / J-5	Brig Gen Mark Stearns	5 Jan 06

~~FOUO~~

JAN 24 2006

000.1

TO: The Honorable ~~Andrew~~ H. Card Jr.
CC: Stephen J. Hadley
FROM Donald Rumsfeld
SUBJECT State of the Union Suggestion

One set of ideas to consider including in the State of the Union speech might be material drawn from the ~~Norm~~ Augustine report, "Rising Above the Gathering Storm." It is a study of how the U.S. can best ensure ~~we maintain~~ the scientific and technical building blocks of economic and security leadership. The report is full of ideas to help improve the ~~U.S.~~ in this important area.

In particular, the report outlines a dozen key actions to improve scientific education at various levels; increase basic and advanced research, especially in the area of energy self-sufficiency; and enhance the investment climate in the private sector for scientific projects.

I have attached a copy of the executive ~~summary~~ of the report and a ~~disk~~ with the entire paper. I'll also send over a few specific ideas shortly.

Attach "Rising Above the ~~Gathering Storm~~" Executive Summary and report on disk

DHR:ss
012306-15

84 JAN 06

OSD 01069-06

~~FOUO~~

11-L-0559/OSD/55579

DEFENSE INDUSTRY

Prepublication Copy

RISING ABOVE THE GATHERING STORM

*Energizing and
Employing America
for a Brighter
Economic Future*



NATIONAL ACADEMY OF SCIENCES
NATIONAL ACADEMY OF ENGINEERING AND
INSTITUTE OF MEDICINE
OF THE NATIONAL ACADEMIES

L 0550/OSD/56330

COMMITTEE BIOGRAPHIC INFORMATION

NORMAN R. AUGUSTINE [NAE*] (*Chair*) is the retired chairman and CEO of the Lockheed Martin Corporation. He serves on the President's Council of Advisors on Science and Technology and has served as undersecretary of the Army. He is a recipient of the National Medal of Technology.

CRAIG BARRETT [NAE] is chairman of the Board of the Intel Corporation.

GAIL CASSELL [IOM*] is vice president for scientific affairs and a Distinguished Lilly Research Scholar for Infectious Diseases at Eli Lilly and Company.

STEVEN CHU [NAS*] is the director of the E.O. Lawrence Berkeley National Laboratory. He was a cowinner of the Nobel prize in physics in 1997.

ROBERT GATES is the president of Texas A&M University and served as Director of Central Intelligence.

NANCY GRASMICK is the Maryland state superintendent of schools.

CHARLES EOLLIDAY JR. [NAE] is chairman of the Board and CEO of DuPont.

SHIRLEY ANN JACKSON [NAE] is president of Rensselaer Polytechnic Institute. She is the immediate past president of the American Association for the Advancement of Science and was chairman of the US Nuclear Regulatory Commission.

ANITA K. JONES [NAE] is the Lawrence R. Quarles Professor of Engineering and Applied Science at the University of Virginia. She served as director of defense research and engineering at the US Department of Defense and was vice-chair of the National Science Board.

JOSHUA LEDERBERG [NAS/IOM] is the Sackler Foundation Scholar at Rockefeller University in New York. He was a cowinner of the Nobel prize in physiology and medicine in 1958.

RICHARD LEVY is president of Yale University and the Frederick William Beinecke Professor of Economics.

C. D. (DAN) MOTE JR. [NAE] is president of the University of Maryland and the Glenn L. Martin Institute Professor of Engineering.

CHERRY MURRAY [NAS/NAE] is the deputy director for science and technology at Lawrence Livermore National Laboratory. She was formerly the senior vice president at Bell Labs, Lucent Technologies.

PETER O'DONNELL JR. is president of the O'Donnell Foundation of Dallas, a private foundation that develops and funds model programs designed to strengthen engineering and science education and research.

LEE R. RAYMOND [NAE] is the chairman of the Board and CEO of Exxon Mobil Corporation.

ROBERT C. RICHARDSON [NAS] is the F. R. Newman Professor of Physics and the vice provost for research at Cornell University. He was a cowinner of the Nobel prize in physics in 1996.

P. ROY YAGELOS [NAS/IOM] is the retired chairman and CEO of Merck & Co., Inc. He serves as chairman of New Jersey's Commission on Jobs, Growth, and Economic Development.

CHARLES M. VEST [NAE] is president emeritus of MIT and a professor of mechanical engineering. He was on the President's Council of Advisors on Science and Technology and is the immediate past chair of the Association of American Universities.

GEORGE M. WHITESIDES [NAS/NAE] is the Woodford L. & Ann A. Flowers University Professor at Harvard University. He has served as an adviser for the National Science Foundation and the Defense Advanced Research Projects Agency.

RICHARD N. ZARE [NAS] is the Marguerite Blake Wilbur Professor of Natural Science at Stanford University. He was chair of the National Science Board from 1996 to 1998.

FOR MORE INFORMATION

*This report was developed under the aegis of the National Academies Committee on Science, Engineering, and Public Policy (COSEPUP), a joint committee of the three honorific academies—the National Academy of Sciences [NAS], the National Academy of Engineering [NAE], and the Institute of Medicine [IOM]. Its overall charge is to address cross-cutting issues in science and technology policy that affect the health of the national research enterprise.

More information, including the full body of the report, is available at COSEPUP's Web site, www.nationalacademies.org/cosepup.

EXECUTIVE SUMMARY

The United States takes deserved pride in the vitality of its economy, which forms the foundation of our high quality of life, our national security, and **our** hope that our children and grandchildren will inherit ever-greater opportunities. That vitality is derived in large **part** from the productivity of well-trained people and the steady stream of scientific and technical innovations they produce. Without high-quality, knowledge-intensive jobs and the innovative enterprises that lead to discovery and new technology, **our** economy will suffer and **our** people will face a lower standard of living. Economic studies conducted before the information-technology revolution have shown that even then **as much as 85%** of measured growth in US income per capita is due to technological change.¹

Today, Americans **are** feeling the gradual and subtle effects of globalization that challenge **the** economic and strategic leadership that the United **States has** enjoyed since World **War II**. A substantial portion of **our** workforce finds itself in direct competition for jobs with lower-wage workers around the globe, and leading-edge scientific and engineering work is being accomplished in many parts of the world. **Thanks** to globalization, driven by modern communications and other advances, workers in virtually every sector must now face competitors **who live** just a mouse-click away in Ireland, Finland, China, **India**, or dozens of other nations whose economies **are growing**.

CHARGE TO THE COMMITTEE

The National Academies was asked by Senator Lamar Alexander and Senator Jeff Bingaman of **the** Committee on Energy and Natural Resources, with endorsement **by** Representatives Sherwood Boehlert and **Bar**t Gordon of the House Committee on Science, to respond to the following questions:

What **are** the top 10 actions, in priority order, that federal policy-makers could take to enhance **the** science and technology enterprise **so** that the United States can successfully compete, prosper, and be secure in the global community of the 21st Century? What **strategy**, with several concrete **steps**, could be used to implement each of those actions?

The National Academies created the Committee on Prospering in the Global Economy of the 21st Century to respond to this request. The charge constitutes a challenge both daunting and exhilarating: to recommend to the nation specific **steps** that can best strengthen the quality of life in **America—our** prosperity, our health, and our security. The committee has been cautious in its analysis of information. However, **the** available information is **only** partly adequate for the committee's needs. In addition, the time **allotted** to develop the report (10 weeks from the time of the committee's meeting to report release) limited the ability of the committee to conduct a thorough analysis. Even if unlimited time were available, definitive analyses on many issues **are** not possible given the uncertainties involved.

This report reflects the consensus views and judgment of the committee members. Although the committee includes leaders in academe, industry, and **government—several** current and former **industry** chief executive officers, university presidents, researchers (including three **Nobel prize** winners), and former presidential appointees—the **array** of topics and policies covered is **so** broad **that** it was **not** possible to assemble a committee of 20 members with direct expertise in each relevant area. Because of those limitations, **the** committee has relied heavily on the judgment of many experts in the study's focus groups, additional consultations via e-mail and telephone with other experts, and an unusually large panel of reviewers. Although **other solutions are** undoubtedly possible, the committee believes that its recommendations, if implemented, will help the United States achieve prosperity in the 21st century.

¹ For example, work by **Robert** Solow and **Moses** Abramovitz published in the middle 1950s demonstrated that **as much as 85%** of measured growth in **US** income per capita during the 1890-1950 period could not be explained by increases in the capital stock or other measurable inputs. The big unexplained portion, **referred** to alternatively **as** the "residual" or "the measure of ignorance": **has been** widely attributed to the **effects** of technological change.

FINDINGS

Having reviewed trends in the United States and abroad, the committee is deeply concerned **that** the scientific and technical building blocks of our economic leadership **are** eroding at a time when many **other nations are** gathering **strength**. We strongly believe that a worldwide strengthening will benefit the world's economy — particularly in the creation of **jobs** in countries that **are** far less well-off than the United States. **But** we **are** worried about the **future** prosperity of the United States. Although many people assume that United States will **always be** a world leader in science and technology, **this** may not continue to be the **case** inasmuch **as** great minds and ideas exist throughout the world. We fear the abruptness with which a lead in science and technology **can** be lost—and the difficulty of recovering a lead once lost, if indeed it can be regained **at** all.

This nation must prepare with great urgency to preserve its strategic and economic **security**. Because other nations have, and probably will continue to have, the competitive advantage of a low-wage structure, the United **States** must compete by optimizing its knowledge-based **resources**, particularly in science and technology, and by **sustaining** the most fertile environment for new and revitalized industries and the well-paying jobs they bring. We have already **seen** that capital, factories, and laboratories readily move wherever they **are** thought to have the greatest promise of **return** to investors.

RECOMMENDATIONS

The committee reviewed hundreds of detailed suggestions—including various calls for novel and **untested** mechanisms—from other committees, **from** its focus **groups**, and **from** its **own** members. The challenge is immense, and the actions needed to respond **are** immense **as** well.

The committee identified two key challenges that are tightly coupled to scientific and **engineering** prowess: creating high-quality jobs for Americans and responding to the nation's need for clean, affordable, and reliable energy. To address those challenges, **the** committee structured its ideas according to four basic recommendations that focus **on** the human, financial, and knowledge capital necessary for US **prosperity**.

The four recommendations focus on actions in **K-12** education (***10,000 Teachers? 10 Million Minds***), research (***Sowing the Seeds***), higher education (***Best and Brightest***), and economic policy (***Incentives for Innovation***) that are **set** forth in the following sections. Also provided are a total of 20 implementation steps for reaching the goals set forth in the recommendations.

Some actions involve changes in the law. Others require financial support that would come from reallocation of existing **funds** or, if **necessary**, from new funds. Overall, the committee believes that the investments **are** modest relative to the magnitude of the **return** the nation can expect in the creation of new high-quality jobs and in responding to its energy needs.

10,000 TEACHERS, 10 MILLION MINDS AND K-12 SCIENCE AND MATHEMATICS EDUCATION

Recommendation A ***Increase America's talent pool by vastly improving K-12 science and mathematics education.***

Implementation Actions

The highest priority should be assigned to the following actions and programs. All should be subjected to continuing evaluation and refinement **as** they are implemented

Action A-1: Annually recruit 10,000 science and mathematics teachers by awarding **4-year** scholarships and thereby educating 10 million **minds**. Attract 10,000 of America's brightest students to the teaching profession every year, each of whom can have an impact on 1,000 **students** over the life of **their** careers. The program would award competitive 4-year scholarships for students to obtain bachelor's **degrees** in the physical or life sciences, engineering, or mathematics with concurrent certification **as** **K-12** science and mathematics teachers. The merit-based scholarships would provide up to \$20,000 a year for **4** years for qualified educational expenses, including tuition and fees, and require a commitment to **5** years of service in **public K-12**

schools. A \$10,000 annual **bonus** would **go** to participating teachers in undersewed schools in inner cities and rural **areas**. To provide the highest-quality education for **undergraduates** who want to become **teachers**, it would **be** important to award matching grants, perhaps \$1 million a year for up to **5** years, to **as many as** 100 universities and colleges to encourage **them** to establish integrated 4-year undergraduate programs leading to bachelor's degrees in science, engineering, or mathematics **with teacher certification**.

Action **A-2**: Strengthen the skills of **250,000** teachers through training and education programs at summer institutes, in master's programs, and Advanced Placement and International Baccalaureate (**AP** and **IB**) training programs and thus inspires students every day. **Use** proven models to strengthen the skills (and compensation, which is based **on** education and skill level) of 250,000 **current** K–12 teachers:

- **Summer institutes**: Provide matching **grants** to **state** and regional 1-to 2-week **summer institutes** to upgrade **as many as** 50,000 practicing teachers each summer. The material covered would allow teachers to **keep** current with recent developments in science, mathematics, and technology and allow for the exchange of **best** teaching practices. The Merck Institute for Science **Education** is a model for **this** recommendation.

- **Science and mathematics master's programs**: Provide grants to universities to **offer 50,000** **current** middle-school and high-school science, mathematics, and technology teachers (with or without undergraduate science, mathematics, or engineering degrees) 2-year, part-time master's degree **programs that** focus **on** rigorous science and mathematics content and pedagogy. The model for this recommendation is the University of Pennsylvania Science Teachers Institute.

- **AP, IB, undpre-AP or pre-IB training**: Train an additional 70,000 **AP** or **IB** and **80,000** pre-AP or pre-IB instructors to teach advanced courses in mathematics and science. Assuming satisfactory performance, teachers may receive incentive payments of up to \$2000 per year, **as well as** \$100 for each student who **passes** an AP or IB exam in mathematics or science. There **are** two models for this program: the Advanced Placement Incentive **Program** and Laying the Foundation, a pre-AP program.

- **K–12 curriculum materials modeled on world-class standards**. **Foster** high-quality teaching **with** world-class curricula, standards, and assessments of student learning. Convene a national panel to collect, evaluate, and develop rigorous K–12 materials that would be available free of charge **as a voluntary** national curriculum. The model for this recommendation is the Project Lead the Way **pre-engineering** courseware.

Action **A-3**: Enlarge the pipeline by increasing the **number** of students who **take AP** and **IB science** and mathematics courses. Create opportunities and incentives for middle-school and high-school students to pursue advanced work in science and mathematics. By 2010, increase the number of students in **AP** and **IB** mathematics and science courses from 1.2 million to 4.5 million, and **set** a goal of tripling the number who **pass** those tests, to **700,000**, by 2010. Student incentives for **success** would include **50%** examination fee rebates and \$100 mini-scholarships for each passing **score on** an **AP** or **IB** mathematics and science examination.

The committee proposes expansion of **two** additional approaches to improving K–12 science and mathematics education that **are** already in use:

- **statewide specialty high schools**. Specialty secondary education can foster leaders **in** science, technology, and mathematics. Specialty schools immerse students in high-quality science, technology, **and** mathematics education; serve **as** a mechanism to test teaching materials; provide a training ground for K–12 teachers; **and** provide the **resources** and **staff** for summer programs that introduce students to science and mathematics.

- **Inquiry-based learning**. Summer internships and research opportunities provide especially valuable laboratory experience for both middle-school and high-school students.

SOWING THE SEEDS THROUGH SCIENCE AND ENGINEERING RESEARCH

Recommendation B: *Sustain and strengthen the nation's traditional commitment to long-term basic research that has the potential to be transformational to maintain the flow of new ideas that fuel the economy, provide security, and enhance the quality of life.*

Implementation Actions

Action B-1: Increase the federal investment in long-term basic research by 10% a year over the next 7 years, through reallocation of existing funds² or if necessary through the investment of new funds. Special attention should go to the physical sciences, engineering, mathematics, and information sciences and to Department of Defense (DOD) basic-research funding. This special attention does not mean that there should be a disinvestment in such important fields as the life sciences (which have seen growth in recent years) or the social sciences. A balanced research portfolio in all fields of science and engineering research is critical to US prosperity. This investment should be evaluated regularly to realign the research portfolio—unsuccessful projects and venues of research should be replaced with emerging research projects and venues that have greater promise.

Action B-2: Provide new research grants of \$500,000 each annually, payable over 5 years, to 200 of our most outstanding *early-career* researchers. The grants would be made through existing federal research agencies—the National Institutes of Health (NIH), the National Science Foundation (NSF), the Department of Energy (DOE), DOD, and the National Aeronautics and Space Administration—to underwrite new research opportunities at universities and government laboratories.

Action B-3: Institute a National Coordination Office for Research Infrastructure to manage a centralized research-infrastructure fund of \$500 million per year over the next 5 years—through reallocation of existing funds or if necessary through the investment of new funds—to ensure that universities and government laboratories create and maintain the facilities and equipment needed for leading-edge scientific discovery and technological development. Universities and national laboratories would compete annually for these funds.

Action B-4: Allocate at least 8% of the budgets of federal research agencies to discretionary funding that would be managed by technical program managers in the agencies and be focused on catalyzing high-risk, high-payoff research.

Action B-5: Create in the Department of Energy (DOE) an organization like the Defense Advanced Research Projects Agency (DARPA) called the Advanced Research Projects Agency-Energy (ARPA-E).³ The director of ARPA-E would report to the under secretary for science and would be charged with sponsoring specific research and development programs to meet the nation's long-term energy challenges. The new agency would support creative "out-of-the-box" transformational generic energy research that industry by itself cannot or will not support and in which risk may be high but success would provide dramatic benefits for the nation. This would accelerate the process by which knowledge obtained through research is transformed to create jobs and address environmental, energy, and security issues. ARPA-E would be based on the historically successful DARPA model and would be designed as a lean and agile organization with a great deal of independence that can start and stop targeted programs on the basis of performance. The agency would itself perform no research or transitional effort itself but would fund such work conducted by universities, startups, established firms, and others. Its staff would turn over about every 4 years. Although the agency would be focused on specific energy issues, it is expected that its work (like that of DARPA or NIH) will have important spillover benefits, including

² The funds may come from anywhere in an agency, not just other research funds.

³ One committee member, Lee Raymond, does not support this action item. He does not believe that ARPA-E is necessary as energy research is already well funded by the federal government, along with formidable funding of energy research by the private sector. Also, ARPA-E would put the federal government in the business of picking "winning energy technologies"—a role best left to the private sector.

aiding in the education of the next generation of researchers. Funding for ARPA-E would ~~start~~ at \$300 million the first year and increase to \$1 billion per year over 5-6 years, ~~at~~ which point the program's effectiveness would be evaluated.

Action B-6: Institute a Presidential Innovation Award to stimulate scientific and engineering advances in the national interest. Existing presidential awards address lifetime achievements or promising young scholars, but the proposed new awards would identify and recognize persons who develop unique scientific and engineering innovations in the national interest at the time they occur.

BEST AND BRIGHTEST IN SCIENCE AND ENGINEERING HIGHER EDUCATION

Recommendation C: *Make the United States the most attractive setting in which to study and perform research so that we can develop, recruit, and retain the best and brightest students, scientists, and engineers from within the United States and throughout the world*

Implementation Actions

Action C-1: Increase the number and proportion of US citizens who earn physical-sciences, life-sciences, engineering, and mathematics bachelor's degrees by providing 25,000 new 4-year competitive undergraduate scholarships each year to US citizens attending US institutions. The Undergraduate Scholar Awards in Science, Technology, Engineering, and Mathematics (USA-STEM) would be distributed to states on the basis of the size of their congressional delegations and awarded on the basis of national examinations. An award would provide up to \$20,000 annually for tuition and fees.

Action C-2: Increase the number of US citizens pursuing graduate study in "areas of national need" by funding 5,000 new graduate fellowships each year. NSF should administer the program and draw on the advice of other federal research agencies to define national needs. The focus on national needs is important both to ensure an adequate supply of doctoral scientists and engineers and to ensure that there are appropriate employment opportunities for students once they receive their degrees. Portable fellowships would provide funds of up to \$20,000 annually directly to students, who would choose where to pursue graduate studies instead of being required to follow faculty research grants.

Action C-3: Provide a federal tax credit to encourage employers to make continuing education available (either internally or through colleges and universities) to practicing scientists and engineers. These incentives would promote career-long learning to keep the workforce current in the face of rapidly evolving scientific and engineering discoveries and technological advances and would allow for retraining to meet new demands of the job market.

Action C-4: Continue to improve visa processing for international students and scholars to provide less complex procedures and continue to make improvements on such issues as visa categories and duration, travel for scientific meetings, the technology-alert list, reciprocity agreements, and changes in status.

Action C-5: Provide a 1-year automatic visa extension to international students who receive doctorates or the equivalent in science, technology, engineering, mathematics, or other fields of national need at qualified US institutions to remain in the United States to seek employment. If these students are offered jobs by United States-based employers and pass a security screening test, they should be provided automatic work permits and expedited residence status. If students are unable to obtain employment within 1 year, their visas would expire.

Action C-6: Institute a new skills-based, preferential immigration option. Doctoral-level education and science and engineering skills would substantially raise an applicant's chances and priority in obtaining US citizenship. In the interim, the number of H-1B⁴ visas should be increased by 10,000, and the additional visas should be available for industry to hire science and engineering applicants with doctorates from US universities.

Action C-7: Reform the current system of "deemed exports"⁵. The new system should provide international students and researchers engaged in fundamental research in the United States with access to information and research equipment in US industrial, academic, and national laboratories comparable with the access provided to US citizens and permanent residents in a similar status. It would, of course, exclude information and facilities restricted under national-security regulations. In addition, the effect of deemed-exports regulations on the education and fundamental research work of international students and scholars should be limited by removing all technology items (information and equipment) from the deemed-exports technology list that are available for purchase on the overseas open market from foreign or US companies or that have manuals that are available in the public domain, in libraries, over the Internet, or from manufacturers.

INCENTIVES FOR INNOVATION AND THE INVESTMENT ENVIRONMENT

Recommendation D: *Ensure that the United States is the premier place in the world to innovate; invest in downstream activities such as manufacturing and marketing; and create high-paying jobs that are based on innovation by modernizing the patent system, realigning tax policies to encourage innovation, and ensuring affordable broadband access.*

Implementation Actions

Action D-1: Enhance intellectual-property protection for the 21st century global economy to ensure that systems for protecting patents and other forms of intellectual property underlie the emerging knowledge economy but allow research to enhance innovation. The patent system requires reform of four specific kinds:

- Provide the Patent and Trademark Office sufficient resources to make intellectual-property protection more timely, predictable, and effective.
- Reconfigure the US patent system by switching to a "first-inventor-to-file" system and by instituting administrative review *after* a patent is granted. Those reforms would bring the US system into alignment with patent systems in Europe and Japan.
- Shield research uses of patented inventions from infringement liability. One recent court decision could jeopardize the long-assumed ability of academic researchers to use patented inventions for research.
- Change intellectual-property laws that act as barriers to innovation in specific industries, such as those related to data exclusivity (in pharmaceuticals) and those which increase the volume and unpredictability of litigation (especially in information-technology industries).

⁴ The H-1B is a nonimmigrant classification used by an alien who will be employed temporarily in a specialty occupation of distinguished merit and ability. A specialty occupation requires theoretical and practical application of a body of specialized knowledge and at least a bachelor's degree or its equivalent. For example, architecture, engineering, mathematics, physical sciences, social sciences, medicine and health, education, business specialties, accounting, law, theology, and the arts are specialty occupations. See http://uscis.gov/graphics/howdoi/h1_b.htm

⁵ The controls governed by the Export Administration Act and its implementing regulations extend to the transfer of technology. Technology includes "specific information necessary for the 'development,' 'production,' or 'use' of a product" [emphasis added]. Providing information that is subject to export controls—for example, about some kinds of computer hardware—to a foreign national within the United States may be "deemed" an export, and that transfer requires an export license. The primary responsibility for administering controls on deemed exports lies with the Department of Commerce, but other agencies have regulatory authority as well.

Action D-2: Enact a stronger research and development tax credit to encourage private investment in innovation. The current Research and Experimentation Tax Credit goes to companies that increase their research and development spending above a base amount calculated from their spending in prior years. Congress and the administration should make the credit permanent,⁶ and it should be increased from 20% to 40% of the qualifying increase so that the US tax credit is competitive with that of other countries. The credit should be extended to companies that have consistently spent large amounts on research and development so that they will not be subject to the current defacto penalties for previously investing in research and development.

Action D-3: Provide tax incentives for United States-based innovation. Many policies and programs affect innovation and the nation's ability to profit from it. It was not possible for the committee to conduct an exhaustive examination, but alternatives to current economic policies should be examined and, if deemed beneficial to the United States, pursued. These alternatives could include changes in overall corporate tax rates, provision of incentives for the purchase of high-technology research and manufacturing equipment, treatment of capital gains, and incentives for long-term investments in innovation. The Council of Economic Advisers and the Congressional Budget Office should conduct a comprehensive analysis to examine how the United States compares with other nations as a location for innovation and related activities with a view to ensuring that the United States is one of the most attractive places in the world for long-term innovation-related investment. From a tax standpoint, that is not now the case.

Action D-4: Ensure ubiquitous broadband Internet access. Several nations are well ahead of the United States in providing broadband access for home, school, and business. That capability will do as much to drive innovation, the economy, and job creation in the 21st century as did access to the telephone, interstate highways, and air travel in the 20th century. Congress and the administration should take action—mainly in the regulatory arena and in spectrum management—to ensure widespread affordable broadband access in the near future.

CONCLUSION

The committee believes that its recommendations and the actions proposed to implement them merit serious consideration if we are to ensure that our nation continues to enjoy the jobs, security, and high standard of living that this and previous generations worked so hard to create. Although the committee was asked only to recommend actions that can be taken by the federal government, it is clear that related actions at the state and local levels are equally important for US prosperity, as are actions taken by each American family. The United States faces an enormous challenge because of the disadvantage it faces in labor cost. Science and technology provide the opportunity to overcome that disadvantage by creating scientists and engineers with the ability to create entire new industries—much as has been done in the past.

It is easy to be complacent about US competitiveness and pre-eminence in science and technology. We have led the world for decades, and we continue to do so in many research fields today. But the world is changing rapidly, and our advantages are no longer unique. Without a renewed effort to bolster the foundations of our competitiveness, we can expect to lose our privileged position. For the first time in generations, the nation's children could face poorer prospects than their parents and grandparents did. We owe our current prosperity, security, and good health to the investments of past generations, and we are obliged to renew those commitments in education, research, and innovation policies to ensure that the American people continue to benefit from the remarkable opportunities provided by the rapid development of the global economy and its not inconsiderable underpinning in science and technology.

⁶ The current R&D tax credit expires in December 2005.

SOME WORRISOME INDICATORS

- When asked in spring 2005 what is the most attractive place in the world in which to “lead a good life” respondents in only one of the 16 countries polled (India) indicated the United States.
- For the cost of one chemist **or one** engineer in the United States, a company can hire about five **chemists** in China or 11 engineers in India.⁷
- For the **first** time, the **most** capable high-energy particle accelerator **on Earth** will, beginning in 2007 reside outside the United States?⁸
- **The** United States is today a **net** importer of high-technology products. Its share of global **high-**technology exports **has** fallen in the last 2 decades from 30% to 17%, and its trade balance in **high-**technology manufactured goods shifted from *plus* \$33 billion in 1990 to a negative \$24 billion in 2004.⁹
- Chemical companies closed **70** facilities in the United States in 2004 and have tagged 40 more for shutdown. Of 120 chemical plants being built around the world with price **tags** of \$1 billion or more, **one** is in the United States and **50** in China.¹⁰
- Fewer than one-third of US 4th grade and 8th grade students performed at or above a level called “proficient” in mathematics; “proficiency” was considered the ability to exhibit competence **with** challenging subject matter. Alarming, about one-third of the **4th graders** and one-fifth of the **8th graders** lacked the competence to perform basic mathematical computations!¹¹
- US 12th graders recently performed below the international average for 21 countries on a test of general knowledge in mathematics and science. In addition, an advanced mathematics assessment was administered to US students who were taking or had taken precalculus, calculus, or Advanced Placement calculus and to students in 15 other countries who were taking or had taken advanced mathematics courses. Eleven nations outperformed the United States, and four countries had **scores** similar to the US scores. No nation scored significantly below the United **States**.¹²
- In 1999, only 41% of US 8th grade students received **instruction** from a mathematics teacher **who** specialized in mathematics, considerably lower than the international average of 71%.¹³
- In one recent period, low-wage employers, such **as** Wal-Mart (now the nation’s largest employer) and McDonald’s, created 44% of the new jobs, while high-wage employers created only 29% of the **new** jobs?¹⁴
- In 2003, only **three** American companies ranked among the top 10 recipients of **patents** granted by the *United States Patent and Trademark Office*.¹⁵
- **In** Germany, 36% of undergraduates receive their degrees in science and engineering. **In** China, the figure is 59%, and in Japan 66%. **In** the United States, the corresponding **figure** is 32%.¹⁶
- The United States is said to have 10.5 million illegal immigrants, but under the law the number of **vi-**set aside for “highly qualified foreign workers” dropped to 65,000 a year from its 195,000 peak.¹⁷*
- In 2004, China graduated over 600,000 engineers, India 350,000, and America about **70,000**.¹⁸
- In 2001 (the most recent year for which data **are** available), US industry spent more on **to**rt litigation **than** on **R&D**.¹⁹

NOTES for SOME WORRISOME INDICATORS:

¹ Interview asked nearly 17,000 people the question: "Supposed a young person who wanted to leave this country asked you to recommend where to go to lead a good life – what country would you recommend?" Except for respondents in India, Poland, and Canada, no more than one-tenth of the people in the other nations said they would recommend the United States. Canada and Australia won the popularity contest. Pew Global Attitudes Project, July 23, 2005.

² The Web site <http://www.payscale.com/about.asp> tracks and compares pay scales in many countries. Ron Hira, of Rochester Institute of Technology, calculates average salaries for engineers in the United States and India as \$70,000 and \$13,580, respectively.

³ CERN, <http://public.web.cern.ch/Public/Welcome.html>.

⁴ For 2004, the dollar value of high-technology imports was \$560 billion; the value of high-technology exports was \$511 billion. See Appendix Table 6-01 of National Science Board's *Science and Engineering Indicators 2004*.

⁵ "No Longer The Lab Of The World: U.S. chemical plants are closing in droves as production heads abroad", *BusinessWeek* (May 2, 2005).

⁶ National Center for Education Statistics, *Trends in International Mathematics and Science Study*, 2003, <http://nces.ed.gov/timss>.

⁷ Data are from National Science Board, 2004, *Science and Engineering Indicators 2004* (NSB 04-01). Arlington, VA: National Science Foundation, Chapter 1.

⁸ Data are from National Science Board, 2004, *Science and Engineering Indicators 2004* (NSB 04-01). Arlington, VA: National Science Foundation, Chapter 1.

⁹ Roach, Steve. *More Jobs, Worse Work*. *New York Times*, July 22, 2004.

¹⁰ US Patent and Trademark Office, *Preliminary list of top patenting organizations*, 2003, <http://www.uspto.gov/web/offices/ac/ido/oeip/ua/top03cos.htm>.

¹¹ Data are from National Science Board, 2004, *Science and Engineering Indicators 2004* (NSB 04-01). Arlington, VA: National Science Foundation, Appendix Table 2-33.

¹² Colvin, Geoffrey. 2005. "America isn't ready". *Fortune Magazine*, July 25. H-1B visas allow employers to have access to highly educated foreign professionals who have experience in specialized fields and who have at least a bachelor's degree or the equivalent. The cap does not apply to educational institutions. In November 2004, Congress Created an exemption for 20,000 foreign nationals earning advanced degrees from US universities. See Immigration and Nationality Act Section 101(a)(15)(h)(1)(b).

¹³ Geoffrey Colvin. 2005. "America isn't ready". *Fortune Magazine*, July 25.

¹⁴ US research and development spending in 2001 was \$273.6 billion, of which industry performed \$194 billion, and funded about \$184 billion. (National Science Board *Science and Engineering Indicators 2004*). One estimate of total litigation costs in the United States was \$205 billion in 2001. (Leonard, Jeremy A. 2003. *How Structural Costs Imposed on U.S. Manufacturers Harm Workers and Threaten Competitiveness*. Prepared for the Manufacturing Institute of the National Association of Manufacturers. http://www.nam.org/s_nam/bin.asp?CID=216&DID=227525&DOC=FILE.PDF).

~~FOUO~~

January 12, 2006

420

TO: GEN Pete Schoomaker
GEN Mike Hagee

c c : Gordon England
Gen Pete Pace

FROM Donald Rumsfeld

D.R.

DEP SEC DEF
HAS SEEN
JAN 23 2006

SUBJECT: Body Armor Hearing

Nice job on quickly responding to the Congress and media on the body armor questions that arose early this week.

DHR,dh
011206-31

.....

OSD 01072-06

18 JAN 06

~~FOUO~~

11-L-0559/OSD/55591

~~FOUO~~

January 25, 2006

TO: Stephen J. Hadley
FROM: Donald Rumsfeld *DR*
SUBJECT: Pete Schoomaker and the Governors Event

I notice the President is hosting a function for the Governors. I would like to propose that you suggest Pete Schoomaker be invited. The Governors are very interested in the Guard and Reserve issues, and Pete Schoomaker is terrific on them, as you heard in the meeting the President hosted this morning with some of the Senators.

Why don't you propose that to whomever handles the invitations? I think it would be a great idea.

Thanks.

DHR:ss
012506-15

0011

25 Jan 06

~~FOUO~~

OSD 01266-06

11-L-0559/OSD/55592

~~FOUO~~

2006 JAN 26 AM 11:55

January 10, 2006
I-06/000415
ES-5056

TO: Roger Pardo-Maurer

CC: CAPT Tom Mascolo
Steve Bucci
Eric Edelman

FROM: Donald Rumsfeld *DR.*

SUBJECT Curacao

Should we visit Curacao sometime when we are going to South America?

Thanks

DHR:sp
011006-16

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

OSD 01329-06

~~FOUO~~

10-01-06 P06:32 IN

11-L-0559/OSD/55593

FOUO

January 26, 2006

Iran

TO: Stephen J. Hadley

FROM: Donald Rumsfeld *DR*

SUBJECT: Suggestions on Iran

Here are some interesting suggestions on Iran from Jim Woolsey and George Shultz.

Attach. 1/23/06 "Committee on the Present Danger: Calls for Regime Change in Iran"

DHR:dh
012606-09

OSD 01330-06

20504026

FOUO

11-L-0559/OSD/55595

The Committee on the Present Danger

fighting terrorism and the ideologies that drive it

The Honorable R James Woolsey
The Honorable George P. Shultz
Co-Chairmen

Senator Jon Kyl
Senator Joseph Lieberman
Honorary Co-Chairmen

January 23, 2006

CONTACT: **Barbara Dlugos**

Tel. 202/778-1032

E-mail: inf@fightingterror.org

COMMITTEE ON THE PRESENT DANGER CALLS FOR REGIME CHANGE IN IRAN

Terrorist-sponsoring Regime in Tehran Must be Denied Nuclear Weapons

The Committee on the Present Danger (CPD), in a new **Iran** Policy Paper released today, calls **for** regime change in Iran to be U.S. policy and **urges strong** diplomatic and **economic** measures to thwart **Iran's** nuclear weapons ambitions.

A new poll, prepared by Public Opinion Strategies **for** the Foundation for Defense of Democracies, shows **an** overwhelming majority of Americans **strongly** opposed to **Iran's** development of nuclear weapons. In addition, most Americans would **support** the **U.S. joining** with **other** countries to initiate "a **limited** military action to destroy **Iran's** ability to make nuclear weapons."

R James Woolsey, co-Chairman of the CPD and former **Director** of **U.S.** Central Intelligence, recommends that President Bush utilize the opportunity provided by his State of the Union address next week to **explain** to the American people what is at stake in **Iran** and **what** will be done **to** resolve **this** crisis.

"The Militant Islamists **cannot** be appeased - they will wage **war** until they **are** stopped," Woolsey said. "We believe that the **U.S.** and the international community should energetically assist the millions of Iranians who want a government that does not repress its **own** people and threaten others."

Among the measures the CPD paper calls for:

- Sanctions to be imposed by the UN Security Council and the invocation by the Bush Administration of **ILSA** - the Iran, Libya **Sanctions Act** of 1996.

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1-1-E-0359/OSD/35596

- **An embargo on refined petroleum products** - which Iran imports - as well as a prohibition on **Foreign Direct Investment (FDI)** in Iran.
- Building a legal **case for** an international tribunal to **try** Grand Ayatollah Khamenei and others **for** the torture and **murder** of Iranian citizens, and **the** financing of terrorist **activities; also** the prosecution of Iranian President Mahmoud Ahmadinejad for violating Article 3(c) of the **1949** Genocide Convention **for his call** to eliminate Israel.
- Appointment **by** the president of a **senior** "point person" **on** Iran **who** would speak frequently to the Iranian people and dramatize the plight of **imprisoned** Iranian dissidents.
- **More** energetic and effective assistance to pro-democracy dissidents **within** Iran.
- Sharply increased support for U.S.-based pro-democracy Iranian **satellite television** stations,
- Ancillary pressure **on** Tehran: Iran **uses** Hezbollah **to project** its influence in the **region**. The **U.S.** should demand that Lebanon **use** its army to disarm **Hezbollah**. A **disarmed** Hezbollah is a **necessary** pre-condition for full **Lebanese** sovereignty and **freedom**.

Also participating in today's **news** conference were Senator Jon Kyl, CPD **Honorary** co-Chairman; Clifford May, president of **the** FDD and **chairman** of the CPD's Policy Committee; Alex Bellone of Public Opinion **Strategies** and **Frank** Gaffney, president of the **Center for Security** Policy and a **member** of the CPD.

###

The Committee on the Present Danger

fighting terrorism and the ideologies that drive it

The Honorable R. James Woolsey
The Honorable George P. Shultz
Co-Chairmen

Senator Jon Kyl
Senator Joseph Lieberman
Honorary Co-Chairmen

A Committee on the Present Danger Policy Paper:

IRAN - AN UPDATE

In December 2004 the **Committee on the Present Danger** published its initial policy paper on **Iran**, recommending a number of **U.S. policy steps** to achieve a democratic Iran.

Since then, Iran has continued dissembling over its nuclear program. The Militant Islamist Mahmoud Ahmadinejad became president of Iran last summer in an election that was neither free nor fair and that was boycotted by a majority of Iranians. He has issued a call to "wipe Israel off the face of the map" and denied that the Holocaust occurred. He has promised a "world without America," adding that such a goal is "attainable, and surely can be achieved."

Ahmadinejad has reiterated the objective of the constitution that has governed Iran since the 1979 revolution: perpetuation of theocracy and militant, offensive jihad. He has said "The message of the [Islamic] Revolution is global ... Allah willing, Islam will conquer what? It will conquer all the mountain tops of the world." Hassan Abbasi, "intelligence" advisor to the Iranian president, has been specific about how that might be accomplished: "We have a strategy drawn up for the destruction of Anglo-Saxon civilization," he boasted. "We must make use of everything we have at hand to strike at this front by means of our suicide operations or by means of our missiles."

Ahmadinejad personifies the most radical of the Shi'ite Islamists who espouse theocracy and reject democracy. Their war against us began before 9/11. Such Militant Islamists cannot be appeased - they will wage war until they are stopped.

There is ample evidence that most Iranians do not endorse such radicalism - rather, they yearn for the opportunity to chart their own destiny unhindered by the regime's tools: the Revolutionary Guards, the Basij and the Morality Police.

Nearly a century ago, Iran adopted a constitution that established freedoms for its citizens - freedoms that have been lost. The ruling regime sponsors terrorism, represses human rights, jails dissidents, oppresses women, and is determined to have nuclear weapons. We believe the United States' policy objective must be regime change in Iran so that the Iranian people can join the international community and indeed the Free World; so that Iran can become a nation that does not repress its own people and threaten others, one with a freely-elected government accountable to the people, not to a tiny minority bent on theocratic dictatorship.

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11-L-0559/OSD/55598

We **present** the following proposals toward this **objective** of regime change. We **stress** that **military options** should be only a **last resort**.

PRESSURE IRAN'S GOVERNMENT

Defuse the nuclear threat posed by Iran. The International community's goal must be to **prevent** the development or **acquisition of nuclear weapons** by Iran's present rulers, who comprise the **most radical regime in the Broader Middle East, a terrorist-sponsoring regime espousing explicitly hostile, aggressive and genocidal intentions.**

In September the **International Atomic Energy Agency** voted **22-1** that Iran was in **non-compliance with its governing statute.** This vote was a necessary trigger to send the matter to the **United Nations Security Council.**

The issue is **not** whether Iran is entitled to **have nuclear reactors** to generate **electricity**; it is the **current ruler's insistence on having the capability to enrich uranium** and **undertake other steps** in the nuclear fuel cycle that will enable them to **acquire nuclear weapons.** The regime **already has** - with **North Korean help** - a major **ballistic missile program.** In time, the **mating of these programs** will threaten the **security of many nations.**

On Tuesday, January 10, at its Natanz facility, Iran removed the International Atomic Energy Agency's (IAEA) seals on its nuclear equipment. The Iranian government **states that its purpose is to engage in "research."** It is clear to any objective observer, **given the full range of the government's duplicity and actions, that the real purpose is to obtain enriched uranium as a step toward producing weapons.**

On Thursday, January 13, after nearly three years of fruitless negotiations, the EU-3 (Britain, France and Germany) declared the discussions with Iran at a "dead end" and urged that the matter be referred to the Security Council. A **first step** will be **referral by the IAEA board to the Security Council.**

Some say that any Security Council punitive action against Iran would be thwarted by a veto -- Russian, Chinese or both. But the Russians reacted quite negatively to Iran's rebuff of their recent proposal to enrich Iran's nuclear fuel in Russia (which would provide a means of blocking Iranian nuclear weapons development). An Iranian nuclear energy program has been and can be lucrative for Russia, but Russia has never supported an Iranian effort to develop weapons. In recent weeks the Russians have moved much closer than before to the U.S. position.

China generally opposes sanctions of any kind; however, if the EU-3, the U.S. and Russia are united and China finds itself isolated on the issue, it may be amenable to persuasion -- if not to vote "aye," then to abstain, which would have the same effect.

There is a strong lever available to generate support in the Security Council: the Iran, Libya Sanctions Act of 1996 (ILSA, amended in 2001 and extended to the end of this year). ILSA

allows our government to impose **severe** sanctions on any company that invests more than \$20 million a year in Iranian oil production. This can include denying Export-Import Bank loans, **barring export licenses, barring U.S. banks from lending more than \$10 million a year to sanctioned parties, barring sanctioned financial institutions from serving as primary dealers of U.S. bonds, banning U.S. government procurement of goods and services from sanctioned parties and imposing import sanctions.** Since many overseas-based oil industry companies are closely allied with U.S. companies, through subsidiaries or contracts, the invocation of this act could have a major impact on them as well as on American companies.

Although the act has not been invoked, it could be by administrative order. The mere threat of invocation might be enough to get reluctant countries—such as Russia and China — to vote with us (or abstain) on the Security Council because of the close ties American oil companies have with their own companies.

If this leverage or other persuasion results in positive Security Council action, there are several sanctions the Council could impose on Iran. Among these would be an embargo on refined petroleum products (which Iran imports), a freeze on Iranian government and leadership assets abroad (see "Smart Sanctions" below) and prohibiting Foreign Direct Investment (FDI) in Iran.

If Security Council cooperation of Russia and China cannot be obtained, we should tell the EU-3 that they and we should impose the sanctions described to the fullest extent possible. And, if the EU-3 do not join us, we can unilaterally invoke ILSA to greatly crimp Iran's ability to obtain FDI for oil production expansion.

Simultaneous with these steps the U.S. can and should apply ancillary pressure on Tehran. Iran uses Hezbollah to project its influence in the region. Now that Syria has withdrawn from Lebanon, the U.S. is providing Lebanon with considerable aid. Under threat of withdrawing the aid we should demand that Lebanon use its army to disarm Hezbollah whose cadres in the southern part of the country conduct raids against Israel. An added benefit: A disarmed Hezbollah is a necessary pre-condition for full Lebanese sovereignty and freedom.

In time, once Iran has become a democratically-governed country, in peace with its neighbors and the world, nuclear energy for power production purposes would no longer lead to the threat of nuclear weaponry.

Smart Sanctions. The Grand Ayatollah Khamenei and President Ahmadinejad and their circles are the problem and the Iranian people are our natural allies. We should develop sanctions that target the leaders, their families and their cohorts so that the sanctions are harmful to them, not the people of Iran.

As part of a "smart" sanctions effort, we can create leverage against the theocratic regime by deftly making it known that an international legal case is being marshaled against Khamenei and his cohorts. U.S. Government agencies, working closely with human rights organizations, should

begin gathering evidence. Then we could seek the cooperation of like-minded governments, leading toward the possible creation of an international tribunal to try Khamenei and others. By calling for the elimination of Israel, for example, Ahmadinejad has violated Article 3(c) of the 1949 Genocide Convention which makes punishable "direct and public incitement to commit genocide." Ahmadinejad did not utter his statement in private; he did it before an audience of 4,000 people.

Other crimes for which evidence could be gathered include financing and facilitating of terrorists, corruption, the torture and murder of Khamenei's opponents at home and abroad, and development of weapons of mass destruction in violation of the Non-proliferation Treaty and other accords. There is precedent for a special tribunal gathering evidence and eventually indicting a leader still in office. It is the case of Liberia's Charles Taylor and the U.N.-approved Sierra Leone tribunal. In Taylor's case, having an Interpol arrest warrant out against him contributed toward de-legitimizing him.

Other "smart" sanctions can be developed as well. Iran's Revolutionary Foundations (*bonyads*) control 35 percent of Iran's import-export business and are directly controlled by Khamenei. The Iranian people are well aware that Khamenei, certain other mullahs and their supporters have grown rich and corrupt. The U.S. and other nations are becoming more adept at identifying the economic crimes and assets of dictators and their cohorts. We should undertake a serious effort to identify those companies and overseas accounts associated with Khamenei and his entourage and Ahmadinejad and his and develop sanctions targeting them.

BUILD THE OPPOSITION

Fund and assist pro-democracy dissidents within Iran to help them better organize and communicate. It is time to strongly support Iranian freedom fighters. Regime change can come from within. While the pace cannot be predicted, it can be accelerated by giving pro-democracy Iranians the assistance and tools they require.

Activate the U.S. Interests Section of the Swiss embassy in Tehran. Iran has 36 Iranian nationals in its Interests Section of the Pakistan embassy in Washington. We should have the equivalent number of U.S. nationals in Tehran. At present we have none. Once in place, this group of Americans would be a listening post and an active cadre to encourage non-violent democratic forces in Iran. If Iran does not agree to reciprocity, we should expel the 36 Iranians from the United States. (Of course, posting American diplomats again in Tehran must depend on having confidence that Americans in Iran will receive full diplomatic rights and privileges – the experience of U.S. diplomats in Tehran in 1979 cannot be forgotten. Means to guarantee diplomatic protection would need to be explored.)

Undermine pillars of regime support. Khamenei relies on his security services to keep him in power. Faced with demonstrations in 2002, Khamenei was unsure the army would obey his orders and thus resorted to using hired paramilitary thugs.

The U.S. has opportunities to quietly develop relations with the military and various services in Iran and should seek to do so. Our CIA, FBI and Drug Enforcement Agency forces in the region have issues to work on, ranging from cross-border threats to terrorism to drugs. In developing these relationships our people should make it clear that those who cooperate in the transition to democracy can thrive "on the other side" (as many others in former dictatorships have done), but that those who persist in committing crimes against the Iranian people or others will be prosecuted. Specifically, we should call for the eradication of the Islamic Guard Corps and the Basij, reform or elimination of the Ministry of Information and investigation into the government's support for vigilante groups such as Ansar al-Hezbollah.

ENGAGE THE IRANIAN PEOPLE

The President should appoint a senior official as the "point person" on Iran, and he should announce this in high-profile speeches spelling out U.S. policy - and the stakes involved in Iran. This would be aimed at both the Iranian and American peoples. Once appointed, the official should speak frequently with the Iranian people through all available media, such as radio, the Internet, satellite television. They will know he is speaking for the American president.

He should dramatize the plight of Iranian dissidents, jailed because they dared to call for free speech and assembly - journalists such as Siamak Pourzand and Arash Sigarchi, and democracy advocates such as Ahmad Batebi and the Mohammadi brothers, Manouchehr and Akbar. And, this official should coordinate U.S. efforts to have Iran barred from UNESCO and the U.N. Human Rights commission (or its successor organization).

Television, radio, the Internet. The U.S. Government's Farsi-language Radio Farda

("Tomorrow") and several hours weekly of voice of America television are a beginning, but not enough if we are going to effectively communicate directly with the Iranian people. Furthermore, these outlets do not always convey a coordinated U.S. policy message. They should, even if it means making staff changes.

A number of private U.S.-based Iranian satellite television stations exist, but they are underfunded and thus unable to achieve their real potential. A budget equal to that of Radio Farda and VOA television should be made available to them. At least \$10 million annually should be appropriated to assist independent television, radio and Internet communications with the Iranian people. Provide additional funds to pro-democracy dissidents within Iran to help them better organize and communicate.

Visa and

Ultimately it is Iranians themselves who will make the breakthrough to democracy and remove the Militant Islamists from power. There are many ways we can help, particularly with young Iranians and women as major agents of change. Cultural, academic and professional exchanges must form an important part of our effort to assist Iranians in the democratization of their country. Visiting scholars have considerable freedom of movement and association. Young activists from democratic countries could also enter Iran as tourists to meet with their Iranian counterparts. We should authorize American non-governmental organizations

(NGOs) such as Freedom House to operate within Iran and press the Iranian government to accept their presence.

Toward these ends, we should tie U.S. visas for Iranians to those which Iran grants to the U.S. Over the last year approximately four Iranians received visas to enter the U.S. to every one American receiving an Iranian visa. If the Iran government does not grant us parity, we should limit the number of visas we grant to the number granted us over the previous 12 months, and we should bar Iranian officials, their family members and business partners from entering the U.S.

PUBLICIZE THE REPRESSION

~~Disseminate widely information about the Iran regime's repression.~~ Public hangings, ~~Morality~~ Police crackdowns on women thought to be dressed with insufficient modesty, the continued solitary confinement of journalist Akbar Ganji for supporting democracy - all are manifestations of a repressive regime.

Though promising improvements in social welfare, the mullahs and their followers have not delivered. Individual incomes are two-thirds, on average, of what they were before the fall of the Shah. Many young men are underemployed or unemployed. Iran's population is predominantly young and all of this contributes to their disillusionment of the regime. We should use every means possible to disseminate these cases of repression - and others - to build international support for regime change.

CONCLUSION

For too long there has been in the U.S. an academic debate about Iran: "engagement vs. containment" and "dialogue vs. regime change." Inaction and ambivalence in policy were the result. The hope that the Khatami Administration, elected in 1997, would put through important reforms lingered. As hope faded, the pro-democracy student movement turned away from the feckless Khatami regime. By 2004, however, the disgust of the pro-democracy students was complete and they turned their backs on the self-styled "moderates" in Iran.

The advent of Ahmadinejad, with his inflammatory rhetoric - frequently reiterated - makes it clear that we should adopt a determined and muscular policy aimed at non-violent regime change in Iran. The means can range from moral support for a student-led effort to demand a national referendum in favor of a constitution based on the Universal Declaration of Human Rights to the various elements described in this paper and other elements that will be formulated as circumstances dictate.

###

January 23, 2006

FOUO

January 26, 2006

Egypt

TO: The Honorable Dr. Condoleezza Rice
Stephen J. Hadley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Egypt's State Media

Here is a piece on Egypt's state media and how critical and harmful they are.

Attach. 1/13/06 DNI Open Source Center Analysis: Egypt: State Media Remain Critical of Bush Administration, US Policies

DHR:dh
012606-07

2605006

OSD 01331-06

FOUO

11-L-0559/OSD/55604

FOR OFFICIAL USE ONLY

13 January 2005

Director of National Intelligence

OpenSource Center

Analysis

Egypt: State Media Remain Critical of Bush Administration, US Policies

The Egyptian state-owned media remain critical of the US Administration, which they label as "neo-conservative." They continue to view the war in Iraq as unjustified and the occupation "illegal" and call for a withdrawal of troops to stop the violence. They are quick to point out cases of alleged US human rights abuses such as torture cases in Guantanamo and the secret CIA prisons. The media also routinely reject US efforts to democratize the Middle East.

Many of the conservatives in the Egyptian state media are the Jewish diaspora as being run by a Lik Party (13 Oct)

- A commentary in *Al-Musawwar* said that the President's speech before the National Democratic Convention was written by Shimon Peres and that his plans are drawn up by "a group of Israeli fanatics of the extremist US-Christian-Zionist right wing" (21 October) while an *Al-Jumhuriyah* commentary said the speech was "the same lie" taken by the Egyptian media (20 October)

Egyptian media opposed the war in Iraq from the beginning and say that the only way to stop the violence is to "bring the presence of US troops to an end" (*Al-Ahram*, 26 Oct)

- An *Al-Ahram Weekly* commentary argued that it was never the intention of the United States to bring democracy to the Middle East, but rather "the idea of democracy became retroactive justification for the invasion of Iraq after WMDs were shown to be hollow" (20 October).

Commentators have also criticized the US approach to spreading democracy in the region. Prominent reform-minded columnist Salamah Ahmad Salamah said that the USi States wants is the type of democracy that does not allow people opposed to US policy to come into power (*Al-Ahram*, 22 December). *Al-Jumhuriyah* Muhammad Ali Ibrahim said that the United States is forcing states in the region "to deal with the US in implementing any steps related to reform" (*Al-Ahram*, 7 Dec)

The Egyptian media frequently point out alleged US cases of human rights abuses while generally playing down abuses in their own country. An *Al-Jumhuriyah* editorial, for example, called for a UN investigation into the CIA secret prisons saying that "the current US Administration is hiding behind the garb of democracy, people's freedoms, and human rights" (3 December).

- Egyptian media also prominently featured Sami al-Laythi's, a detainee at Guantanamo Bay, account of his treatment at the hands of US forces. A commentary in *Al-Jumhuriyah* said the account was "a living proof of the true US face and the false claims about democracy" (13 October).

This OSC report is based exclusively on the content of the original source. Government or private.

FOUO

January 26, 2006

TO: The Honorable Dr. Condoleezza Rice
Stephen J. Hadley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Egypt's State Media

Here is a piece on Egypt's state media and how critical and harmful they are.

Attach. 1/13/06 DNI Open Source Center Analysts: Egypt: ~~state~~ Media Remain Critical of Bush Administration. US Policies

DHR:dh
012606-07

FOUO

11-L-0559/OSD/55606

FOR OFFICIAL USE ONLY

13 January 2005



Director of National Intelligence

Open Source Center

Analysis

Egypt: State Media Remain Critical of Bush Administration, US Policies

The Egyptian state-owned media remain critical of the US Administration, which they label as "neo-conservative." They continue to view the war in Iraq as unjustified and the occupation "illegal" and call for a withdrawal of troops to stop the violence. They are quick to point out cases of alleged US human rights abuses such as torture cases in Guantanamo and the secret CIA prisons. The media also routinely reject US efforts to democratize the Middle East.

Many commentators in the Egyptian state-media view the US Administration as being run by a cabal of neo-conservatives who "are totally under the influence of Israel, represented by the Likud Party" (*Al-Akbar*, 13 October).

- A commentary in *Al-Musawwar* said that the President's speech before the National Democratic Endowment "was written by Ariel Sharon" and that his plans are drawn up by "a group of racist fanatics of the extremist US-Christian-Zionist right wing" (21 October) while an *Al-Jumhuriyah* commentary said the speech was "the same line taken by the neo-conservatives" (20 October).

Egyptian media opposed the war in Iraq from the beginning and say that the only way to stop the violence is to "bring the presence of US troops to an end" (*Al-Ahram*, 26 October).

- An *Al-Ahram Weekly* commentary argued that it was never the intention of the United States to bring democracy to the Middle East, but rather "the idea of spreading democracy became retroactive justification for the invasion of Iraq after the pretexts of WMDs were shown to be hollow" (20 October).

Commentators have also criticized the US approach to spreading democracy in the region.

Prominent reform-minded columnist Salamah Ahmad Salamah wrote that "what the United States wants is the type of democracy that does not allow people opposed to US policy to come into office" (*Al-Ahram*, 22 December). Chief-editor of *Al-Jumhuriyah* Muhammad Ali Ibrahim said that the United States is forcing states in the region "to consult with them before implementing any steps related to reform" (*Al-Jumhuriyah*, 17 November).

The Egyptian media readily point out alleged US cases of human rights abuses while generally playing down abuses in their own country. An *Al-Jumhuriyah* editorial, for example, called for a UN investigation into the CIA secret prisons saying that "the current US Administration is hiding behind the garb of democracy, people's freedoms, and human rights" (3 December).

- Egyptian media also prominently featured Sami al-Laythi's, a detainee at Guantanamo Bay, account of torture at the hands of US forces. A commentary in *Al-Jumhuriyah* said the case "will remain living proof of the true US face and the false claims about freedom and democracy" (13 October).

This OSC product is based exclusively on the content and behavior of selected media and has not been coordinated with other US Government components.

11-L-0559/OSD/55607

~~FOUO~~

JAN 27 2005

TO: The Honorable Andrew H. Card Jr.

CC: Vice President Richard B. Cheney

FROM: Donald Rumsfeld 

SUBJECT: Presidential Personnel Office (PPO)

I have been meeting with the senior civilians in the Department to find out what their personal plans are, and what the plans of each of the political appointees in their units **are**, with respect to staying through the term of the President's Administration. I **am** telling the Senate-confirmed Presidential appointees that if they plan to leave, I request eight months' notice, because it **takes** so long to get a replacement confirmed. I **am** advising political appointees who are not Senate-confirmed that we **need six** months' notice from any who may be planning to leave, so we can have at least a chance to replace them before they depart.

During the course of my meetings I met with Tina Jonas, the Under Secretary of Defense (Comptroller) **and** Chief Financial Officer -- a critically important office, and I discovered the following:

1. We recruited **Tina** Jonas to the Department in 2001 as Deputy Comptroller. She was later recruited out of DoD to become the Comptroller of the **FBI**. I was not told that the Presidential Personnel Office was also considering recruiting her away for the Department of Homeland Security. So, suddenly I lost her, without even having the chance to argue on the other side or to begin recruiting someone to replace her. Fortunately, I was able to bring her back two years later.

230 WH

20 JAN 06

~~FOUO~~

OSD 01339-06

11-L-0559/OSD/55608

FOUO

2. Second, Bob Henke was Deputy Comptroller in DoD. He was recruited by Presidential Personnel Office to go to the Veterans Administration. We ~~were~~ not told he was being recruited out. He was told he should not tell people here in DoD that he was being recruited to leave DoD.
3. Third, David Trullo was recently recruited out of the DoD Comptroller shop by the Presidential Personnel Office and moved to Fran Townsend's operation in the White House. Again, we were not told.
4. Finally, David Norquist, Deputy Under Secretary of Defense in the Comptroller shop, was recruited by the Presidential Personnel Office to go to the Department of Homeland Security.

This same behavior has taken DoD people out of other offices, as I advised you in the memo I gave you on John Molino and how we lost him thanks to the Presidential Personnel Office. This is not to mention Bob Kimmett, who was on track to be a Service Secretary. I don't have time to cite the numerous other examples where this has happened. I cannot believe that the President or you believe ~~this~~ pattern of behavior is acceptable.

For five years now we have been running DoD with more than a 25% vacancy rate in Senate confirmed Presidential appointees. Over that time the White House Personnel shop has consistently been a negative ~~factor~~, rather than a positive one. They take people we recruit and move them elsewhere in the Administration. They seem not to bring in fresh recruits from the outside. We recruit people from the outside, and the Presidential Personnel Office ~~takes~~ them away from DoD without even discussing it with us. We have a \$400+ billion dollar budget we ~~are~~ trying to manage. That we ~~are~~ in a war seems to be something that the Presidential Personnel Office ~~does~~ not understand.

FOUO

11-L-0559/OSD/55609

FOUO

Andy, I urge you to get this ~~fixed~~. It is harmful to the country. It is harmful to the President. And it is getting worse, not better.

Help! -

DHR:ss
012306-17

P.S. I just found out the Presidential Personnel Office may now be recruiting Dale Klein for the Nuclear Regulatory Commission. His is currently our Assistant ~~for~~ Nuclear, Chemical and Biological Programs. Again, no one from the White House has told me.

.....

Andy - please respond.
D

FOUO

11-L-0559/OSD/55610

~~FOUO~~

11-L-0559/OSD/55611
10 OCT 2005 10:08:40

October 07, 2005

TO: David Chu
CC: Gen Pete Pace
GEN Pete Schoormaker
GEN Mike Hagee
M M Mike Mullen
Gen Mike Moseley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Purple Hearts

It might be useful to do a baseline review of the rules governing the award of the Purple Heart. Im no expert, but my impression is that with the changing nature of the modern battlefield, some of the old rules may benefit from a review.

Please get some input from the Services and the Chairman, then send me a paper about the way the award is structured now and whether or not it might make sense to rethink it.

Thanks.

DHR:ss
100705-15

.....
Please Respond By 10/31/05

~~FOUO~~

OSD 01349-06
11-L-0559/OSD/55611



PERSONNEL AND
READINESS

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

410
10:04



INFO MEMO

April 3, 2006 - 9:00 AM

FOR: SECRETARY OF DEFENSE

FROM: David S. C. Chu, Under Secretary of Defense (P&R) *David S. C. Chu 5/14/06*
(Signature and date)

SUBJECT: Purple Heart Medal - SNOWFLAKE (Attached)

- This responds to your question concerning the history of the current requirement for the Purple Heart and whether a case could be made for awarding the Purple Heart to members wounded, not as a result of enemy action, in a combat zone.
- The criteria for award of the Purple Heart are not based on "combat zones," but instead focused on the nature of the inflicting force. The criteria include international terrorist attacks, acts of hostile foreign forces, and friendly fire while engaged in **armed** conflict.
- As the Assistant Secretary of the Navy (M&RA) stated in his October 28, 2005 memorandum: "The Purple Heart is an award worn with great pride, and its meaning is clear: **this individual has encountered the enemy** and was wounded as a result of that encounter." This goes to the core of the meaning of the "Purple Heart."
- If an individual is injured in a combat zone, but not as a result of direct or indirect enemy action, there are other means of recognizing their actions, if warranted.
- A review of DoD and the Services' award regulations concerning the Purple Heart indicates that there are a few instances of divergent guidance from the Executive Order and the DoD awards manual. We will fix these.

Attachment:
As stated

Prepared by: LTC Thomas L. Casciaro, ODUSD (P&R)(MPP)/OEPM (b)(6)



OSD 01349-06

11-L-0559/OSD/55612

~~FOUO~~

CLASSIFICATION
PAGE

225 JUN 27 11:40:40

October 07, 2005

To: David Chu
CC: Gen Pete Face
GEN Pete Schoomaker
GEN Mike Hagee
ADM Mike Mullen
Gen Mike Moseley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Purple Hearts

It might be useful to do a baseline review of the rules governing the award of the Purple Heart. I'm no expert, but my impression is that with the changing nature of the modern battlefield, some of the old rules may benefit from a review.

Please get some input from the Services and the Chairman, then send me a paper about the way the award is structured now and whether or not it might make sense to rethink it.

Thanks,

DRR:sd
100705-13

.....
Please Respond By 10/31/05

~~FOUO~~

11-L-0559/OSD/55613 OSD 01349-06

INFORMATION PAPER

SUBJECT: Purple Heart Medal

Executive Order 11016 with amendments authorizes award of the Purple Heart. A review of the DoD and Services' award regulations (Department of Defense Manual 1348-33M, Manual of Military Decoration and Awards; Army Regulation 600-8-22, Military Awards; Secretary of the Navy Instruction 1650.1G, Navy and Marine Corps Awards Manual; and Air Force Instruction 36-2803, The Air Force Awards and Decorations Program) revealed that there **are** a few instances of divergent guidance:

- EO 11016 and DoD 1348-33M states that the Purple Heart is awarded to any member of the Armed Forces of the United States or any civilian national* of the United States who, while serving under competent authority in any capacity with one of the U.S. Armed Forces, after April 5, 1917, has been wounded, killed, or who has died or may hereafter die of wounds.
*Public Law 105-85 changed criteria to award the Purple Heart only to members of the armed forces.
 - The Navy Instruction does not contain the language, "or who has died or may hereafter die of wounds."
 - The Army and Air Force guidance is consistent with the EO and DoD Manual.
- EO 11016 and DoD 1348-33M states, before April 25, 1962, while held as a prisoner of war (or while being taken captive) in the same manner **as** a former prisoner of war who is wounded on or after that date while held **as** a prisoner of war (or while being taken captive under Section 521, DoD Authorization Act for 1996).
 - The Army regulation recognizes that former prisoners of war after April 25, 1962 who were wounded while prisoners **are** authorized the Purple Heart.
 - The Navy provides general guidance that prisoners that were "maltreated by their captors **are** authorized the Purple Heart.
 - The Air Force guidance is consistent with the EO and DoD Manual.
- EO 11016 states, A wound for which the award is made **must** have required treatment by a medical officer.
 - The DoD manual does not contain this language.
 - The Services' guidance is consistent with the EO.
- The Marine Corps threshold for a concussion is (Level III), the individual is rendered unconscious from the head injury and treated by a medical officer. The Army threshold is a concussion treated by a medical officer.

Coordination: Purple Heart Medal

Department of the **Army**

Mr. Daniel B. Denning, January 10, 2006

Department of the Navy

Hon. William A. Navas Jr. December 2, 2005

Department of the Air Force

Hon. Michael Dominguez, January 9, 2006

The Joint Staff

LTG Walter L. Sharp, March 25, 2006



SECRETARY OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

INFORMATION MEMO

FOR: Under Secretary of Defense for Personnel and Readiness

FROM: Daniel B. Denning, Principal Deputy Assistant Secretary (Manpower and Reserve Affairs)

DBD
10 Jun 06

SUBJECT: Purple Heart (PH) Medal

- To provide the Army's coordination on the Acting Deputy Under Secretary of Defense (Military Personnel Policy) (DUSD (MPP)) draft Snowflake follow-up, subject, as above.
- In the interest of uniformity and to preclude a Soldier getting the PH and a Marine in a similar circumstance not receiving the PH, recommend a Working Group be formed to compile uniform criteria that will be applicable to all Services.
- It is my belief that the PH uniquely and appropriately recognizes those individuals killed or wounded **as** a result of armed conflict or specific hostile actions, **and** should be restricted to those individuals.

RECOMMENDATION A working group be formed to create uniform PH criteria.

Approve _____ Disapprove _____

Prepared By: LTC Lisiane M.Y. Valentine, (b)(6)

Coordination: Purple Heart Medal

Department of the Army

Department of the Navy

Department of the Air Force

Office of the General Counsel

Manning 12-02-05

Coordination: Purple Heart Medal

Department of the Army

Department of the Navy

Department of the Air Force

United States Marine Corps

Office of the General Counsel

MID

David,
I've enclosed a point paper on
this subject that suggests to
me little benefit and great cost
to expanding Purple Heart award
criteria. *MID*



THE JOINT STAFF
WASHINGTON, DC

Reply ZIP Code:
20318-0300

DJSM 0306-06
25 March 2006

MEMORANDUM FOR THE UNDER SECRETARY OF DEFENSE FOR
PERSONNEL AND READINESS

Subject: **Purple Heart Medal**

1. **Thank** you for the opportunity to review the draft memorandum.¹ **We** concur that the criteria for the Purple Heart should not be changed and the few deviations that exist **among** the Executive Order, DOD manual, and Service guidance should be fixed to ensure the criteria is consistent across the Department.
2. In addition, to ensure the consistency and accuracy of *this* medal both in definition and application **across** the Services, we concur in the **Army's** proposal for a working group to be formed to specifically address these issues.
3. The Joint Staff point of contact is Mr. Jerry **Mahar**; J-1/PSD; (b)(6)

(b)(6)

WALTER L. SHARP
Lieutenant General, USA
Director, Joint Staff

Reference:

- 1 USD(P&R) memorandum, 26 **January** 2006, "Purple Heart Medal"



PERSONNEL AND READINESS

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



INFO MEMO

January 26, 2006 - 9:00 AM

FOR: SECRETARY OF DEFENSE

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

(Signature and date)
Signature at

SUBJECT: Purple Heart Medal - SNOWFLAKE (Attached)

- This responds to your question concerning the history of the current requirement for the Purple Heart and whether a case could be made for awarding the Purple Heart to members wounded, not as a result of enemy action, in a combat zone.
- The criteria for award of the Purple Heart are not based on "combat zones," but instead focused on the nature of the inflicting force. The criteria include international terrorist attacks, acts of hostile foreign forces, and friendly fire while engaged in armed conflict.
- As the Assistant Secretary of the Navy (M&RA) stated in his October 28, 2005 memorandum: "The Purple Heart is an award worn with great pride, and its meaning is clear: this individual has encountered the enemy and was wounded as a result of that encounter." This goes to the core of the meaning of the "Purple Heart."
- * If an individual is injured in a combat zone, but not as a result of direct or indirect enemy action, there are other means of recognizing his action, if warranted.
- A review of DoD and the Services' award regulations concerning the Purple Heart indicates that there are a few instances of divergent guidance from the Executive Order and the DoD awards manual. We will fix these.

Attachment:
As Stated

Prepared by: LTC Thomas L. Casciaro, ODUSD (P&R)(MPP)/OEPM (b)(6)

DoD

26 Jan 06

70CT05



Casciaro, Thomas L, LTC, OSD-PR

Subject: FW: Purple Heart Snowflake

From: Mustion, Richard P, COL, OSD-P&R
Sent: Tuesday, November 15, 2005 3:52 PM
To: Earle, Sheila M, CIV OSD-P&R
Cc: Johnson, Harvey W, LTC, OSD-P&R; Wellock, Stephen M, CIV, OSD-P&R; Stevenson, James L, MAJ, OSD-P&R;
McGinn, Gail, CIV, OSD-P&R
Subject: Purple Heart Snowflake

Ma'am - Attached snowflake response returned by the front office and was subject of discussion between Dr Chu and Mr Rangel. No issue with the facts in the response. Front Office issue is apparent or perceived divergent guidance issued used by the Services. Dr Chu has asked that MPP review service guidance to ensure correctness and consistency. Prepare revised response that very briefly encapsulates the policies to show consistency or divergence (as applicable). Response should **start** with Exec Ord. then DoD guidance followed by Services. Attachments are ok provided they are short!!

v/r
Rick

Rick Mustion
Colonel, US Army
Military Assistant to the Principal Deputy Under
Secretary of Defense for Personnel and Readiness
(b)(6)

<< File: Purple Heart Medal.pdf >>

Coordination: Purple Heart Medal

Department of the Army

Department of the Navy

Department of the *Air* Force

Copy Provided, Nov 30,2005

Hon. William A. Navas Jr, Dec 2,2005

Hon. Michael Dominguez, Jan 9,2006

~~FOUO~~

January 05, 2006
06/000213
ES-5034

TO: Peter Rodman

cc: Eric Edelman

FROM Donald Rumsfeld *DR*

SUBJECT: Brief on Communicating with Islam

George Shultz asked if you would brief me on their meeting on how to communicate with Islam. Have you done anything with that for the Department?

Thanks.

DER ss
010506-22

.....
Please Respond By 01/25/06

~~FOUO~~

OSD 01378-06

INFO MEMO

11-L-0559/OSD/55624

DSD _____
USD(P) 44 JAN 26 2006

106/001020
06/000213
ES-5034

FOR SECRETARY OF DEFENSE

PR

Max Beulow 1/25/06

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

SUBJECT: Shultz Brief on Communicating with Islam

- ~~(FOUO)~~ You asked me about George Shultz's brief and how the Department might use some of his ideas to communicate with Islam.
- ~~(FOUO)~~ The Shultz brief has some interesting concepts, some of which might be useful to the Department; some of his ideas also might be useful to the interagency effort on public diplomacy led by Karen Hughes.
- ~~(FOUO)~~ I think it would be helpful if I briefed you on my discussions with Shultz and our thoughts on how best to incorporate his ideas into the Department and interagency.

~~FOUO~~

ES-4430
05/013691

October 12, 2005

TO: Paul McHale
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT: Permanent Entity at DoD to handle Disasters

→ Eric
EDELMAN
→ Ryan Henry

We ought to give some thought to forming a permanent entity in the Department of Defense to handle disasters - natural and manmade. We ought to have that permanent standing joint task force/joint headquarters capability. We also ought to think about whether or not the world ought to have the same capability on a permanent basis - at the U.N.

Thanks.

DHR:m
101205-06(TS)

.....
Please respond by November 8, 2005

~~FOUO~~

13-10-05 13:31 IN

11-L-0559/OSD/55625

OSD 01383-06

FOUO

January 31, 2006

000.92

TO: Gen Pete Pace
cc: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Permanent Entity for Disaster Relief

Here is an interesting memo from Paul McHale suggesting JFCOM might be the right COCOM to have a Standing Joint Task Force for disaster relief operations.

Paul's thoughts may be helpful as you work the overall assessment of the Unified Command Plan I recently requested.

Thanks.

Attach. 1/26/06 ASD(HD) memo to SD re: Permanent Entity at DoD to Handle Disasters [OSD01383-06] and 10/12/05 SD memo #101205-06

31 JAN 06

DHR:ah
013106-05



Please Respond By March 02, 2006

12 Oct 05

OSD 01383-06



5/3/2006 3:20:22 PM

FOUO

11-L-0559/OSD/55626



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

INFO MEMO

DepSecDef : 114
USD(P) *EE* JAN 26 2006
I# 05/013691
ES-4430

FOR SECRETARY OF DEFENSE

FROM: Paul McHale, Assistant Secretary of Defense for Homeland Defense
Lt Gen Victor Renuart, USAF, Director, Strategic Plans and Policy, J-5

JK/1/20
PM

SUBJECT: Permanent Entity at DoD to Handle Disasters

- This responds to your inquiry regarding a permanent entity in DoD to handle natural and man made disasters.
- The regional combatant commanders have the duty and authority to exercise command and control of all operational forces within their respective areas of responsibility, including military personnel assigned to disaster response.
- Within CONUS, NORTHCOM operationally controls assigned military forces in execution of civil support missions (Military Support to Civil Authorities) – the disaster response to Hurricane Katrina is the most recent example. Therefore, in terms of direct command and control, the affected combatant commander “handles” the DoD portion of the disaster response. This C2 approach is consistent with the core principle of the UCP and Goldwater – Nichols.
- However, as implied by your question, there is an unmet need to identify a single point of contact within DoD as a central repository of disaster related expertise: familiarity with relevant authorities; recurring operational requirements and resources; proven CONOPS for interagency coordination; and lessons learned. I believe that JFCOM’s Standing Joint Force Headquarters – Core Element (SJFHQ-CE) – is the right point of contact for DoD disaster expertise, worldwide. This is the same Headquarters element we deployed to Baton Rouge during Hurricane Katrina and to Pakistan following the recent earthquake.
- Following the USJFCOM model, USNORTHCOM and USPACOM have established standing joint task headquarters forces to provide command and control within their areas of responsibility. In addition, USNORTHCOM’s Joint Task Force-Civil Support possesses the capabilities to respond to and manage a domestic CBRNE incident.
- The Joint Staff, the remaining combatant commands, and the Services are developing policies and procedures to designate, train, and certify Service Headquarters as capable JTF-core elements. This initiative is supported in the QDR and has my concurrence.

COORDINATION: The Joint Staff

Prepared by: Col Heady, OASD(HD)/SP&R; (b)(6)
LtCol Haviland, JS/J-5 (b)(6)

POLICY COORDINATION SHEET

Subject: Permanent Entity at DoD to Handle Disasters
I-Number: 05/013691

Title/Organization	Name	Date
PDUSDP	Ryan Henry <i>OK'd</i> PD USDP	JAN 25 2006

FOUO

10:55

January 04, 2006

06/000135
ES-5021

TO: Eric Edelman

CC: Gen Pete Pace

FROM: Donald Rumsfeld *DR.*

SUBJECT: I&L Funding

Please **look** into the **way** the funding **and** leadership is handled with respect to I&L funding in both Iraq and Afghanistan.

Thanks.

DHR:es
01040611

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

FOUO

05-01-06 08:43 IN

OSD 01386-06

11-L-0559/OSD/55629

INFO MEMO

DSD _____ IN: 53
USD(P) *Wts* JAN 26 200



FOR SECRETARY OF DEFENSE

FROM: Thomas W. O'Connell, Assistant Secretary of Defense (SO/LIC) *Lawell 26 Jan 06*

SUBJECT: State Bureau of International Narcotics and Law Enforcement (INI) Funding and Staffing

- You asked how INL funding and leadership are handled in Iraq and Afghanistan (Tab A).
- FY 06 INL Iraq programs total \$603.6M as follows:

Police Training	\$550.0M (DoD OIF Funds)
Rule of Law (support to courts and correctional training program)	\$ 53.6M (State Funds)

- FY07 INL Iraq programs: \$250M requested for Rule of Law programs, to include \$100M for prison construction.
- FY 06 INL Afghanistan programs total \$235M as follows:

Eradication	\$159.0M
Law Enforcement	\$ 58.5M
Administration of Justice	\$ 11.5M
Program Development and Support	\$ 6.0M

- Congress rescinded \$2.35M from the Eradication and Law Enforcement programs, but we do not have visibility on how this affected each program.

- OMB reports there will be no dollars for Afghanistan and "some" dollars for prison work in Iraq from the INL FY 06 Supplemental.
- INL has two officers at Embassy Baghdad, each serving a one-year tour. INL has 4,036 contractors for programs in Iraq.

Prepared by: LCDR Robert Mook, SOLIC(CN), (b)(6)

- INL has 11 officers in Kabul, ten of whom are serving one-year tours, responsible for the following areas:

INL management	2
Poppy Elimination Program	1
Police advisors	2
INL Aviation	1
CN / Narcotics Affairs	2
Budget management	1
U.S. support personnel	1
Justice	1

- INL has 1,385 contractors for programs in Afghanistan.

COORDINATION Tab B

Attachments:
As Stated

FOUO

01/04/06 08:55

January 04, 2006

TO: Eric Edelman

06/000135
ES-5021

CC: Gen Pete Pace

FROM: Donald Rumsfeld *DR*

SUBJECT: I&L Funding

Please **look** into the way the funding and leadership is handled with respect to I&L funding in both Iraq and Afghanistan.

Thanks.

DWR:es
010406-17

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

FOUO

05-01-06 08:43 IN

OSD 01386-06

11-L-0559/OSD/55632

I-06/000135

COORDINATION

PDASD (ISA)

Mary Beth Long

January 25, 2006

11-L-0559/OSD/55633

JAN 27 2006

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE
SECRETARY OF DEFENSE

092

ACTION MEMO 2006 JAN 30 AM 10:26 JAN 27 2006

USD(P) UH
I-06/000143
ES-5025

FOR SECRETARY OF DEFENSE

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

SUBJECT: Most important jobs in Afghanistan and Iraq (Snowflake Response)

- You asked for additions to your list of important jobs in Afghanistan and Iraq for the next two years and how we can get people to serve for 18 months.
- I suggest adding the following existing positions to your list:

For Afghanistan:

For Iraq:

- o Deputy Chief of Mission
- o Top advisor to the Ministry of Finance
- o Afghanistan Reconstruction Group (**ARG**) Director
- o USALD Mission Director
- o International Narcotics and Law Enforcement (INL) Director
- o Public Diplomacy / Communication Director
- o NATO / International Security Assistance Force commander

- o Deputy Chief of Mission
- o Top advisor to the Ministry of Finance
- o Iraq Reconstruction and Management Organization (IRMO) Director
- o USAID Mission Director
- o International Narcotics and Law Enforcement (INL) Director
- o Public Diplomacy / Communication Director

- I plan to raise the subject of 18 month civilian assignments to the interagency and will coordinate with the Joint Staff on the possibility of 18 month assignments.
- For Afghanistan, we continue our search for a senior individual to fill a senior advisory to NATO on reconstruction and related activities.

RECOMMENDATION Approve additions to the list of key jobs and approve our proposed interagency discussions.

Approve _____

Do not approve _____

Other _____

~~FOR OFFICIAL USE ONLY~~

OSD 01450-06

11-L-0559/OSD/55634

27-01-06 12:30 IN

27 Jan 06

I 06/000143
ES-5025

~~FOUO~~

January 04, 2006

TO: Gen Pete Pace
Eric Edelman

CC: VADM StaserHolcomb

FROM: Donald Rumsfeld *DR.*

SUBJECT The Most Important Jobs in Afghanistan **and** Iraq

It strikes me that a critical question to ask ourselves is: What **are** the most important jobs in Iraq and Afghanistan for the next two years? Clearly, they **are** the positions held by:

1. Abizaid
2. Casey
3. J.R. Vines
4. Eikenberry
5. Dempsey
6. Durbin
7. Ambassador to Iraq
8. Ambassador to Afghanistan
9. Top advisors to MOI and **MOD** in both countries

There must be others. Please add **to** this list, and then let's decide how we can get the good ones to stay **longer** than they would otherwise stay 18 months v. 12 months.

Let's be sure I and other key people interview anyone **who** is going to go into these **key jobs**.

Thanks.

~~FOUO~~

11-L-0559/OSD/55635

FOUO

DHR ss
010406-18

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

05-31-06 09:26 IN

FOUO

11-L-0559/OSD/55636

~~FOR OFFICIAL USE ONLY~~

COORDINATION SHEET

Director (NG)

J. T. ...

Date 1/25/06

Principal Director (NESA)

[Signature]

Date 1/24/06

PDASD(ISA)

M. B. Long

Date 1/26/06

Prepared by: Josh Carter, OUSD(P)/ISA/NESA-NG (b)(6)

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/55637

~~FOUO~~

I 06/000143
ES-5025

092

January 04, 2006

TO: Gen Pete Pace
Eric Edelman

CC: VADM Staser Holcomb

FROM: Donald Rumsfeld *D.A.*

SUBJECT: The Most Important Jobs in Afghanistan and Iraq

It strikes me that a critical question to ask ourselves is: What are the most important jobs in Iraq and Afghanistan for the next two years? Clearly, they are the positions held by:

1. Abizaid
2. Casey
3. J.R. Vines
4. Eikenberry
5. Dempsey
6. Durbin
7. Ambassador to Iraq
8. Ambassador to Afghanistan
9. Top advisors to MOI and MOD in both countries

There must be others. Please add to this list, and then let's decide how we can get the good ones to stay longer than they would otherwise stay 18 months v. 12 months.

Let's be sure I and other key people interview anyone who is going to go into these key jobs.

Thanks.

~~FOUO~~

OSD 01450-06

45AN06

11-L-0559/OSD/55638

~~FOUO~~

DHR:sa
010406-18

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

05-01-06 09:25 AM

~~FOUO~~

11-L-0559/OSD/55639

FOUO

JAN 24 2006

TO: Ron Sega

CC: Gordon England

FROM: Donald Rumsfeld *DR*

SUBJECT: Augustine Report -- State of the Union Suggestion

Please **take** a look at Norm Augustine's new report for the American Academy of Science, "Rising Above **the** Gathering **Storm**." It is a study of how the U.S can best ensure we **maintain** the scientific and technical building blocks of economic and security leadership.

I think we should send some ideas over to the **White** House for things the President might consider including in the State of the Union.

Please give me some specific suggestions -- the speech will be shaping up rapidly, and if we **are going to get** into it, we **need** ow thoughts over there soon.

Thanks.

Attach *RisingAbove the Gathering Storm" Executive Summary and report on disk

DHR:ss
012306-14

Please Respond By 01/26/06

alt 1/27
Sir,
Response attached.
DR
Hol

JAN 27 2006

2006

FOUO

OSD 01453-06

11-L-0559/OSD/55640



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

*DA
1/27*

INFO MEMO

JAN 27 2006

FOR: SECRETARY OF DEFENSE

FROM: Ronald M. Segal *Ronald M Segal*

SUBJECT Augustine Report – State of the Union Suggestion

- We concur with the Augustine Committee’s assessment of the shortage of technical talent, particularly for critical skills requiring clearable people.
- To increase the DoD technical talent pool, we requested and received FY06 authorization and appropriation for a National Defense Education Program emphasizing scholarships, fellowships, internships and a payback for the recipients to work in the Department. The DoD funding request increases over the FYDP.
- The National Defense Education Program is consistent with Augustine’s recommendations and the principles/ mechanisms could be significantly expanded into a national initiative.
- Recommendations for POTUS:
 - Challenge the American Education System to emphasize math, science, and engineering education needed for economic and security leadership.
 - Request Congress work toward a National Defense Education Act of 2006
 - Augustine’s output metrics are aggressive, but form a reasonable point of departure for a national program.
- Attached is suggested text for State of the Union

OSD, 1

27 Jan 06

COORDINATION: NONE

27 Jan 06

OSD 01453-0

INFO MEMO

SUGGESTED TEXT FOR STATE OF THE UNION

The 21st Century provides us with great opportunities to strengthen our nation's economic and security leadership. Americans now compete for jobs on a global scale and this competition extends beyond manufacturing to include high-technology sectors such as software development.

Recently, a bipartisan, Congressionally sponsored, committee of university presidents, CEOs, and Nobel laureates, chaired by Norm Augustine, found that Americans are falling behind leading nations in math, science, and engineering capabilities and education. They stated that "Having reviewed trends in the United States and abroad, the committee is deeply concerned that the scientific and technical building blocks of our economic leadership are eroding at a time when many other nations **are** gathering strength... This nation must prepare with great urgency to preserve its strategic and economic security... the United States must compete by optimizing its knowledge-based resources, particularly in science and technology, and by sustaining the most fertile environment for new and revitalized industries and the well-paying jobs they bring."

In the late **1950's** after the launch of Sputnik, our nation recognized a similar need to emphasize science and math education and responded with the National Defense Education Act of 1958. We have already taken some steps. For example, I want to **thank** Congress for supporting the Department of Defense's FY06 request for a National Defense Education Program to increase our technical talent. We must continue to build on such programs.

Economic and security leadership requires a renewed commitment to provide opportunities for our youth to seek a science and engineering education and inspire our citizens to excel in advanced technology fields. I would like to challenge the American Education System, at all levels, to emphasize Science and Engineering, restoring the traditional American leadership on innovation. This is a foundational element to our National Security, and **as** such I ask the Congress to work toward a new National Defense Education Act, to assure our nation's technical talent pool for the future.

To: Marc Thiessen

Fm: Greg Lengyel (b)(6)

Subject: SOTU Suggestions

Mr. Thiessen,

Secretary Rumsfeld asked that we send you the attached document. Two pages to follow.


~~FOUO~~

JAN 30 2006

335 SD

TO: COL H. R. McMaster

CC: GEN Pete Schoomaker
GEN John Abizaid
GEN George Casey

FROM Donald Rumsfeld 

SUBJECT: Good Job

I have heard a number of reports about your fine work in Iraq, ranging from Jim Steele's comments after spending time with you to the excellent job you did in the recent press conference via VTC to the Pentagon.

Thanks for your able service.

DHR.db
012706-14

30 JAN 06

OSD 01462-06

~~FOUO~~

11-L-0559/OSD/55644

~~FOUO~~

JAN 30 2006

TO: COL H. R. McMaster

c c : GEN Pete Schoomaker
GEN John Abizaid
GEN George Casey

FROM: Donald Rumsfeld 

SUBJECT Good Job

I have heard a number of reports about your fine work in Iraq, ranging from Jim Steele's comments after spending time with you to the excellent job you did in the recent press conference via VTC to the Pentagon.

Thanks for your able service.

DHR.dh
012706-14

OSD 01462-06

~~FOUO~~

11-L-0559/OSD/55645

~~FOUO~~

JAN 30 2006

TO: COL H. R. McMaster

CC: GEN Pete Schoomaker
GEN John Abizaid
GEN George Casey

FROM: Donald Rumsfeld 

SUBJECT: Good Job

I have heard a number of reports about your fine work in Iraq, ranging from Jim Steele's comments after spending time with you to the excellent job you did in the recent press conference via VTC to the Pentagon.

Thanks for your able service.

DHR:dh
012708-14

OSD 01462-06

~~FOUO~~


11-L-0559/OSD/55646

~~FOUO~~

JAN 30 2006

TO: ADM Mike Mullen

cc: Gordon England
Gen Pete Pace
Donald Winter
GEN John Abizaid

FROM: Donald Rumsfeld 

SUBJECT: Dependents in Bahrain

At our meeting on this subject, we talked about a "glide slope" approach that would lead to getting our folks back into Bahrain in time for school. What are the key dates involved? What did you decide to do about imminent danger pay and combat exclusion for Bahrain, in light of bringing dependents back?

I would like to see the plan.

Thanks.

DHR.dh
012706-10

.....
Please Respond By February 16, 2006

292

30 JAN 06

OSD 01496-06

~~FOUO~~

11-L-0559/OSD/55647



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO

FEB 13 2006

15

292

MEMORANDUM FOR SECRETARY OF DEFENSE

Subj: DEPENDENTS IN BAHRAIN

1. Mr. Secretary, in response to your memo of January 27, 2006, I am providing two "glide slopes" that support the return of dependents to Bahrain in either summer 2006 or January 2007.

2. The timeline for summer 2006, while possible, would be a sprint and subject to the following assumptions:

- You approve the return by March 15, 2006.
- Commander, FIFTH Fleet regulates the flow of incoming family members to match the school's teaching capacity - the number of teachers on staff.
- Funding authorization/availability for moving of family members.
- Mitigation of security vulnerabilities recently identified at the school.
- Resolution of Imminent Danger Pay (IDP) and Combat Zone Tax Exclusion (CZTE) policies, which are under review by your staff.

*17 Feb 06
2/17*

3. The attached timeline for January 2007, includes longer planning times and greater flexibility for family members. This could result in more family members returning to Bahrain.

*SD
concur
w/
CNO
deciding
this
issue.
30 Jan 06
v/rj*

4. I recommend a mid-2006 approval for a January 2007 return of dependents to Bahrain.

M. G. Mullen

M. G. MULLEN
Admiral, U.S. Navy

copy to:
DEPSECDEF
SECNAV
CJCS
GEN Abizaid

*Mr. Secretary,
The last question you asked me
was of our meeting
whether or not I was comfortable
I still am not comfortable, I
recognize I am alone on this, but
I:
- still think we should wait till
07 - I am in no real
- threat still moderate in what do a
country*

OSD 0149606
-11-L-055970SD/55848

v/r Mullen



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO

FEB 13 2006

MEMORANDUM FOR SECRETARY OF DEFENSE

Subj: DEPENDENTS IN BAHRAIN

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4. I recommend a mid-2006 approval for a January 2007 return of dependents to Bahrain.

M. G. Mullen

M. G. MULLEN
Admiral, U.S. Navy

Copy to:
DEPSECDEF
SECNAV
CJCS
GEN Abizaid

Mr. Secretary,
The last question you asked me at the end of our meeting was whether or not I was comfortable I still am not comfortable. I recognize I am alone on this, but

- still think we should wait till 07 - I am in no real threat state moderate in what is a

OSD 01496-06
11-L-0559/OSD/55649

Mullen

292

13 Feb 06
2/11

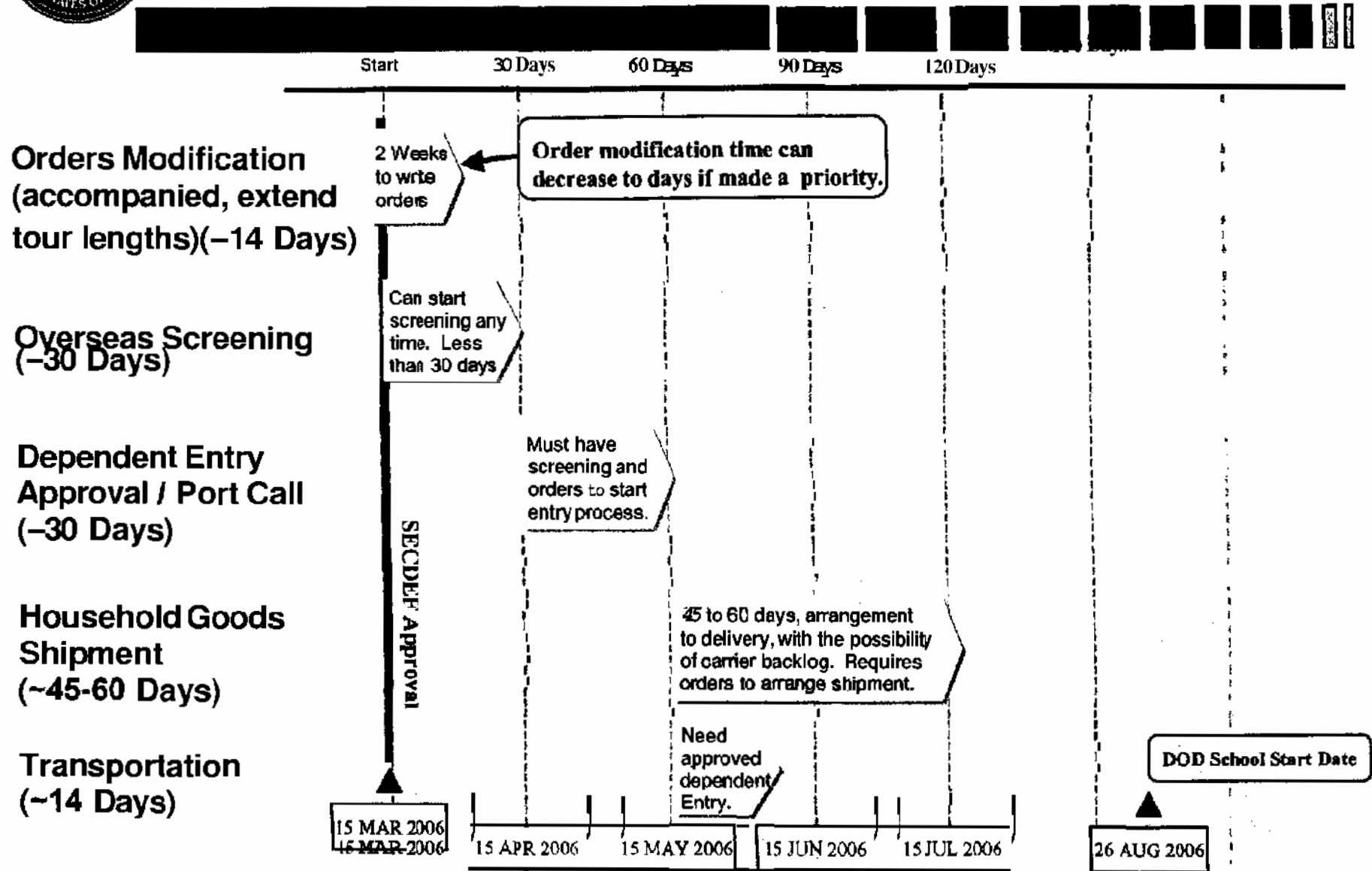
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w/
CNO
deciding
this
issue.

v/r
20 Jan 06



Return of Family Members Time Line

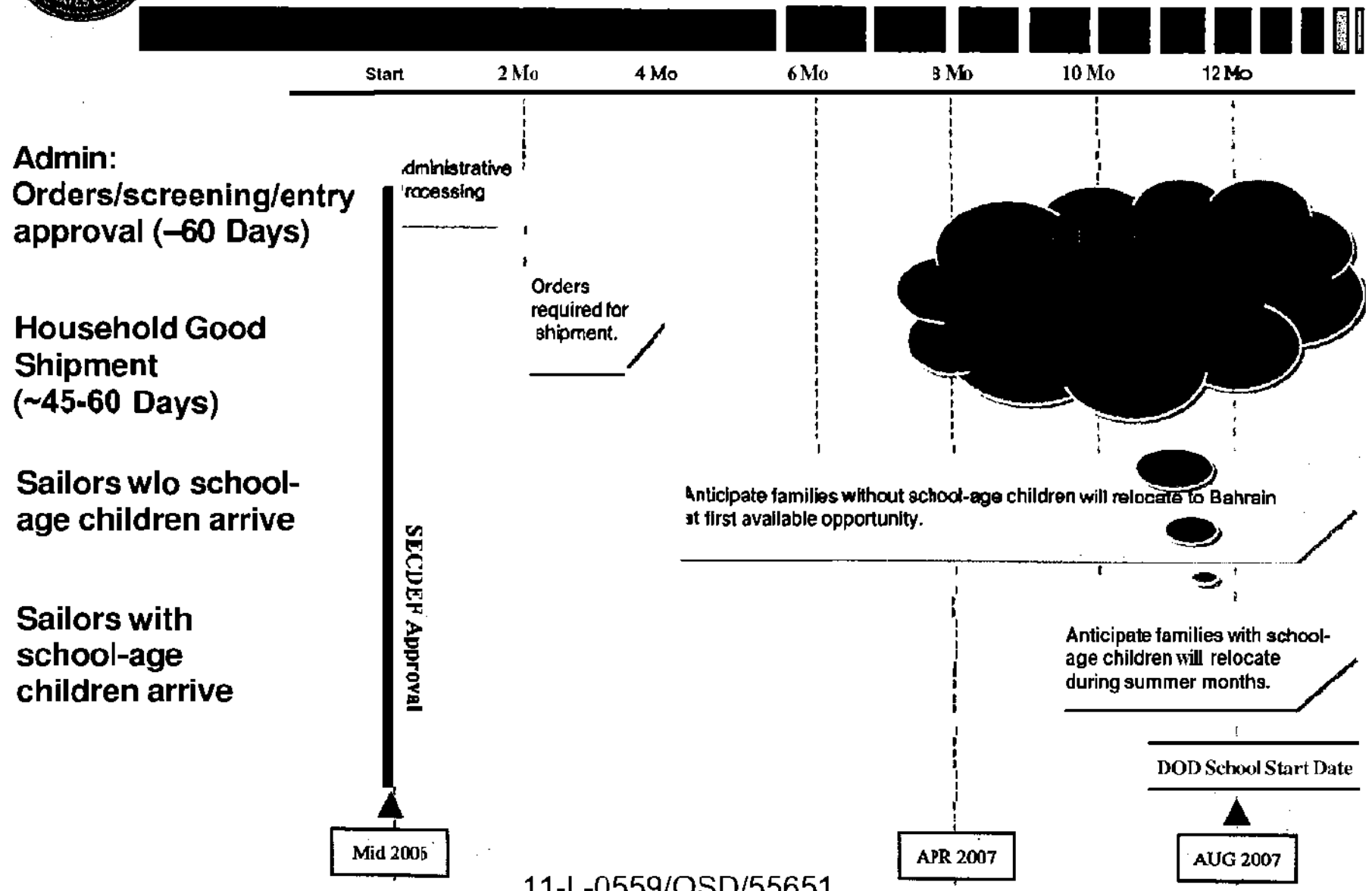
15MAR06 to 26AUG06



11-L-0559/OSD/55650



Return of Family Members Time Line Mid 06 to Mid 07



11-L-0559/OSD/55651



LEGISLATIVE AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

ACTION MEMO

2006 JAN 31 PM 2:45

January 30, 2006, 9:00 A.M.

310.1

FOR: SECRETARY OF DEFENSE

FROM: Daniel R. Stanley, Assistant Secretary of Defense for Legislative Affairs, (b)(6)

SUBJECT: Snowflake Response - Members of Congress and the QDR, #011906-10

- You asked us to recommend a method of connecting Members to the QDR.
- You have personally discussed the QDR with the following:
 - U.S. Senate (14): John Warner, R-VA; Lamar Alexander, R-TN; Conrad Burns, R-MT; Norm Coleman, R-MN; Pete Domenici, R-NM; Tom Coburn, R-OK; John Comyn, R-TX; John Ensign, R-NV; Mel Martinez, R-FL; Ben Nelson, D-NE; Jeff Sessions, R-AL; Jim Talent; R-MO; Wayne Allard, R-CO; Thad Cochran, R-MS.
 - U.S. House of Representatives (4): Ike Skelton, D-MO; Jim Marshall, D-GA; Susan Davis, D-CA; and Ellen Tauscher, D-CA.
 - Forty-three Senators at the Senate Republican Conference.
 - You will speak on Tuesday, January 31st to the House Republican Study Committee with a focus on QDR themes. We expect about 100 Members.
- PDUSD Ryan Henry and his staff briefed the QDR from January 18-20 to the professional staffs of the SASC, SAC-D, HASC, and HAC-D and the military legislative assistants in both chambers. About 130 staffers attended.
- Rep. Tauscher recommended the following Members; we will schedule them for future engagements: Dan Boren, D-OK; Michael Conaway, R-TX; Jim Cooper, D-TN; Geoff Davis, R-KY; Steve Israel, D-NY; John Kline, R-MN; Jim Langevin, D-RI; Rick Larsen, D-WA; Loretta Sanchez, D-CA; Joe Schwarz, R-MI; Rob Simmons, R-CT; and Michael Turner, R-OH.
- Your Posture Testimony to the SASC (February 7th) and the HASC (February 8th) should also make reference to the QDR and our efforts to adapt the Department to irregular, catastrophic, and disruptive security challenges.
- Recommendation: Contact Chairman Hunter, R-CA, prior to the February 6th roll out.

30 Jan 06

20 Jan 06

Attachments: Letter from Rep. Tauscher (TAB A) Snowflake #011906-10 (TAB B)

SECDEF DECISION:

APPROVED: _____
DISAPPROVED: _____
OTHER: _____

Prepared by: Mr. Pepper Bryars, Defense Fellow, OASD (LA), (b)(6)

11-L-0559/OSD/55652

OSD 01560-06

ELLEN O. TAUSCHER
10TH DISTRICT, CALIFORNIA

COMMITTEE ON
TRANSPORTATION AND INFRASTRUCTURE
SUBCOMMITTEE ON AVIATION
SUBCOMMITTEE ON
HIGHWAYS, TRAMIT AND PIPELINES
SUBCOMMITTEE ON
WATER, RESOURCES AND THE ENVIRONMENT

COMMITTEE ON ARMED SERVICES
SUBCOMMITTEE ON TERRORISM
SUBCOMMITTEE ON PROTECTOR FORCES
SUBCOMMITTEE ON STRATEGIC FORCES

Congress of the United States
House of Representatives
Washington, DC 20515-0510

104 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
TELEPHONE (202) 225-1510
FAX (202) 225-6114

2121 NORTH CALIFORNIA BOULEVARD
SUITE 600
PALM BEACH, CA 94960
TELEPHONE (415) 492-4000
FAX (415) 492-4100

7000 CANTERBURY DRIVE
SUITE A
FAIRFIELD, CA 94533
TELEPHONE (707) 428-7700
FAX (707) 428-0833

420 WEST 2ND STREET
ASTORIA, CA 97103
TELEPHONE (503) 325-7777
FAX (503) 325-7020

Web Address: www.house.gov/tauscher

January 19, 2006

The Honorable Donald H. Rumsfeld
Secretary of Defense
1000 Defense pentagon
Washington, DC 20301-1000

Dear Secretary Rumsfeld,

I am writing to follow up on your request for a list of members that I would recommend for further work with you on issues related to the Quadrennial Defense Review.

In addition to myself, I would suggest Representatives Loretta Sanchez (CA), Susan Davis (CA), Jim Langevin (RI), Rick Larsen (WA), Steve Israel (NY), Jim Cooper (TN), Dan Boren (OK), Michael Turner (OH), Geoff Davis (KY), Rob Simmons (CT), John Kline (MN), Joe Schwarz (MI), and Michael Conaway (TX).

Sincerely,


Ellen O. Tauscher
Member of Congress

PLEASE RECYCLE PAPER

11-L-0559/OSD/55653

050 00870-06

FOUO

2006 JAN 21 01:24:45

- JAN 20 2006

TO: Robert Wilkie

cc: Dan Stanley
Robert Rangel

FROM: Donald Rumsfeld *DR*

SUBJECT: Members of Congress and the QDR

We ought to think **through** how we are going to connect the Congressional Members to the QDR. **For** example, Ellen Tauscher told me she would give me a list of people on the **task** forces and committees that she **thinks** are serious, and we should spend some time on. Please be **sure** to get that list from her.

310.1

Thanks.

DR.ss
011906-10

.....
Please Respond By February 01, 2006

FOUO

11-L-0559/OSD/55654

OSD 01560-06

2 Bruns

J06/000300
E-5041

~~FOUO~~

January 09, 2006

TO: Eric Edelman
CC: Robert Rangel
Steve Bucci
Cathy Mainardi
FROM: Donald Rumsfeld
SUBJECT: Afghan Budget

RA.

I need a brief on the Afghan budget for the next five years, or whatever they have.

Thanks.

DHR:ab
010006-12

.....

Please Respond By 02/02/06

AFGHANISTAN

~~FOUO~~

06-01-06 10:10 16

9 Jan 06

OSD 01692-06

11-L-0559/OSD/55655

JAN 27 2006

FOUO

OFFICE OF THE
SECRETARY OF DEFENSE

INFO MEMO

2006 FEB -2 PM 12:31

DSD
USD(P) 44 FEB 01 2006

I-06/000300 ES-5041

FOR SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense (ISA) *PRM* JAN 31 2006

SUBJECT: Afghan Budget (U)

- (U) **You** asked for a "brief on the Afghan Budget for the next five years, or whatever they have." (TAB A)
- Briefing on the Government of Afghanistan Budget, 2006-2010 attached (TAB B)

(U) COORDINATION: TAB C

Attachments:
As Stated

AFGHANISTAN

31 Jan 06

David W. Lamm, NES/ISA (b)(6)

Rodman, ASD/ISA

11-015

FOUO

11-L-0559/OSD/55656

OSD 01692-06

9 Jan 06

IO6/000300
ES-5041

~~FOUO~~

January 09, 2006

TO: Eric Edelman
CC: Robert Rangel
Steve Bucci
Cathy Mainardi

FROM: Donald Rumsfeld *D.A.*
SUBJECT: Afghan Budget

I need a brief on the Afghan budget for the next five years, or whatever they have.

Thanks.

CHR:am
010006-18

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

~~FOUO~~

05-11-06 10:10 1A

11-L-0559/OSD/55657

UNCLASSIFIED

Government of Afghanistan Budget, 2006-2010



**Briefing to the Secretary of Defense
26 January 2006**

UNCLASSIFIED

(DELIBERATIVE DOCUMENT: For discussion purposes only. Draft working papers. Not subject to FOIA release)

11-L-0559/OSD/55658



Purpose

- ❑ **To brief the SECDEF on the projected Government of Afghanistan internal budget for the next five years, including:**
 - Afghan projected revenues, expenditures, and grants
 - USG requested and projected funding.
 - Afghanistan national development requirements for the next five years.
 - **A way ahead, through efficient border management, to significantly increase GoA internal revenues in the short-term.**



POLICY

Afghan Projected Revenues, Expenditures and Grants

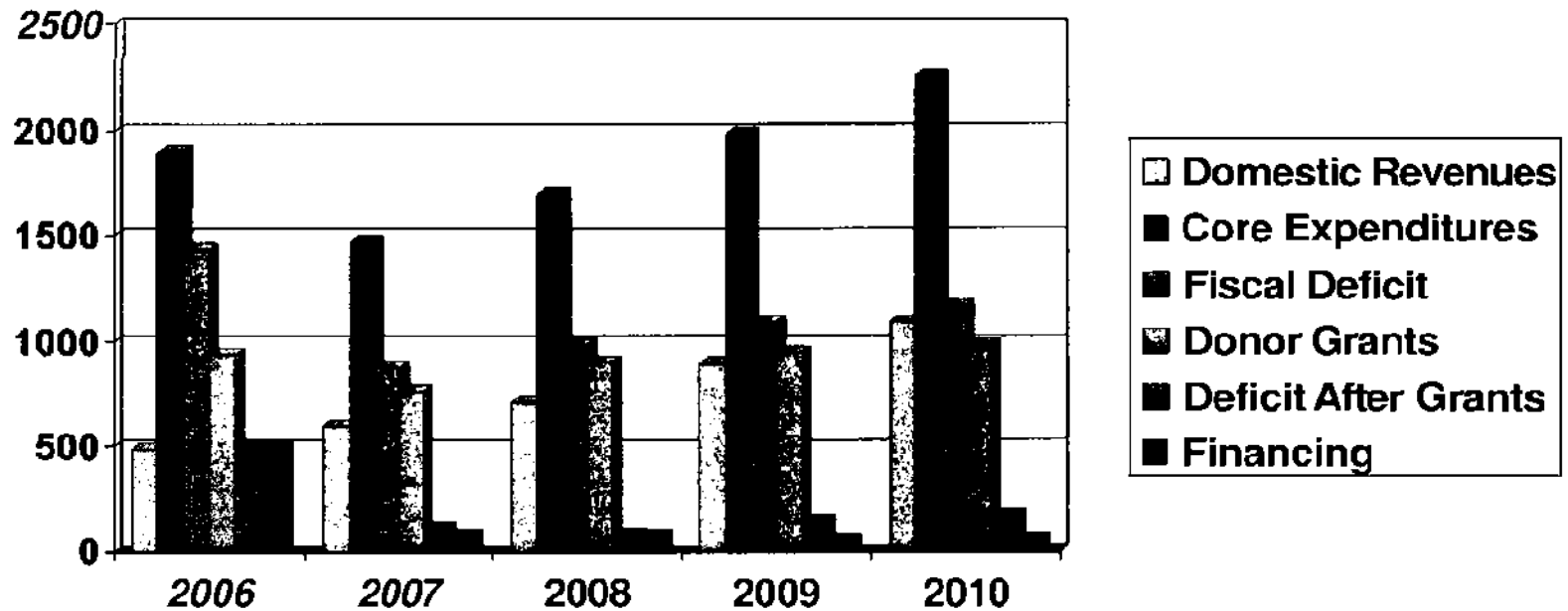
- GoA assumes internal revenues of \$3,800M.**
- GoA assumes operating budget expenditures of \$9,300M (does not include USG funding of Afghan National Security Sector).**
 - Includes wages, salaries, goods and services, interest on debt, acquisition of assets, and other recurrent expenses.
- Only 41% of expenditures are covered by revenues.**
- Annual deficits average \$1,109M before donor grants.**
 - Donor grants average \$907M and offset 82% of the annual deficit.
 - GoA seeks an average of \$200M in annual debt financing.
 - Asian Development Bank
 - World Bank

GoA Budget Estimates are Not Validated



Afghan Projected Revenues, Expenditures and Grants

(in millions USD)





USG Requested and Projected Funding (in millions USD)

- ❑ **DoS / USAID requested and projected funding for 2006-2007 is \$2,069M. Out-year projections not available.**
 - Economic Support Fund (ESF), International Narcotics and Law Enforcement (INCL), and Development Assistance (USAID) comprise the bulk of DoS projected funding averaging \$1,034M annually.
- ❑ **DoD estimated requirements to complete fielding of the Afghan National Security Forces for 2006-2010 is \$7,034M.**
 - Afghan National Army, Afghan National Police, Detainee Operations, and Counter-narcotics average \$1,407M annually.



DoS Budget Request and Projected Funding to Afghanistan

(in millions USD)

Program	2006	2007	Total
Economic Support Fund (ESF)	425	610	1,035
International Narcotics and Law Enforcement (INCL)	233	299	532
Development Assistance (USAID)	150	150	300
Child Support and Health (CSH)	43	43	86
Migration and Refugee Assistance (MRA)	37	38	75
Non-proliferation, Antiterror, Demining and Related (NADR)	21	20	41
Total	909	1,160	2,069

(DELIBERATIVE DOCUMENT: For discussion purposes only. Draft working papers. Not subject to FOIA release)



DoD Budget Request and Projected Requirements to Afghanistan

(in millions USD)

	2006 Supl Req	2007 Bridge Supl Req	2008 Projection	2009 Projection	2010 Projection	Total
ANA	825	810	641	498	494	3,268
ANP	1,362	185	897	644	351	3,439
Detainee Operations	13	17	-	-	-	30
Counter- narcotics	141*	28	38	43	47	297
Total	2,341	1,040	1,576	1,185	892	7,034

*includes FY06 supplemental for Afghanistan. 2007-2008 counter-narcotics figures are for CENTCOM



Afghanistan National Development Strategy

□ GoA estimate of total development needs for the next five years is \$19,829M.

- Afghanistan requires \$4,000M annually to achieve the goals in the National Development Strategy and the Afghan Compact.

(in millions of USD)

Sectors	2006-2010
Governance	749
Security	2,800
Infrastructure, Natural Resources	8,206
Education, Culture, Media	2,546
Health	1,012
Agriculture and Rural Development	2,098
Social Protection	233
Economic and Private Sector Development	501
Total Development Requirement	18,805
Total Recurrent Costs	5,453
Domestic Revenue	(4,489)
Total	19,829



POLICY

Border Management Initiative

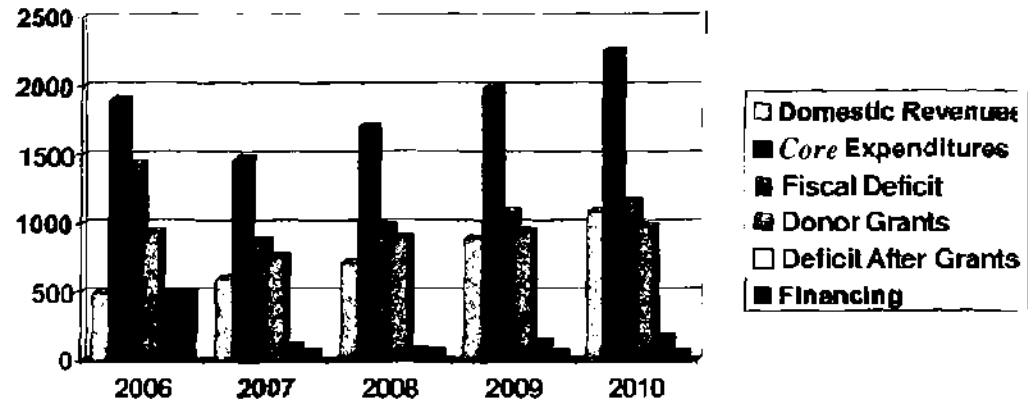
- USG must work with the GoA to develop a systemic means to capture border revenues.**
 - Border Management Initiative (BMI) can add an average of \$276M annually to GoA internal revenues from 2006-2010, a total of \$1,378M.
 - DoS (lead agency) is working with the interagency to develop a BMI plan.
 - DHS to provide customs assessment and potential training with CFC-A.
 - DoD to provide security and security infrastructure.
 - CFC-A conducted a pilot program in 2005 in Western Afghanistan (Islam Qalat) costing \$1.4M.
 - Program established revenue collection procedures within the GoA.
 - Program was passed to US Embassy and ended in September 2005.
- Estimated start costs to initiate BMI program at the five largest border crossing points is \$29M**



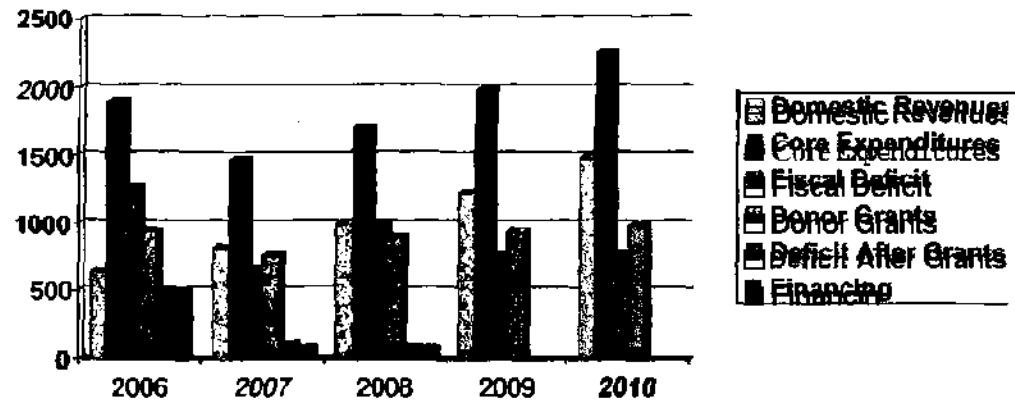
Afghan Projected Revenues, Expenditures and Grants

(in millions USD)

Current projections



With **Border Management** there are no deficits after grants beginning 2009



~~FOR OFFICIAL USE ONLY~~

COORDINATION

PDASD ISA

Ms. Mary Beth Long

MBL 1/27

Principal Director, NESA

Brig ~~Gen~~ Paula Thornhill

P. Thornhill 1/27

Deputy Director, *South* Asia

Ms. Laura Cooper

Laura Cooper 1/27/06

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/55668

~~FOUO~~

January 30, 2006

I-06/001222
ES-5160

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT Japanese Ambassador and the U.S. Position on Hamas

At dinner this weekend Japan's Ambassador to the U.S. Ambassador Kato, asked what the U.S. position on Hamas was. You might want to get the State Department to connect with him on that.

Thanks.

DRE:as
011006-09

.....
Please Respond By 02/09/06

gamm

30 gaud

~~FOUO~~

OSD 01693-06

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE
SECRETARY OF DEFENSE

2006 FEB -2 PM 12:37

I-06/001222

NOTE FOR SECRETARY OF DEFENSE

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

FEB 01 2006

SUBJECT: Japanese Ambassador and the U.S. Position on Hamas

- Last weekend, Japanese Ambassador **Kato** asked you what the U.S. position on **Hamas** was. You asked me to get with State to provide him the latest information (original note next **under**).
- Yesterday the NSC came out with talking points on the USG position on Hamas (Tab A).
- I **sent** a note to Japanese Ambassador **Kato** that provides him with the NSC's points. I also referred him directly to Liz Cheney, PDAS for Near Eastern Affairs at State, should he have further inquiries.
- I spoke with Liz to let her know that the Japanese could contact her on this issue.

JAPAN

1 Feb 06

36 Dec 06

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/55670

OSD 01693-06

0583

Talking Points on Hamas Victory in Elections

- The United States stands for democracy and for the right of the people to choose who will govern them.
- For the first time in 10 years, the Palestinian people had an opportunity, on January 25, to vote for their parliamentary representatives, and they did so in a process that was free, fair, and inclusive.
- Although the Palestinian people voted for change, we do not see this vote as an abandonment of their desire for a peaceful life, as reflected in the election and policies of President Abbas.
- However, any Palestinian Government that is going to deal with the aspirations of its people for peace is going to have to do so in a context where the international community is stating quite clearly that, if there is to be peace for the Palestinians, there has to be peace for Israelis, and two states living side-by-side as envisioned under the roadmap.
- Hamas may have won a majority in the Palestinian parliament, but it remains a terrorist group, and the international community has made clear that it will not deal with those who do not disarm, renounce terror and violence, and accept Israel's right to exist.
- These requirements are principled, clear, and unshakable. The Palestinian people have made their choice at the polls, and the burden has now shifted to those *whom* they have elected to consider whether to meet these requirements and thereby seize the opportunity before them to advance peace and prosperity for the Palestinian people.

11-L-0559/OSD/55671

~~FOUO~~

January 30, 2006
I-06/001222
ES-5160

TO: Eric Edelman

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Japanese Ambassador and the U.S. Position on Hamas

At dinner this weekend Japan's Ambassador to the U.S., Ambassador Kato, asked what the U.S. position on Hamas was. You might want to get the State Department to connect with him on that.

Thanks.

DHR:sa
013006-09

.....
Please Respond By 02/09/06

~~FOUO~~

11-L-0559/OSD/55672

30-01-06 15:59 14

FOUO

August 1E, 2005

TO: David Chu
Ryan Henry

I-25/011339
ES-4022

CC: Eric Edelman
Steve Bucci
Cathy Mainardi

FROM Donald Ramsfeld *DA.*

SUBJECT: Presentation on Training of Foreign Nationals

I would like to see a presentation of all the people we train from other countries in a given year. I would like to see their ranks and their nations, and have a chance to affect how we adjust *that* for the coming years.

091.3

Thanks.

DSR 44
082205-06

Please Respond By 01/13/06

FOUO

OSD 01695-06

03-01-05 10:24 14

11-L-0559/OSD/55673

22 Aug 05

2006 FEB -2 PM 12: 42

INFO MEMO

DSD
USDP ~~4~~ FEB 01 2006
I-05/01 1339
ES-4022

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *Ryan Henry* JAN 26 2006

SUBJECT: Presentation on Education / Training of Foreign Nationals

- You recently asked me for a presentation on DoD's annual training of foreign nationals and how you can affect the process.
- Attached at TAB A is a brief, prepared by my staff, which includes a list of the top 15 countries that received USG-funded military training and education in FY05 and a budget breakdown by program.
 - The top five recipients by funding level were Israel, Colombia, Egypt, Pakistan, Afghanistan and the Philippines.
- The brief also lists key levers you have to affect military education / training efforts as well as significant limits on your influence.
 - Your *Security Cooperation Guidance*, for example, identifies priority countries and key tools for objectives.
 - However, of the approximately \$260 million in funds spent directly on education / training of foreign nationals, over \$175 million is allocated by the State Department with limited input from Defense.
 - The Department's largest foreign education programs which you direct are the Regional Centers and the Counter Terrorism Fellowships Program (CTFP). The total budget for the five Regional Centers in FY06 (including overhead) is \$65.7 million and \$20 million for CTFP.

091.3

26 Jan 06

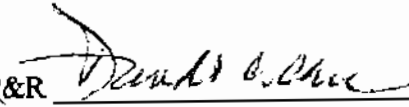
Attachments: As stated.

Prepared by: John Kreul, Strategy, OPDUSD P (b)(6)

22 Aug 06

COORDINATION PAGE

Dr. David S. C. Chu, USD/P&R


1 Feb 06

~~FOUO~~

August 22, 2005

TO: David Chu
Ryan Henry

T-05/011339
ES-4022

CC: Eric Edelman
Steve Bucci
Cathy Mainardi

FROM: Donald Rurnsfeld *D.A.*

SUBJECT: Presentation on Training of Foreign Nationals

I would like to see a presentation of all the people we train ~~from~~ other countries in a given year. I would like to see their ranks and their rations, and have a chance to affect how we adjust that for the coming years.

Thanks.

DHR es
082209-06

.....
Please Respond By 01/13/06

~~FOUO~~

03-01-05 10:24 15

11-L-0559/OSD/55676

Education & Training of Foreign Nationals



SecDef Brief

January 2006

(DELIBERATIVE DOCUMENT: For discussion purposes only.
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11-L-0559/OSD/55677



Education & Training of Foreign Nationals ***Purpose***

- ❑ **Respond to SecDef's request for a presentation on**
 - **Foreign nationals receiving DoD education and training**
 - **How to influence the process**



Education & Training of Foreign Nationals Key Programs and Funding Sources (FY05)

Description	Total Cost	# of Courses	# of Students	Avg \$ per Student
DoD Funded				
DoD Regional Centers	\$ 14,841,815	5,655	2,931	4,996
Regional Defense Counterterrorism Fellowship Program (CTFP)	\$ 14,965,676	5	3,939	8,208
Drug Interdiction and Counter-Drug Activities	\$ 39,486,947	12	10,024	3,615
Service Academies	\$ 7,023,826	188	107	65,643
Non-Security Assistance, Combatant Command	\$ 1,475,000	5	316	4,668
Exchange Training	\$ 130,000	110	110	1,182
Aviation Leadership Program	\$ 571,330	70	33	17,313
PME Exchanges	\$ 671,757	64	42	15,994
Foreign Assistance Act Draw Down	\$ 55,086	94	20	2,754
DoD TOTAL	\$ 79,011,437	22,673	16,305	4,846
DoS Funded				
International Military Education and Training (IMET)	\$ 99,555,221	12,155	5,799	17,168
Foreign Military Financing (FMF)	\$ 72,032,282	4,688	1,762	40,881
International Narcotics and Law Enforcement	\$ 3,102,488	5	882	4,568
Enhanced International Peacekeeping Capabilities (EIPC)	\$ 713,601	137	52	13,723
African Contingency Operations Training and Assistance	\$ 1,270	2	1	1,270
DoS TOTAL	\$ 175,404,862	17,862	8,295	21,146
Other Funding				
Misc DoD/DoS	\$ 2,975,524	445	91	32,698
Department of Homeland Security/United States Coast Guard	\$ 5,354	961	64	84
Other TOTAL	\$ 2,980,878	1,406	155	19,231
TOTAL	\$ 257,397,177	41,941	24,755	10,398

of Courses exceeds # of Students because one student's training track may include more than one course

In addition to U.S. funded training, \$319M was purchased by foreign governments



Education & Training for Foreign Nationals Country Breakdown ()

US-funded education and training -- Top 15 Countries by \$\$

Country Name	Cost	# of Courses	# of Students	Comments
Israel	\$ 24,321,394	560	473	Cost sharing = more courses
Colombia	\$ 23,312,992	1044A	10227	Significant on site trng.
Egypt	\$ 18,757,129	14261	1210	No in-country, Eng Lan. Req.
Pakistan	\$ 10,049,712	372	374	High \$ PME
Afghanistan	\$ 9,537,460	613	384	High \$ PME Eng Lan Trng
Philippines	\$ 9,375,546	635	580	L i e on-site; Hgh \$ PME
Turkey	\$ 8,880,577	722	705	High \$ PME Tech Courses
Poland	\$ 8,830,235	573	472	High \$ Aviation Trng
Ukraine	\$ 5,639,668	714	708	High \$ PME
Jordan	\$ 5,280,009	584	478	Hgh \$ PME
Thailand	\$ 5,109,323	1096	693	2 Language labs purchased
Hungary	\$ 3,616,192	604	357	PME and Officer Trng
Tunisia	\$ 3,584,434	202	207	High \$ PME
Romania	\$ 3,508,709	1106	683	MTTs = more students
Mexico	\$ 3,454,218	971	811	Tech Trng w/o Eng Lan Trng

of Courses exceeds # of Students because one student's training track may include more than one course

List Excludes Training Purchased with National Funds

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11-L-0559/OSD/55680



POLICY

Education & Training of Foreign Nationals Country Breakdown (FY05)

US-funded education and training -- Top 15 Countries by Participants.

Country Name	# of Students	# of Courses	Cost	Comments
Colombia	10227	10441	\$ 23,312,9921	Significant on-site trng.
Egypt	1210	1426	\$ 18,757,129	Noon-site; Eng Lan. Req.
Mexico	811	971	\$ 3,454,218	low cost trng., FME
Ukraine	708	714	\$ 5,639,668	High \$ PME
Turkey	705	722	\$ 8,880,577	High \$ PME, Tech Courses
Thailand	693	1096	\$ 5,109,323	Little Eng Lan, \$ go further
Romania	683	1106	\$ 3,508,7091	Cost Sharing = more courses
Philippines	580	635	\$ 9,375,5461	Little on-site, High \$
Paraguay	546	546	\$ 2,985,176	Counter-drug trng
Jordan	478	584	\$ 5,280,009	High \$ PME
Israel	473	560	\$ 24,321,394	Cost Sharing = more courses
Poland	472	573	\$ 8,830,235	High \$ Aviation Trng
Georgia	423	734	\$ 3,028,834	Mid-grade Officer focus
Azerbaijan	415	475	\$ 2,701,967	Md level trng = average cost
Lebanon	410	538	\$ 2,071,100	On site trng. = more students'

of Courses exceeds # of Students because one student's training track may include more than one course

List Excludes Training Purchased with National Funds

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POLICY

Education & Training of Foreign Nationals ***Limits on Influence***

- ❑ Several factors limit the Secretary's ability to reach greater numbers of priority students
 - Limited numbers of qualified students in key regions (e.g., Central Asia, Middle East)
 - *Few with English language ability*
 - *Few promising officials in appropriate positions*
 - Limited operating funds for DoD institutions
 - *Economies/efficiencies of scale under current budgets provide limited additional funds*
 - Finite schoolhouse capacity in place (professional and technical)
 - Legal restrictions (some are waivable)
 - *American Servicemembers' Protection Act*
 - *Other sanctions set by Congress in the Foreign Operations Bill*
 - *E.g., Trafficking in Human Persons, Limitation on Assistance to Security Forces, and No Assistance to Countries that Harbor or Grants Sanctuary to Indicted War Criminals*



Education & Training of Foreign Nationals **Limits on Influence (cont.)**

- In addition, other factors limit the Secretary's influence on the allocation and effectiveness of military education and training efforts
 - Security Assistance funds are allocated through a State Department process
 - *Ear-marked appropriations language and DoS top-line funding level affects allocations*
 - *State has final say within executive branch for distribution of discretionary funds*
 - Absence of non-DoD initiatives to influence students after education or training program ends
 - *Lack of capability and programs in this area misses opportunities to continue cultivating our investment by nurturing regional "Communities of Influence"*
 - *Efforts to address this gap could follow Regional Centers' model of developing alumni networks*



Education & Training of Foreign Nationals ***Levers of Influence***

- SecDef has a number of ways to influence DoD's education and training of foreign nationals
 - Direct specific education and training objectives in the *Security Cooperation Guidance* for designated countries
 - Reapportion DoD-controlled resources in favor of priority countries and cost effective education programs
 - Work with DoS to conclude the linking of the American Servicemembers' Protection Act with **IMET** funding
 - Strengthen Regional Centers by developing satellite operations or new headquarters in-theater for the three centers located at NDU



Education & Training of Foreign Nationals Levers of Influence (cont.)

- Increase resources for English language training
- Increase DoD schoolhouse capacity specifically intended for international students (may require MILCON)
- Partner with Department of State to increase and target IMET to leverage the above initiatives
- Ensure new initiatives, such as Global Peacekeeping Operations Initiative and other building partnership capacity efforts, address education and training requirements as well as operational capacities



Education & Training of Foreign Nationals Levers of Influence (cont.)

- ❑ A formal policy guidance process could improve the effectiveness of DOD international education and training
 - Many international education institutions have an independent academic approach and little or no **OSD** oversight
 - DoD could incorporate strong policy guidance from the Secretary and senior DoD leaders by expanding the model being implemented for the Regional Centers to
 - *Promote quality control*
 - *Ensure policy alignment of curriculum*
 - *Prioritize countries and courses*
 - *Establish and review measures of effectiveness*



Education & Training of Foreign Nationals

POLICY

Backup

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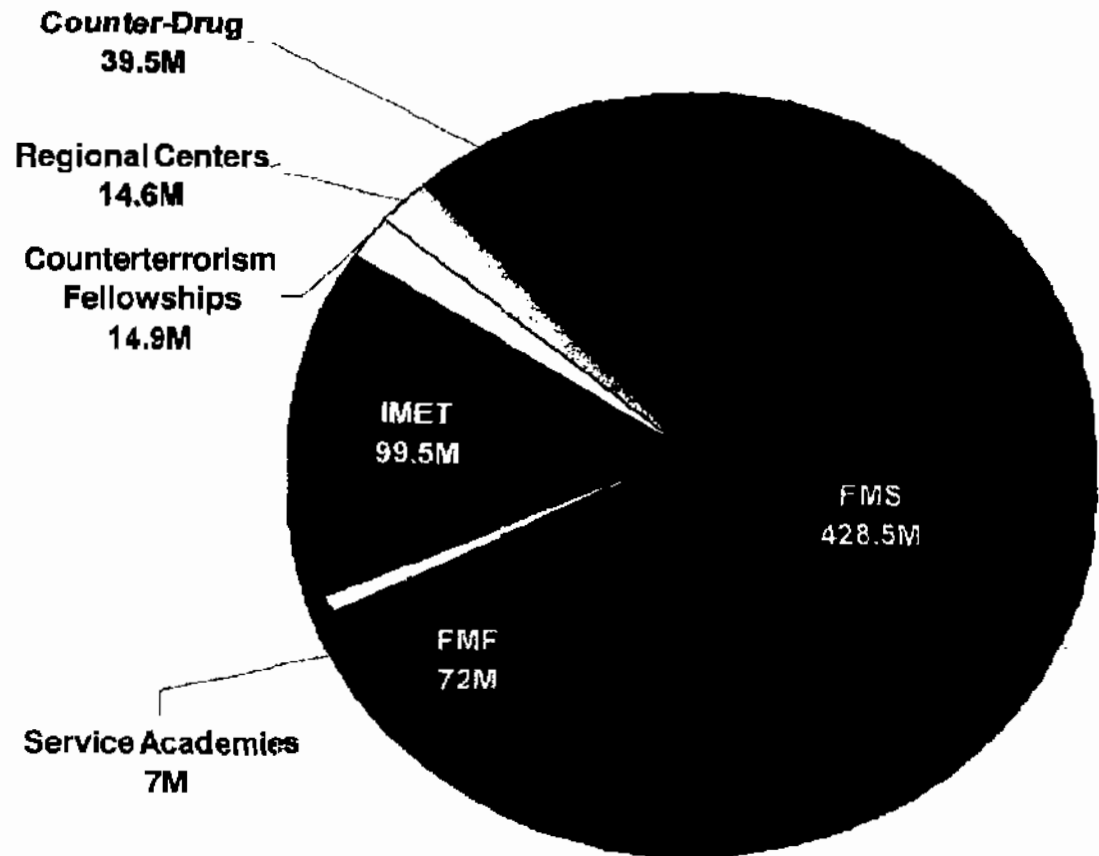
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11-L-0559/OSD/55687



POLICY

Education & Training of Foreign Nationals Total Expenditure by Program (FY05)



FMS represents education & training purchased with national funds and is not US funded

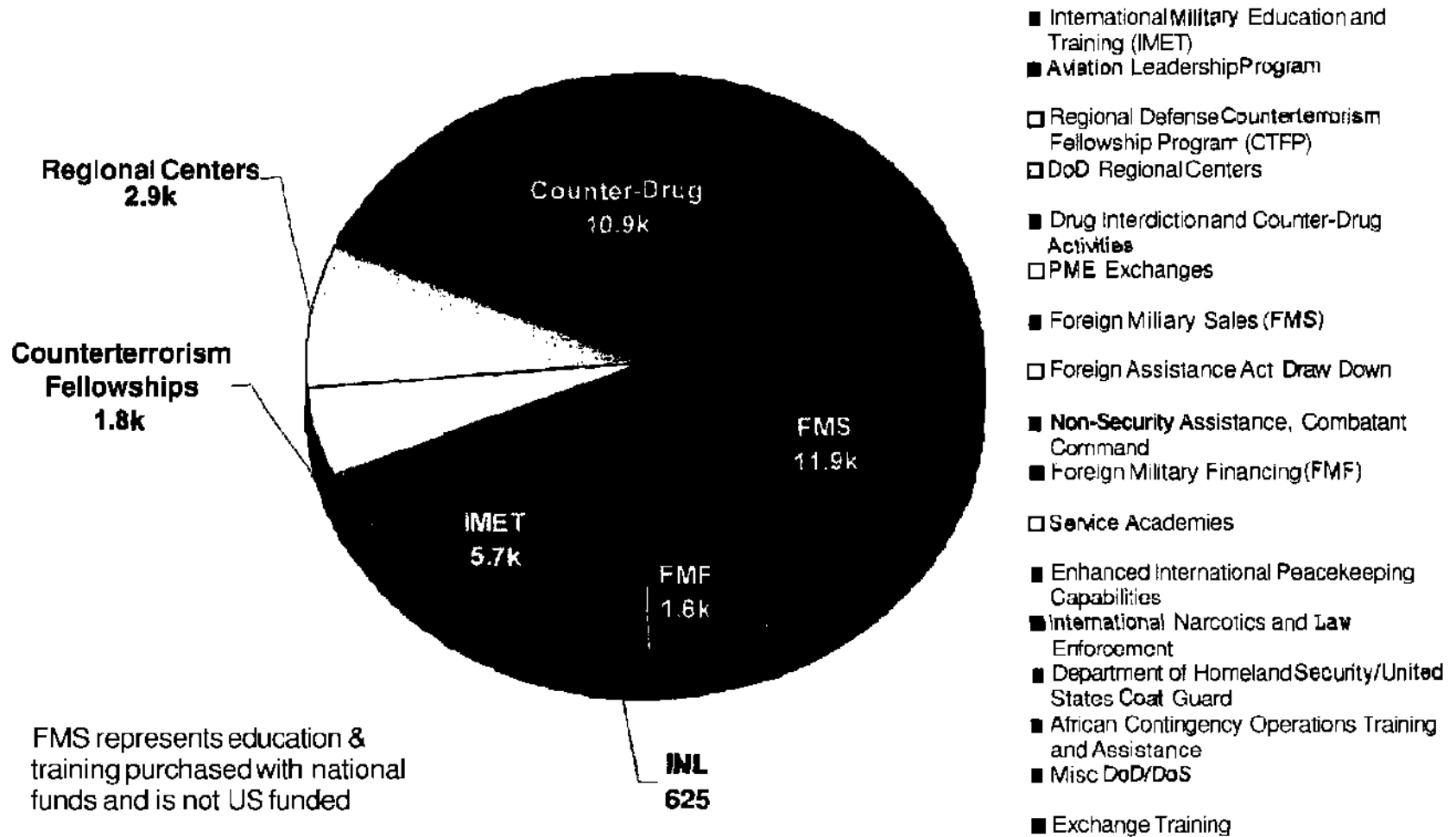
- International Military Education and Training (IMET)
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program (CTFP)
- DoD Regional Centers
- Drug Interdiction and Counter-Drug Activities
- PME Exchanges
- Foreign Military Sales (FMS)
- ▣ Foreign Assistance Act Draw Down
- Non-Security Assistance, Combatant Command
- Foreign Military Financing (FMF)
- Service Academies
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- Department of Homeland Security/United States Coast Guard
- African Contingency Operations Training and Assistance
- Misc DoD/DoS
- Exchange Training

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11-L-0559/OSD/55688



Education & Training of Foreign Nationals Total Participants by Program (FY05)



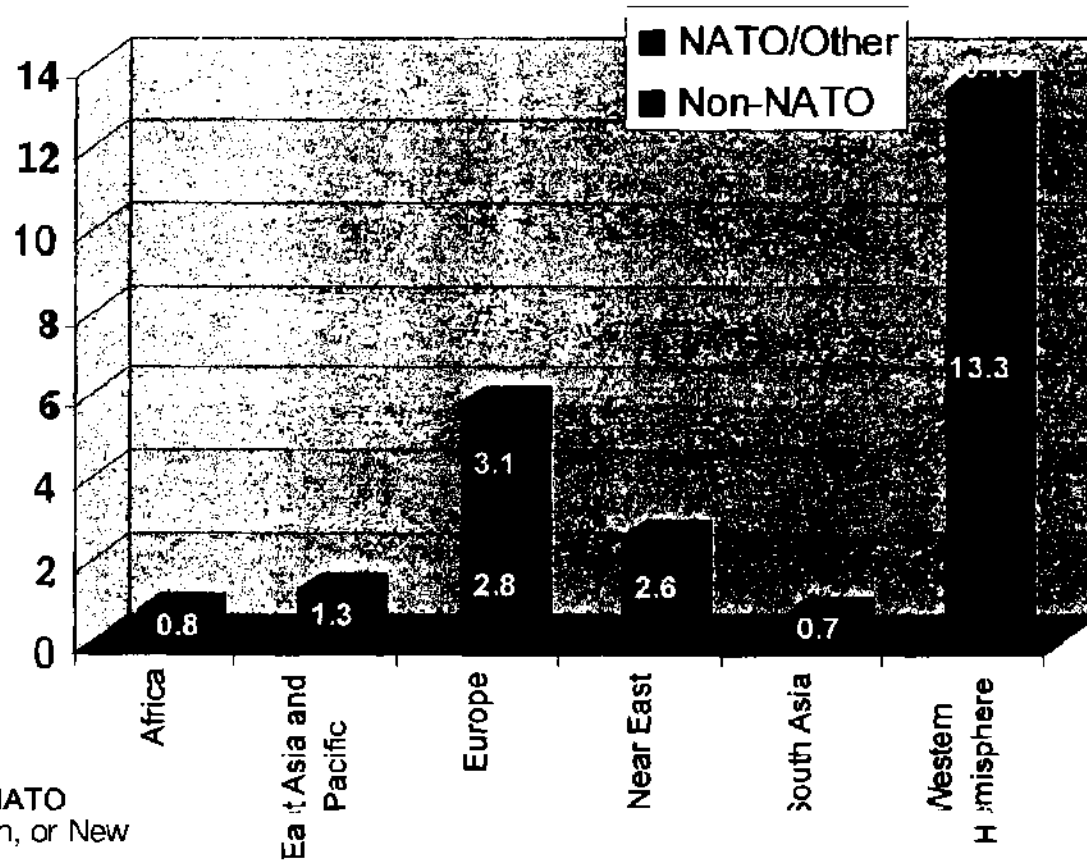
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11-L-0559/OSD/55689



Education & Training of Foreign Nationals Total US Funded Participants by Region (FY05)

Total Students or Participants = 24.7 Thousand



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does not include FMS funds.

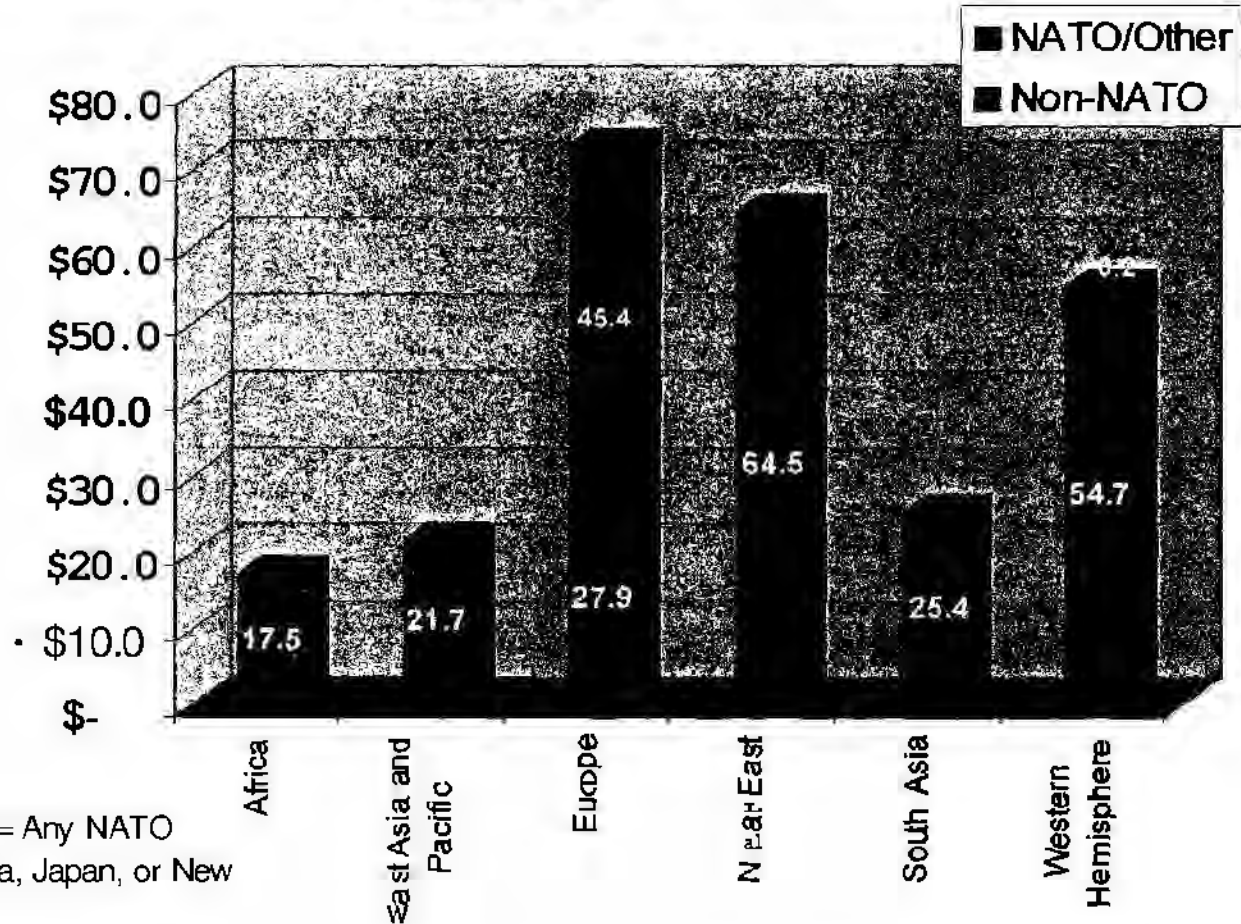
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11-L-0559/OSD/55690



Education & Training of Foreign Nationals Total US Expenditure by Region (FY05)

Total Expenditure = 257.4 Million USD



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does **not** include FMS funds.

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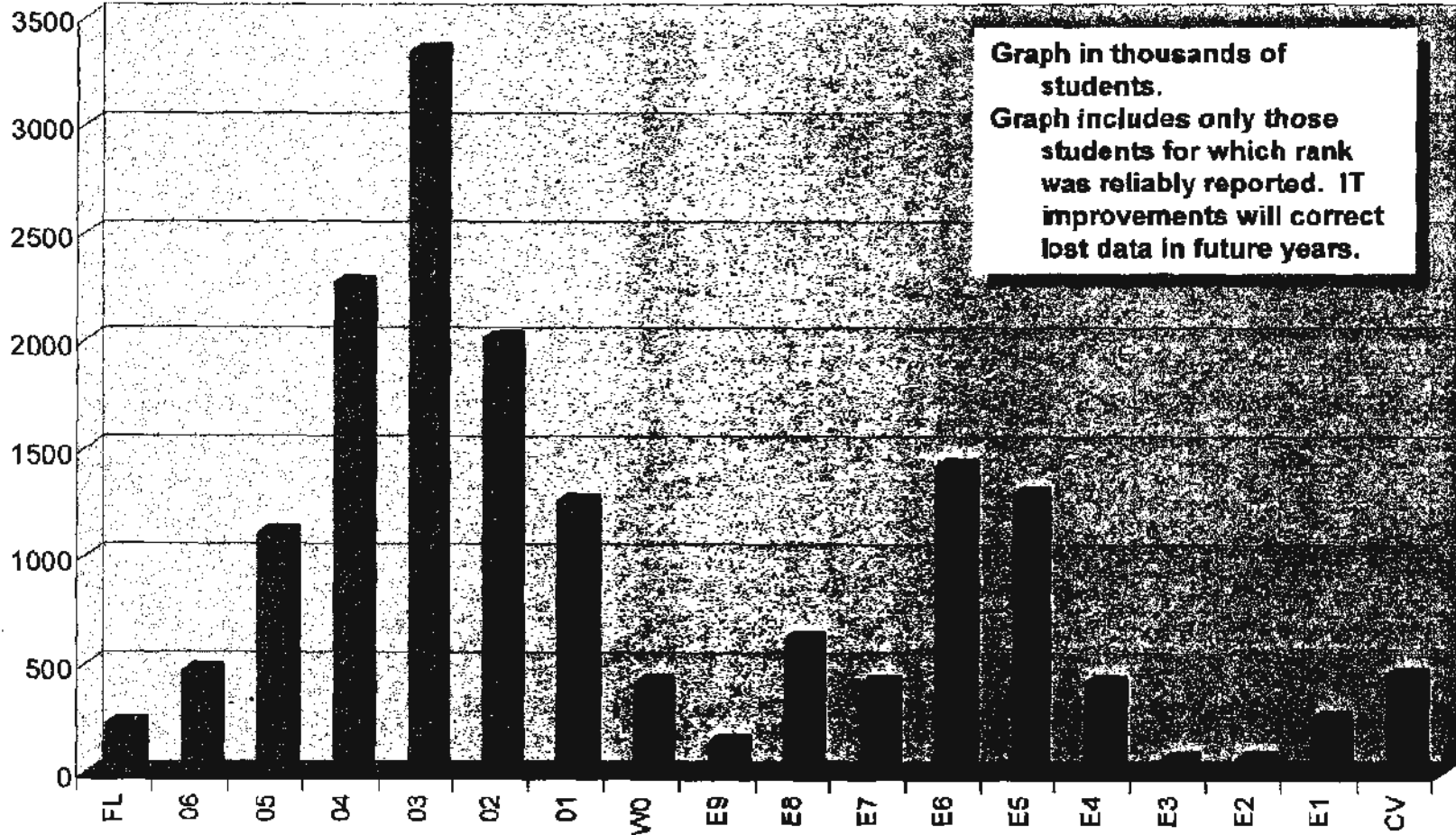
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11-L-0559/OSD/55691



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS Included)

Total Students = 16.4 Thousand



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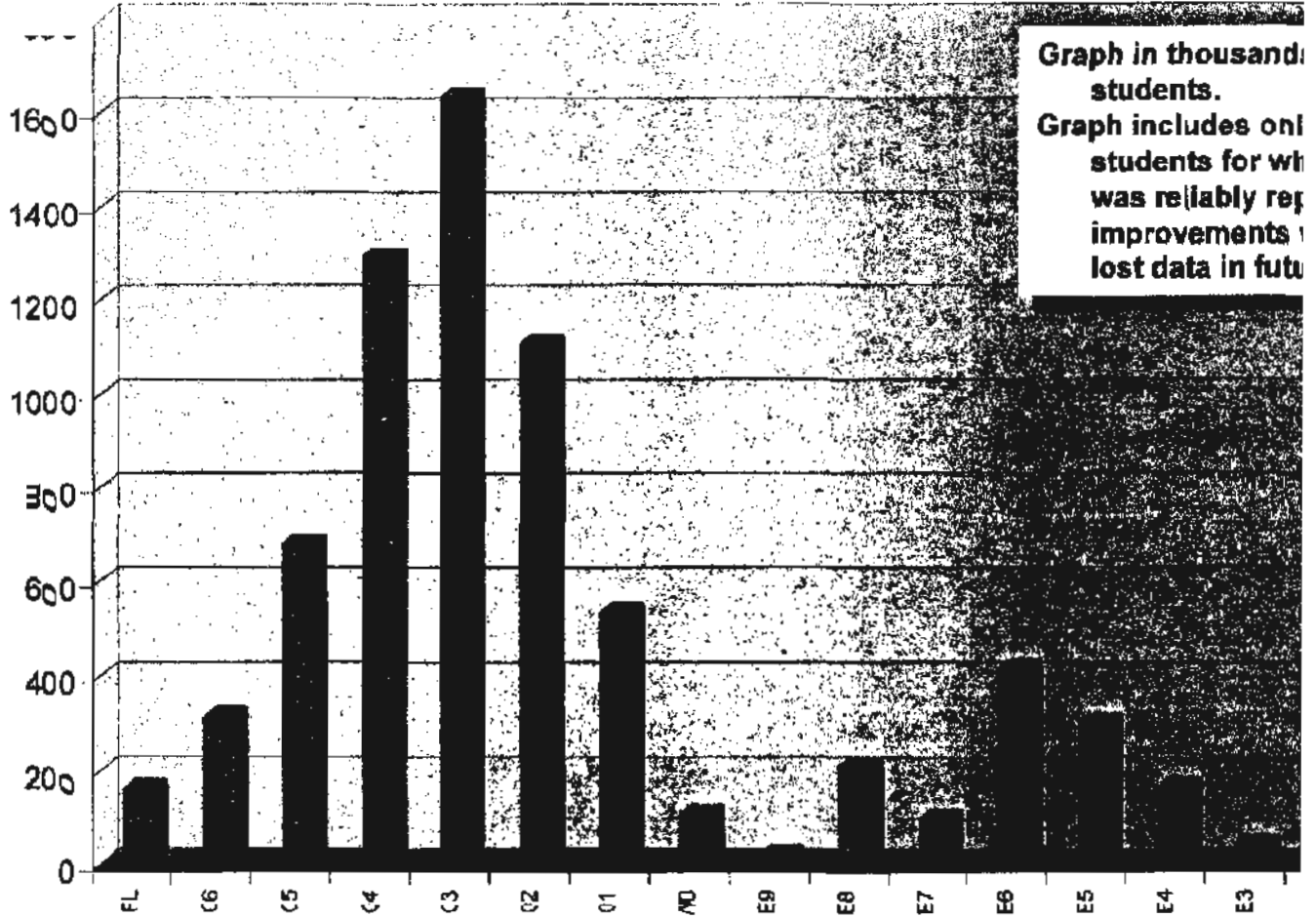
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11-L-0559/OSD/55692



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS not include

Total Students = 7.4 Thousand



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11-L-0559/OSD/55693



Education & Training of Foreign Nationals ***The Foreign Military Training Report***

- This briefing utilizes data collected for the 2005-06 DSCA Foreign Military Training Report; the data set is not finalized*

- Data reflects all military education/training provided to foreign military personnel by the Department of Defense and the Department of State during the previous fiscal year*

- “Does not include Joint Combined Exchange Training as this is authorized by law as having its primary purpose be to train US SOF forces for US benefit”*

- This presentation does not include data or analysis of FY06 estimations and does not include data on miscellaneous training expenditures (e.g., travel & living expenses, books)*



Education & Training of Foreign Nationals Process

POLICY

- DoD cycle starts with the SecDef identifying his goals and priorities in the Security Cooperation Guidance (SCG)
- Current year funding level set by Congressional Budget Justification (CBJ) and State-led allocation; with DoD input/recommendations
- CoComs provide direction to Security Assistance Officers (SAOs) through Security Cooperation Implementation Plans (SCIP)
- SAOs work with country to identify education/training needed to meet SCG, CBJ and SCIP objectives
- CoComs conduct Training Program Management Reviews (TPMR)
 - 9 Country Education/Training requirements reviewed by DoD, State and COCOM for compliance with SCG, CBJ, and SCIP objectives*
 - 9 Approved education/training requirements submitted to MILDEPS*
- MILDEPS implement quota requirements



Education & Training of Foreign Nationals

DSCA Program Code Descriptions

POLICY

International Military Education and Training (IMET)	IMET
FMF (Bolivia International Narcotics Control)	FMF (Bolivia International Narcotics Control)
FMS (Saudi Arabian National Guard)	FMS (Saudi Arabian National Guard)
JCET	JCET
Aviation Leadership Program	ALP
Regional Defense Counterterrorism Fellowship Program	CTFP
DoD Regional Centers for Strategic Studies	Regional Centers
Drug Interdiction and Counter-Drug Activities, Section 1004	Section 1004
PME Exchanges	PME Exchanges
Foreign Military Sales (FMS)	FMS
Foreign Assistance Act Draw Down, Section 506	Section 506
Non-Security Assistance, Combatant Command	Non-SA, Combatant Command
Military Assistance Program (MAP)	MAP
Foreign Military Financing (FMF)	FMF
Service Academies	Service Academies
Enhanced International Peacekeeping Capabilities (EPC)	EPC
IMET 2-Year Funding Authority (Title VI Emergency Supplemental Appropriation)	IMET 2-Year
International Narcotics Enforcement (INI)	INL
Department of Health and Human Services/United States Coast Guard Activities	DOHS/USCG Activities
U.S. Agency for International Development (USAID)	USAID
(African Contingency Operations Training and Assistance	ACOTA
Miscellaneous, DOD/DOS Non-Security Assistance	Misc DOD/DOS Non-SA
IMET Multi-year	IMET Multi-Year
Exchange Training	Exchange Training
Credit (Repayable)	add

(DELIBERATIVE DOCUMENT: For discussion purposes only.
Draft working papers. Do not release under FOIA)

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11-L-0559/OSD/55696

~~FOUO~~

304 57 43 01 0: 53 January 30, 2006

TO: Gordon England

FROM: Donald Rumsfeld

D.R.

SUBJECT: Hybrid Vehicles

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

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

Thanks.

DHR.as
013006-19

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

451

30 Jan 06

OSD 01704-06

~~FOUO~~

11-L-0559/OSD/55697

UNCLASSIFIED

~~FOUO~~

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
The Military Assistant

13 February 2006, 1520

MEMORANDUM FOR SECAF. SECARMY. SECNAV

SUBJECT: Hybrid Vehicles

Sir,

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

Please return a copy of this taker with your reply

Many Thanks



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

SUSPENSE: 24Feb06
ATTACHMENT: As Stated
CC: DJS

UNCLASSIFIED

~~FOUO~~

11-L-0559/OSD/55698

OSD 01704-06

~~FOUO~~

January 30, 2006

TO: Gordon England

FROM: Donald Rumsfeld

DR

SUBJECT: Hybrid Vehicles

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

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

Thanks.

DHR:ss
013006-19

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

~~FOUO~~

11-L-0559/OSD/55699

~~FOUO~~

FER 07 2006

30008

TO: Mike Donley

CC: Gordon England *[Signature]*

FROM: Donald Rumsfeld *[Signature]*

SUBJECT: Department of Defense Directives

I have reviewed the status report you sent up -- thanks.

As I see it, ~~the~~ good news is that since we started *this* effort in October 2003, we have gone from 653 directives in coordination/out-of-date down to about 98 remaining. That's progress, although it has taken us way too long to get there. I would like to see us clean up the remaining directives in the next 60 days.

Please give me a report every two weeks on progress in doing so. We can do *this!*

Thanks.

Attach 2/2/06 DA&M memo to SecDef

DHR:ss
020606-25

.....

Please Respond By February 21, 2006

FER06

2 FER06



6/12/2006 5:32:00 PM

~~FOUO~~

11-L-0559/OSD/55700

[Handwritten initials]



ADMINISTRATION AND
MANAGEMENT

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

INFO MEMO

35

FOR SECRETARY OF DEFENSE

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

02 FEB 2006

SUBJECT: Status of DoD Directives

- During your 1 Feb 06 morning roundtable, you asked about the status of our ongoing Directives Review. The most current monthly DoD Directives Review Update is provided at Tab A. Data reflected tracks the progress to either revise, reissue as an Instruction, cancel, or consolidate 184 Directives currently in coordination. This is our immediate, near-term objective.
- You approved the Phase II direction of effort under DepSecDef lead (see Tab B). I was unaware that monthly updates were not being provided to your office, and have now fixed that problem.
- At Tab C is a brief status report on three key documents concerning medical evacuation of non-combatants. All are under revision.

COORDINATION: None

cc:
Deputy Secretary of Defense

Prepared by: Mr. Edward Burbol, WHS/ESD, (b)(6)



ADMINISTRATION AND
MANAGEMENT

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

INFO MEMO

FOR DEPUTY SECRETARY OF DEFENSE

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

02 FEB 2006

SUBJECT: DoD Directives Review – Phase II Update

- Current status of the 184 Directives pending coordination is attached:
 - 86 of the 184 Directives in coordination (46.7%) have been completed – an increase of 19 (10.3%) since last report.
 - Below is an updated summary of Directive Work Plans submitted by OSD staff:

	Course of Action			
	Directive (remain a Directive)	Reissue (convert to Instruction)	Cancel (cancel altogether)	Consolidate (combine Directives)
Jan 31	87 / 47.3%	69 / 37.5%	25 / 13.6%	3 / 1.6%

- In addition to the progress made in reducing the pending coordination backlog, the OSD Components completed 17 other DoD issuances during this period.
- We are reassessing the current focus of the DoD Directives Review Program to better address DoD priorities. The current driver is age of Directives. We need to also include as a driver topical priorities like QDR, BRAC, GWOT and other like imperatives. We are working with OSD Directives Focal Points now to identify these topical priorities.
- Next update: March 1, 2006.

COORDINATION: None

cc: Secretary of Defense
All OSD Components Listed

Prepared By: Ed Burbol, (b)(6)

DoD Directives Program, Pending Coordination Backlog – Component Summary

Proponent (OPR)	Evaluation on Type of Issuance				Number/Percentage Completed
	Directive (remain a Directive)	Reissue (convert to Instruction)	Cancel (cancel altogether)	Consolidate (combine Directive(s))	
ASD(LA)	0	2	0	0	0 / 0%
ASD(NII)	4	1	3	0	6 / 66.7%
ASD(PA)	0	2	0	0	1 / 50%
DA&M	26	5	2	0	20 / 60.6%
DoD GC	4	2	0	0	1 / 17.7 %
DOT&E	0	1	0	0	1 / 100%
IG, DoD	0	3	0	0	0 / 0%
USD(AT&L)	10	11	6	1	13 / 46.4%
USD(C)	0	1	3	0	2 / 50%
USD(I)	13	11	0	0	11 / 45.8%
USD(P&R)	9	28	8	2	23 / 48.9%
USD(P)	21	2	3	0	8 / 30.8%
Total (114)	87	69	25	3	85
Percentage	47.3%	37.5%	13.6%	1.6%	46.7%

6/30
1600



ADMINISTRATION AND
MANAGEMENT

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

OFFICE OF THE
SECRETARY OF DEFENSE

2005 JUN 30 PM 12:32

ACTION MEMO

Robert Fangel
FOR: SECRETARY OF DEFENSE

MD 30 JUN 2005

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

SUBJECT: DoD Directives Review

- The Directives Review you initiated in October 2003 generated measurable progress. Of the initial 653 directives, 62% are certified as current or are revised/cancelled; 25% are in coordination, and 13% are still being worked. This Phase generated forward momentum and Principal's involvement. It is time to advance our effort.
- The Deputy Secretary and I have discussed a "Phase II" overhaul of the Directives System to:
 - o Focus Directives on their intended purpose: assignments of authority and responsibility that only you and the Deputy can make, such as organizational charters for OSD staff and DoD components, and other non-delegable responsibilities based in statute, Executive Order, or Presidential Directive. This will further reduce the total number of Directives by pushing some down to DoD Instructions and other Issuances approved by your Principal Staff Assistants.
 - o Strengthen my role as the DA&M from accounting and monitoring to management and enforcement of the Directives System.
 - o Modernize the directive process and introduce new technology.
 - o Publish or eliminate Within 60 days the -180 directives languishing "in coordination."
 - o Introduce a 45-day standard for coordination and approval of new Directives.
 - o Move primary responsibility for oversight of this process to the Deputy consistent with your division of labor.
- As you initiated the Directives review I want to confirm that you are comfortable with reinvigorating this project as outlined above, and with moving oversight under the Deputy. I would copy you on my monthly progress reports to the Deputy.

RECOMMENDATION That you approve by initialing below:

- The Direction of effort in Phase II: Approve *MD* Disapprove _____
- The DepSecDef lead Approve *MD* Disapprove _____

COORDINATION NONE

cc:

Deputy Secretary of Defense

MA SD	6/7/05	SMA OSD	
TSA SD	6/6/05	SA OSD	
EXEC SEC	6/6/05	1950	
ESR MA	6/6/05	1245	

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

OSD 12697-05



Primary Issuances Concerning Medical Evacuation of Non-Combatants

1. **Air Transportation Eligibility**, dated November 1994
 - o The proponent for this DoD Regulation is USD(AT&L)
 - o Currently being revised
 - o Most important Directive regarding medical evacuation, must be completed prior to revision of the other two issuances listed below.

2. **Health Services Operations & Readiness**, dated 29 April 1996
 - o The proponent for this DoDD is ASD(Health Affairs)
 - o Currently being revised

3. **Patient Movement**, dated 9 September 1998
 - o The proponent for this DoDI is ASD(Health Affairs)
 - o Currently being revised

~~FOUO~~

SECRET THE
2006 JAN -6 11 9:40

January 10, 2006
I-06/000413
ES-5055

TO: Eric Edelman
FROM: Donald Rumsfeld
SUBJECT: PRC

D.R.

China

What ought we to be **thinking** about **with** respect to MIL to MIL with the People's Republic of **China**?

Thanks.

DHR:sa
011005-03

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

~~FOUO~~

OSD 01832-06

10 JAN 06

10-01 06 P05:39 IN

11-L-0559/OSD/55706

FOUO

TRANS

092.2

January 12, 2006

I-06/000570
ES-5078

TO: Eric Edelman

FROM: Donald Rumsfeld

RA.

SUBJECT: Article 98

We have to figure out what we want to do with respect to the legislation that relates to Article 98, and how it is hurting us with certain countries.

Thanks.

DHR:es
01/206-33

Please Respond By 02/02/06

FOUO

OSD 01849-06

13-31-06 11:46 IN

12 JAN 06

1114510559/OSD/55707

~~FOUO~~

January 05, 2006

TO: GEN Pete Schoomaker
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR.*
SUBJECT: Mel Laird's Concerns about the Army

320.2

Mel Laird expressed some concern about the Army. I think it is because he is not current. He doesn't know how much we we have put in the budget, that we are going from 33 to 42 enhanced brigades, or what we are doing in the Reserves. The Army is better than it has been in history. I think it would be helpful if you briefed Mel Laird sometime.

Thanks,

DHR ss
010506-14

.....
Please Respond By 02/07/06

5 Jan 06

11-L-0559/OSD/55708 DSD 01851-06



UNITED STATES ARMY
THE CHIEF OF STAFF

2006-02-06 10:42 AM '06

INFO MEMO

FOR: SECRETARY OF DEFENSE

THRU: Francis J. Harvey, Secretary of the Army

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

SUBJECT: Mel Laird's Concerns about the Army

- This responds to Secretary of Defense's Snowflake dated January 5, 2006, subject as above (Tab A).
- Secretary Laird was contacted through his Executive Assistant, Ms. Kathy Weaver, on Wednesday, January 25, 2006, and offered a briefing.
- Secretary Laird called on Tuesday, January 31, 2006, to thank us and advised he will let us know when he will take us up on our offer to provide a briefing.

COORDINATION: NONE

Attachments:

As stated

Prepared By: COL Jerrold D. Weissinger (b)(6)

11-L-0559/OSD/55709

OSD 01851-06

~~FOUO~~

January 05, 2006

TO: GEN Pete Schoomaker
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR.*
SUBJECT: Mel Laird's Concerns about the Army

Mel Laird expressed some concern about the Army. I think it is because he is not current. He doesn't know how much we we have put in the budget, that we are going from 33 to 42 enhanced brigades, or what we are doing in the Reserves. The Army is better than it has been in history. I think it would be helpful if you briefed Mel Laird sometime.

Thanks.

DHR/gz
01/05/06-14

Please Respond By 02/07/06

11-L-0559/OSD/55710

~~FOUO~~

February 6, 2006

TO Stephen J. Hadley
FROM Donald Rumsfeld *DR*
SUBJECT NSC Meeting on GWOT

334N50

If there is a global war on terror, why do we not have National Security Council meetings on that subject? Instead, we have meeting, ~~after~~ meeting on Iraq.

There must be a good reason. Possibly it's because there isn't any coordinated work going on with respect to the Global War on Terror that lends itself to briefings in meetings. If that is the case, then one would think we need to ~~figure~~ out a way to change ~~that~~.

Let me know if I can be helpful.

Thanks.

DHR:dh
020406-30 (TS). Doc

6 Feb 06

~~FOUO~~

OSD 01903-06

11-L-0559/OSD/55711

~~FOUO~~

February 06,2006

TO: GEN John Abizaid
CC: Gen Pete Pace
FROM: Donald Rumsfeld *DR*
SUBJECT ~~Your~~ Memos

Somalia

~~Your~~ memo on the infrastructure was most helpful.

~~Your~~ piece on Somalia is most worrisome.

Keep them coming, my friend.

Thanks.

DHR:ss
020606-05

6 Feb 06

OSD **01905-06**

~~FOUO~~

11-L-0559/OSD/55712

~~FOUO~~

January 30, 2006
I - 06/00/200
ES-5156

TO Ryan Henry
CC Dorrance Smith
Robert Rangel
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Presenting the QDR

310.1

Here is an e-mail from Newt Gingrich that lays out a h a d theory for presenting the QDR. Please take a look at it and see if this approach makes sense as we continue the roll-out preparations.

Thanks.

Attach. 1/20/06 Gingrich e-mails: "Making the QDR Effective in Educating People" and "QDR Powerpoint -- Suggested Edits"

DHR:db
013006-08

.....
Please Respond By February 03, 2006

30 Jan 06

~~FOUO~~

30-01-06 10:49 18

(b)(6) CIV, OSD

From: Thirdwave2 [thirdwave2@apsakeringrich.com]
Sent: Friday, January 20, 2006 8:41 PM
To: (b)(6) CIV, OSD
Cc: England, Gordon, CIV. OSD; peter.pace@js.pentagon.mil; Glambastian1, EP. ADM, VCJCS;
Stavridis, James. VADM, O S O Di Rita. Larry, CIV. OSD
Subject: making the QDR effective in educating people-newt

For SecDef
From newt 1/20/06

As I thought about the current QDR power point what hit me was that it is QDR centric rather than listener or reader centric.

It tells us about the QDR but it does not necessarily make clear what we should learn from it and what we should then do.

The QDR is an excuse to have a new conversation with the Congress, the news media and the American people.

It is also an opportunity to focus the members of the armed services and the civilian employees on the truly big picture.

This kind of focus cannot involve more than three to five large facts or principles.

What follows is my version and I fully understand that the Secretary ultimately has to define the three to five lessons he wants the country, the Congress and the national security system to learn. However I thought these might be a helpful starting point:

First, the world is increasingly dangerous and the dangers could threaten millions of American lives and even the very fabric of American freedom.

These dangers come in three very different forms and require three very different strategies. Unfortunately the United States has to master all three to remain safe, free and the leading country on the planet. They are:

1. the long war with the irreconcilable Wing of Islam requiring a very unconventional and in some ways cultural and educational campaign;
2. the threat of aggressive dictatorships getting weapons of mass destruction which could shatter America and her allies and which requires a high tech, high tempo traditional military concurrently with the efforts being made in the Long War;
3. the rise of China as a scientific, technological and economic

1/23/2006

11-L-0559/OSD/55714

competitor with a range of challenges which have to be met if our children and grandchildren are to have the same capacity for military and intelligence dominance which we have sustained since 1941.

Second, the process of meeting these **complex** challenges in a constantly evolving **world** will require a process of continuous change which guarantees that **transformation** will never be done and the system will not be able to relax and return to 'peacetime" **mindsets** and tempos in our lifetime. We will constantly be meeting new challenges and constantly find ourselves having to transform to meet those challenges.

Third, the challenges of the **21st** century both in national security and in homeland security cannot be met by the Defense Department in isolation and will require a system of integrated **effort** throughout the federal government with a tempo and intensity which has never before been achieved except in the **Total War** psychology of the **Second World War**. Under the American Constitution this kind of integrated effort across the Executive Branch will clearly require new understanding and new involvement by the Legislative Branch.

My hunch is that these are the three most important things which if understood by the American people and their Congressional representatives (and other elements of the Executive Branch) would most move us toward the world you want to create.

In any event this is the largest systematic education opportunity you will have and it should be an education defined personally by secdef with the understanding and approval of the President.

Then it can be communicated by literally hundreds of thousands of people over the next two years.

Everything in detail in the QDR and in the documents which will follow can then be explained within these three core principles.

(b)(6) CIV, OSD

From: Thirdwave2 [thirdwave2@speakingingrich.com]

Sent: Friday, January 20, 2006 9:45 AM

To: Di Rita, Larry, CIV, OSD

Cc: (b)(6) CIV, OSD; England, Gordon, CIV, OSD; peter.pace@is.pentagon.mil; Giambastiani, EP, ADM, VCJCS Stavridis, James. VADM. OSD

Subject: qdr powerpoint-SUGGESTED EDITS

I edited the power point so it starts with a much more dynamic and threatening sense of the world in which the Defense Department operates.

In a number of places I added some things which I believe reflect where we are but may or may not be addable this late

I will turn now to how to drive the messages.

This power point still does not capture what I think is the core message you need to get across to the American people and the Congress which I am supposed to represent their interest and their will:

"The world remains dangerous and the threats to the United States are continuously evolving. The entire national security system and homeland security system has to evolve as fast or faster than our opponents. This QDR is a part of the ongoing process of modernizing our systems of survival and security and has to be matched by similar evolution across the entire government including the legislative branch. This report is one step in that evolutionary process of transformation and will be followed by other steps."

I will shift to working on dissemination next

1/20/2006

11-L-0559/OSD/55716

Key Dates

- **January 18 (Today) – QDR submitted to printer**
- **January 19 – SecDef/CJCS Congressional breakfast**
- **January 23 (Week of) – Selected media backgrounders/public outreach**
- **January 31 – President's State of the Union Message**
- **February 6 – President's Budget to Congress**
- **February 7 – SecDef/CJCS Senate Armed Services Committee Posture Testimony**
- **February 8 – SecDef/CJCS House Armed Services Committee Posture Testimony**
- **TBD – SecDef/CJCS House/Senate Appropriations Committees Testimony**

**PRE-DECISIONAL
DRAFT – NOT FOR
DISTRIBUTION**

1

11-L-0559/OSD/55717

QDR in Context

- **THE UNITED STATES IS IN A LONG WAR WITH TERRORISTS WHO SEEK TO KILL AMERICANS AND OUR ALLIES, IS THREATENED BY DICTATORSHIPS SEEKING TO ACQUIRE NUCLEAR WEAPONS, AND FACES THE STEADY EMERGENCE OF CHINA AS AN ECONOMIC AND SCIENTIFIC POWER: THIS QDR HAS BEEN UNDERTAKEN WITHIN THE FRAMEWORK OF THESE REALITIES--{newt}**
- **The Department has been in a period of continuous change for more than a decade, accelerated since 9/11 :**
 - **Transforming toward speed, agility, precision, flexibility in force posture and decision-making**
 - **Transforming away from mass, concentration of forces, fixed operating locations, bureaucratic rigidity in our process**
 - **SHIFTING FROM BUREAUCRATIC MANAGEMENT OF THE PROCESSES OF THE PAST TOWARDS A FUTURE FOCUSED SYSTEM OF MANAGING RESOURCES TO ANTICIPATE AND SOLVE EMERGING CHALLENGES**

PRE-DECISIONAL
DRAFT -- NOT FOR
DISTRIBUTION

2

QDR in Context

- **QDR will be submitted with other documents that collectively reflect the continuously changing nature of the Department:**
 - **National Military Strategy Risk Assessment**
 - **Quarterly Iraq Progress Report**
 - **FY2007 Budget**
- **Aside from the budget, these documents are Congressionally directed.**

QDR in Context

- **This year's QDR is the first conducted at a time of war**

The FY2007 budget will reflect few specific QDR conclusions in terms of changes to programs of record

- **QDR will be more greatly reflected in FY2008 and beyond**

QDR in Context

- The QDR reflects conclusions from QDR 2001 and lessons learned since then:
 - The 9/11 Attacks on U.S.
 - Engagement in a Global War on Terror
 - Regime change/stability ops
 - { **DROP STABILITY OPERATIONS AS A TERM-WE ARE NOT TRYING TO STABILIZE—WE ARE TRYING TO CHANGE. MODERNIZE. DEMOCRATIZE AND IMPROVE THOSE COUNTRIES USE MODERNIZING AND DEMOCRATIZING OPERATIONS OR SOME SIMILAR TERM-newt}** in Iraq and Afghanistan
 - Major Humanitarian relief operations
 - Global Posture Realignment/BRAC

Preliminary DoD Themes

- e The United States is **XXX-ENGAGED IN A LONG** {newt) war with a dispersed, global network of violent extremists that exploits Islam to advance radical political aims.
- e This enemy uses terror, propaganda, and indiscriminate violence in an attempt to exhaust the *will* of the United States and its **allies** and partners.
- e The **global** war on terror is a struggle against violent extremists who **CURRENTLY** {NEWT}claim no state and hold **no** territory.

Preliminary DoD Themes

- The global war on terror **poses an unconventional threat to the United States AND A THREAT WHICH COULD USE NUCLEAR OR BIOLOGICAL WEAPONS TO INFLICT CATASTROPHIC DAMAGE** (newt).
- The war requires the United States military to adopt unconventional and indirect approaches **AND REQUIRES INTEGRATED EFFORTS WITH OTHER ELEMENTS OF THE GOVERNMENT.**
- Iraq and Afghanistan are central fronts in this war.
- The struggle against the **global** network of violent extremists extends beyond **these two** countries.
- The United States must be prepared to wage this war in many countries for many years.

PRE-DECISIONAL
DRAFT - NOT FOR
DISTRIBUTION

7

11-L-0559/OSD/55723

Preliminary DoD Themes

The United States faces no rival in its ability to mount a conventional military campaign.

- **Investments the country has made in the conventional forces have created a military without peer in the world.**
- **The Department of Defense must continue to organize, train, and equip forces capable of preventing, deterring, or defeating conventional forces of nation-states.**

Preliminary DoD Themes

- **The United States must continue to adjust in an era of:**
 - **Uncertainty**
 - **Asymmetric challenges by adversaries who cannot mount a conventional military challenge to the United States.**
- **The shift *away from* size, predictability, and mass *toward* agility, speed, and precision must continue to characterize the overall operations of the Department of defense.**
- **We must continue to improve our ability *to* make decisions rapidly, to shift resources quickly, and to organize as needed for discrete tasks.**

Preliminary DoD Themes

- **Principal tasks of the Department continue to be:**
 - Engage in the long war against terrorist extremists
 - Counter Weapons of Mass Destruction AND DICTATORIAL REGIMES SEEKING TO ACQUIRE THEM
 - Defend the Homeland
 - Help shape the choices of countries at strategic crossroads
 - ENSURE THAT THE UNITED STATES RETAINS SCIENTIFIC AND TECHNOLOGICAL LEADERSHIP FOR THE NEXT GENERATION
 - INTEGRATING ALL THE ASPECTS OF NATIONAL POWER FOR BOTH HOMELAND AND NATIONAL SECURITY

INFO MEMO

DEFENSE
9:51

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy

DSD
UKSVP ~~EE~~ FEB 06 2006

06/001200
ES-5156
FEB 05 2006

SUBJECT: Newt Gingrich's Theory for Presenting the QDR

310.1

- You recently asked if Newt Gingrich's theory for presenting the QDR makes sense as we continue roll-out preparations.
- We believe Newt is correct that identifying three to five principles will facilitate the Department's conversations with Congress, the news media, and the American people, and will help them to see the big picture.
- Our QDR report and our outreach plan capture key elements of Newt's suggestions:
 - Newt's "three dangers" closely match the four focus areas of the QDR report.
 - o His "three dangers": long war with the irreconcilable wing of Islam; aggressive dictatorships getting WMD; and rise of China.
 - o QDR Focus Areas: Defeating terrorist networks, preventing hostile states and non-state actors from acquiring WMD; shaping choices of countries at strategic crossroads; and defending the homeland in depth.
 - o The only significant difference is that we highlight the vital importance of defending the homeland in depth.
 - His emphasis on the need for continuous transformation and the importance of an integrated effort throughout the federal government were central elements in the QDR outreach plan.
- Newt's input during our focus group on 4 January 2006 was very helpful for developing our overall outreach plan.

5 FEB 06

30 JAN 06

COORDINATION: None

Prepared by: Xanthi Carras, QDR integration, (b)(6)

~~FOUO~~

NOV 10 2005

TO: Steve Bucci
CC: CAPT TOM MASCOLO
FROM: Donald Rumsfeld

060SD

SUBJECT: Note and Photo for Sergey

Next time I see Sergey at a NATO meeting be sure the attached note and photo are brought along for me to give to him.

Thanks.

Attach Note from SecDef to Sergey Ivanov

DHR:gs
110805-07

.....

We can date-stamp this and make a copy for our records if you are going to hand deliver.

Yes b/c [redacted] (b)(6)

10 NOV 05

815 BOC

OSD 01978-06

~~FOUO~~

11-L-0559/OSD/55728



THE SECRETARY OF DEFENSE
WASHINGTON

FEB 8 2006

060SD

Sergey Ivanov
Minister of Defense
Russian Federation
Moscow, Russia

Dear Sergey,

Your friend, Joyce, received the Navy shirt and hat, and she is most appreciative.

She ~~was~~ inspired to visit the Russia exhibit in Washington, D.C., and sends along this note and proof.

Regards,

Enclosure

OSD 01978-06

8 FEB 06

11-L-0559/OSD/55729



OSD 019712-100559/C 75

OSD 01978-06



RUSSIA!

Ivan Kramnikov, Unknown Women, 1883. Oil on canvas,
75.5 x 99 cm. The State Tretyakov Gallery, Moscow.
Photo © The State Tretyakov Gallery

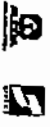


This was a beautiful
exhibition. I thought
of our home in
St Petersburg.
Come every year

Hosted by
RUSSIAN CULTURE
CENTRE, NEW YORK

Annex

Major sponsors



Produced by
The State Tretyakov Gallery

GuggenheimMUSEUM

E

~~FOUO~~

January 09, 2006

06/000306

ES-5042

TO: Eric Edelman

FROM Donald Rumsfeld *DR.*

SUBJECT: ~~US-Afghan~~ Strategic Partnership

Please get back to me with a brief on the follow-up on the Afghan-US strategic partnership, and an action plan for each of the elements.

Thanks.

DHR
010606-19

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

Afghanistan

qJan06

~~FOUO~~

09-01-06 14:40 IN

OSD 01995-06

11-L-0559/OSD/55732

FOUO

FEB 22 2006

TO: Dorrance Smith
FROM: Donald Rumsfeld *DR*
SUBJECT: Publicizing Efforts for Wounded

I think we ought to do a better job of trying to publicize all the things that are being done for the wounded.

Here is a paper on the subject.

Thanks.

Attach. Undated SecArmy response to SD re: Employment for Disabled Veterans (SF#011806-09)

DHR.dh
022106-23



292

22 Feb 06

8 Feb 06

OSD 02050-06



6/12/2004 50.33PM

FOUO

11-L-0559/OSD/55733

AS

FOUO

R *B*
January 18, 2006

TO: Fran Harvey
Donald Winter
Michael Wynne

FROM Donald Rumsfeld

D. A. R. [Signature]

SUBJECT: Employment for Disabled Veterans

292

Attached is a letter I received from Dr. Henry Betts, who is a rehabilitation expert.

It makes sense to me, and it certainly is something I hope all three of you are focusing on. We have a continuing obligation to those folks who served our country so bravely.

Thanks.

Attach. 1/4/06 Betts letter to SD

DHR:m
011806-09

.....

18 Jan 06

Sir, [Signature] 2/21
Response attached.
v/n,
Lt Col [Signature]

FEB 17 2006

8 Feb 06

FOUO

11-L-0559/OSD/55734

02050-06



Rehabilitation
Institute of
Chicago

345 East Superior Street
Chicago, Illinois 60611-4496
312 238-1000

4th January 2006

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

2006 JAN 17 AM 11:23
OFFICE OF THE
SECRETARY OF DEFENSE

Dear Don:

Thanks for your attention to this issue of the injured military personnel returning from Iraq.

As you know, I feel that the final goal for each of these people must be employment that is practical for them and useful to the person who hires them.

In America, self-esteem is achieved through jobs more than any other place and I believe that, above all, these people deserve the opportunity to develop a sense of usefulness and being participatory based on their ability, not their disability.

This is very hard to achieve and for people with disabilities in general it is taking an awful lot of work with the "private sector," employers and the motivation of counselors and human resource people who find that what is demanded is a fair amount of sophistication in dealing with these complex issues.

I was glad to see you and Joyce at Alan Reich's funeral.

It was certainly carried out beautifully and Alan deserved such a sendoff.

Sincerely,

Henry Betts, M.D.
Past Medical Director/President/CEO
Rehabilitation Institute of Chicago

HBB/mg

OSD 00668-06



SECRETARY OF THE ARMY
WASHINGTON

INFO MEMO

2006-02-38 A09:33
01

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey

SUBJECT: U.S. Army Wounded Warrior Program (AW2)

- This responds to Secretary of Defense's Snowflake dated January 18, 2006, Subject: Employment for Disabled Veterans.
- AW2 develops methods and strategies for identifying and coordinating with organizations across the employment spectrum that will provide employment opportunities to seriously wounded Soldiers and Veterans.
- Seriously wounded Soldiers are provided every opportunity to continue to contribute to the Nation through retention in the Army or employment as a Department of the Army Civilian.
- The AW2 is actively engaged in leveraging both Federal and private sector employers to actively recruit and employ seriously injured Soldiers and Veterans through a series of coordinated initiatives (See Attachment A).

COORDINATION: NONE

Attachments:

As stated

Prepared by: LTC Douglas L. Flohr, (b)(6)

11-L-0559/OSD/55736

OSD 02050-06

INFORMATION PAPER

AHRC-PDZ-AW2
30 January 2006

SUBJECT: U.S. Army Wounded Warrior Program (AW2)

1. PURPOSE. Provide an AW2 Employment Update to G1.
2. BACKGROUND. **SecDef** note to the Service Secretaries dated January 18, 2006 advises them that SecDef is concerned with providing Soldiers practical and useful employment.
3. DISCUSSION.

a. The U.S. Army Wounded Warrior Program employs a Labor Liaison Specialist whose primary mission is to link Soldiers with meaningful employment opportunities. AW2 develops methodology and strategies for identifying and connecting with organizations at the federal, state, local and private sector who want to provide employment opportunities to seriously injured Soldiers/Veterans. To date, AW2 has partnered integrated with five Cabinet Secretaries (Defense, Homeland Security, Labor, Transportation, and Veterans Administration) and two principal government agencies (Social Security Administration and the FBI). Additionally, AW2 is integrated with the Army Career and Alumni Program (ACAP) and have identified 70 employers who have signed up to hire our disabled Soldiers (encl).

b. The Army is committed to ensuring its Wounded Warriors are provided every opportunity to seek useful, meaningful jobs in the Army or as DA Civilians. The Continue on Active Duty or Continue on Active Reserve (COAD/COAR) processes allow Soldiers to continue their military careers should they desire to do so. As of this date, 14 Soldiers have elected this option and are performing meaningful jobs. AW2 continues to work with Civilian Personnel Operations Centers to assist in the employment of Wounded Warriors.

c. Numerous initiatives are underway by both Federal and private sector employers to actively recruit and employ seriously injured Soldiers. For example:

- Defense – Dept of Army Soldier Transition to Army Civilians (S-TAC) program is established for Soldier career transition into the Federal work force. Effectively uses current appointment authorities to hire specifically-targeted* 30 percent seriously injured veterans (allows for non-competitive appointments).
- Defense – Army Material Command “Always a Soldier” Program focuses on assisting our nations wounded veterans after their selfless service to our nation and allies and currently employs more than a dozen Wounded Warriors. The goal of the program is to provide continuing support to War-fighters beyond their active duty service. The program provides service-connected seriously injured veterans opportunities to seek employment, career advancement, job mobility, family economic well being, and greater financial security. Employment includes Wage

AHRC-PDZ-AW2

SUBJECT: U.S. Army Wounded Warrior Program(AW2)

Grade positions involving trades and labor, The Student Career Education Program (SCEP) providing job experience and related education,

- Internship programs providing monitored or supervised work/training experience with learning goals, and Various series GS full performance positions
- Transportation - The American Hero Support Program (AHSP) is an intern program designed to match Soldiers into "blue" and "white" collar jobs ranging from generalist to highly technical in every state and local community across America. It supports both DoD and Veterans Affairs efforts to introduce and acclimate seriously injured Soldiers/Veterans into the Federal work force.
- Veterans Affairs - The "Vet IT" program goal is to expose seriously injured service members, who are in the process of being discharged from Walter Reed Army Medical Center, to VA's information technology programs, support them with mentoring and training in the IT field, and open new career paths for them. For, despite their injuries and disabilities, they are ready to retake their rightful places in the workplace and get on with the business of life.

d. The Army Wounded Warrior Program is actively participating in conferences, programs, and initiatives designed to promote and facilitate seriously injured Soldier/Veteran employment initiatives. For example:

- The VA Employment Coalition for America's Veterans "Fulfilling the Commitment - Coming Home to Work Conference (Oct 05). Purpose of the conference was to introduce the model for the VA's initiative "Fulfilling the Commitment - Coming Home to Work." The focus is to reduce the unemployment numbers for recently separated veterans and bring all career/job information in to one easily accessible place - web-site.
- The Walter Reed Army Community Hospital (WRAMC) "TEAMS" (Transition Employment Assistance Management Service) is a One-Stop transition assistance center that delivers comprehensive employment/transition assistance to service members and their families. This is a joint effort between AW2, WRAMC and the Army Career and Alumni Program (ACAP).

e. AW2 has partnered with over 20 corporate America sponsors who have extended employment opportunities for seriously injured Soldiers. Among them:

- SBC Communications, in concert with the "Sentinels of Freedom" provided four years of employment training, transportation, education, and community support to two AW2 Soldier and has offered the same opportunity to a third AW2 Soldier.
- Lockheed Martin provides meaningful and rewarding job opportunities for seriously injured American veterans. They offer entry-level Information Technology analysts working for the Lockheed Martin Service Desk Home-based, part-time employment

AHRC-PDZ-AW2

SUBJECT: U.S. Army Wounded Warrior Program(AW2)

within the continental United States. LM provides the Soldier/Veteran with all required IT equipment, training on Lockheed Martin specific systems, systems access, appropriate software and office supplies, and repair and maintenance of equipment.

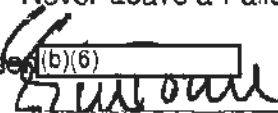
f. The Army Career and Alumni Program (ACAP).

- ACAP is integrated with the U.S. Army Wounded Warrior Program(AW2) to provide support to those Soldiers who have become seriously injured in service to their country. Having been in existence since 1990, ACAP works in concert with all Federal agencies to meet the needs of our seriously injured Soldiers who want the chance to work, and match the employers who want to actively recruit them. ACAP is effective in providing transition benefits counseling and employment assistance training to all Soldiers separating and retiring.
- In February 2006, the Army will open an ACAP Center at Walter Reed Army Medical Center to offer our Soldiers and their family members transition services.
- To reach out to employers ACAP also created a web site to enable employers interested in hiring seriously injured Soldiers to advertise their vacancies and to allow Soldiers to access the employer websites during their job search by logging on to www.aw2soldierconnection.army.mil. AW2 has created the employment connection feature of its program which joins well with its long term commitment to maintain communication with our seriously injured Soldiers. The Army recognizes our obligation to our brave Soldiers and their families who continue to support them.

g. The U.S. Army Wounded Warrior Program is committed to continuous process improvement. We actively engage with Soldiers who are separating to ensure we have done everything we can to assist them with finding employment. We collect information from Soldiers on why they have not sought employment to ensure we have done everything we can to meet their expectations. We continue to find innovative solutions to Soldier employment needs, adhering to the warrior ethos of "Never Leave a Fallen Comrade".

Mary Carstensen

Approved by:

(b)(6)


E. ERIC PORTER
Brigadier General, USA
The Adjutant General

FOUO

SECURITY INFORMATION

2006 FEB 06 14:18

February 06, 2006

A

000,92

TO: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Letter from Susan Collins

Please give me a copy of the December 16 letter from Susan Collins to me asking for a review of Hurricane Katrina preparation and response.

Thanks.

DHR:ml
020604-28

.....
Please Respond By 02/08/06

FOUO

OSD 02094-06

6 Feb 06

11-L-0559/OSD/55740

2/14
3930

FOUO



February 15, 2006

TO: Robert Rangel
FROM: Donald Rumsfeld *DR*
SUBJECT: The Response to Susan Collins

Attached *is* my memo to Wilke and his *response*. Where is the letter we sent to Susan Collins responding in full? If we have done a good job, let's tell them.

Thanks.

Attach 2/6/06 SecDef Snowflake to Robert Wilkie and response.

DHR:ss
021506-10

.....
Please Respond By February 21, 2006

2/21

- closed verbally @ standup

RR

000972

(15 Feb 06)

6 Feb 06

FOUO

11-L-0559/OSD/55741



OSD 02094-06

6/12/2006 5:26:52 PM



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

INFO MEMO

THE ASSISTANT SECRETARY OF DEFENSE

February 8, 2006, 5:00 P.M.

NOV 9 11 4 18

000.92

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response—Letter from Senator Susan Collins, #020606-28

- Senator Susan Collins' December 16, 2005 letter to you expressed disappointment about DoD's responsiveness to the Homeland Security and Government Affairs Committee (HSGAC) investigation on Hurricane Katrina. Specifically, she stated that the DoD had stopped interviews of DoD witnesses and that we had been less than forthcoming in delivering documents.
- In large part, the Department has been responsive to committee's investigation:
 - Over 246,000 pages of documents, including electronic mail and other correspondence of senior DoD leaders.
 - Subsequent to her December 16 letter, we restarted the interview process. Nineteen DoD personnel have testified before Congress and 57 DoD personnel have been made available for interviews by congressional staff.
 - On January 13, Mr. Tom Eldridge, the Senior Majority Counsel on the committee, confirmed that the Department had demonstrated "increased responsiveness to the committee's requests for documents and interviews."
 - On February 3, Deputy Secretary of Defense England and NORTHCOM Commander ADM Keating met with Senator Collins personally to discuss the DoD response to Hurricane Katrina. Senator Collins complimented DoD for its cooperation with her and its overall response to Katrina.
- With regard to document production, a few high-level executive branch documents containing legal advice, deliberative communications, or pre-decisional matters are being reviewed by OGC; no final decisions have been made to withhold them. We continue to work with the committee on this issue.

8 Feb 06

6 Feb 06

Attachments:
Snowflake # 020606-28
Senator Collins Letter
SECDEF Response

Prepared by: LTC Roger D. Carstens/OSD (LA) (b)(6)

B

SUSAN M. COLLINS, MAINE, CHAIRMAN

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United States Senate

COMMITTEE ON
HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS -
WASHINGTON, DC 20510-6250

December 16, 2005

The Honorable Donald Rumsfeld
Secretary
Department of Defense
Washington, DC 20301

Dear Mr. Secretary

We are seeking your intervention to accelerate the slow pace with which the Department of Defense, other than the **Army** Corps of Engineers, is responding to the Committee on Homeland Security and Governmental Affairs' request for interviews and documents regarding the Department's response to Hurricane Katrina. **As** of this date, we have received few of the documents we requested. Our efforts to set up and conduct complete interviews with a number of Department witnesses **are** meeting significant obstacles. Key **witnesses** have been instructed not to answer certain questions and, most recently, specific interview requests were **denied**. The Committee believes it is necessary to obtain complete and candid testimony from the **entire** range of Department personnel involved in the Katrina relief effort if the Congress and the American people **are** to get **the** full story of the adequacy of **the** Department's response to this disaster. Should the Department continue to fail to produce documents in a timely manner, or to make the scheduling of interviews contingent upon the Committee agreeing to the Department's terms regarding access to transcripts, the Committee will issue formal **subpoenas** compelling the testimony of DOD personnel **and** the production of documents. We would much **prefer** a cooperative approach.

With respect to the Committee's September 28 request for documents, to date the Department **has** produced only the Katrina-related EXORDS, **previously** released briefings, some Joint Task Force Katrina Commander's Situation Reports, and a few additional briefing slides and **summaries**. It is troubling that, although the Department informed the Committee on November 4 that it planned to **issue** a **data call** in order to gather the documents responsive to the Committee's September request, the **formal** data call was not actually issued until November 17. We do not understand why the Department delayed in taking **this** basic step to respond to the Committee's request. **We** are further concerned over the possibility - **as** mentioned by Department representatives **to** our Committee **staff** - that internal Department review of key responsive documents, as well **as** potential multiple layers of external review, could add further delays to the actual production.

OSD 24637-05

11-L-0559/OSD/55743

We understand that the Department has concerns about the potential volume of responsive documents. For that reason, our staff **has** been working with the Department to prioritize and narrow **our** request, as well **as** accept a rolling production of documents.

Already, the failure to produce key documents **has** prolonged several interviews. Additionally, the eventual, belated production of key documents could make it necessary to re-interview personnel. **These are** inefficient **uses** of Committee and Department resources, and may unnecessarily extend our investigation.

Much to our dismay, this week Departmental representatives informed the Committee staff that the Department will not schedule any **more** witness interviews until **the** Committee either provides the Department with a copy of the Committee's transcript of a given interviewee or agrees to permit the Department to record the same. Given the Department's non-responsiveness to **our** initial document request, **we** believe it is somewhat incongruous, to say the least, for the Department to begin imposing demands for documents upon this Committee. Although the Department later partially reversed course and is now allowing **us** to schedule interviews, it is nevertheless warning our staff that it may not allow those interviews to go forward unless it obtains an agreement to receive the transcripts of them.

Under the Committee and Senate **Rules**, the Department **has** no right of access to transcripts of formal depositions conducted by **the** Committee. To **date**, **we** have conducted interviews of DOD witnesses in a more informal manner—without a **subpoena** compelling attendance or document production, allowing Departmental attorneys to be present, and permitting Departmental personnel to inspect **the** transcripts in **our** offices—in **part** to accommodate **the Department's** concerns. However, **if the** Department refuses to permit **its** personnel to be interviewed under the current, less formal **arrangement**, the Committee will not hesitate to proceed to more formal means. Should **this** occur, the Committee would have the authority to impose more restrictive conditions upon Departmental participation in **these** interviews and more restrictive access to the transcripts.

Two and one-half months after our initial request, and **more** than one and one-half months **after** our initial deadline, **we** must now insist that you immediately expedite a meaningful document production and provide **us** with a timeline to which you intend to adhere in your rolling response. **We** also ask that you immediately tell **us** whether you have withheld or intend to withhold any particular documents **or** classes of documents and the specific justifications for such actions.

Moreover, if the Department intends to continue instructing its personnel to decline **to answer particular** inquiries, **we ask** that you describe the areas of inquiry you believe to be off limits, and explain why you believe you **are** permitted to shield such information **from** the Committee, which through this investigation is exercising its traditionally and constitutionally broad Congressional oversight authority.

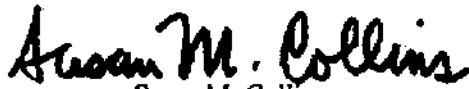
We also want to clarify one item in the September 28 request. In item #28, the Committee requested "any documents that are related to the readiness of National Guard units to respond to Hurricane Katrina or similar natural disasters." The Department's response to this item should include any documents prepared by or possessed within the National Guard Bureau, the Office of Assistant Secretary of Defense for Reserve Affairs, or the Office of Assistant Secretary of Defense for Homeland Defense, concerning the effect of overseas deployments of National Guard personnel or equipment on the materiel, manpower and personnel resources, readiness, training, and mobilization related to the homeland defense mission of the Department or any of the missions of the National Guard.

This Committee is deeply committed to its mission of investigating the government's preparedness for and response to Hurricane Katrina so that it can inform the American people and recommend any actions necessary to ensure that government performs better in the event of another tragedy of Katrina's dimensions. We are hopeful that we can discharge our duty in this matter without encountering a clearly avoidable and unnecessary inter-branch confrontation. If you share that goal, as we hope you do, please ensure that the Department immediately resumes providing Department personnel for interviews and begins a meaningful document production this week.

If you or your staff have any questions concerning this request, please feel free to contact us or have your staff contact Tom Eldridge of the Committee's majority staff at 202-224-4751, or Dan Berkovitz of the Committee's minority staff at 202-224-2627.

Thank you for your time and attention.

Sincerely,



Susan M. Collins
Chairman



Joseph I. Lieberman
Ranking Member



THE SECRETARY OF DEFENSE
WASHINGTON

2

January 3, 2006

The Honorable Susan M. Collins
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Madam Chairman:

Thank you for your letter dated December 16th regarding your Committee's review of the federal response to Hurricane Katrina. This letter was received by my office on December 2

000.92

I understand that Paul McHale has been working closely with your staff to address the various issues raised in your letter.

3 gnu

With best wishes,

Sincerely,

10 Dec 06

OSD 24637-05

B

FOUO

January 23, 2006

032

TO: Dan Stanley
FROM: Donald Rumsfeld *DR*
SUBJECT: List of Invited Members

On the **items** that I have checked on the attached memo, please indicate the number of people we invited to those sessions. Those listed are only the people who came, and we invited a much larger number. It was their choice not to come.

Thanks.

Attach 1/17/06 ASD (LA) memo to SecDef

DHR:ss
012306-13



Please Respond By 02/09/06

23 Jan 06

FOUO

02098-06

1/20
1355



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

INFO MEMO

20/01/06 11:47

January 17, 2006 5:00 PM

RL →
1/23

FOR: SECRETARY OF DEFENSE
FROM: Daniel R. Stanley, Assistant Secretary of Defense
(Legislative Affairs) (b)(6)
SUBJECT: Congressional Contacts for 2005 by the Secretary of Defense

• During the calendar year 2005, the Senate was in session for a total of 159 days while the House was in session for a total of 139 days. The Secretary of Defense had at least 78 events with Members of Congress.

• The Secretary of Defense conducted fifteen briefings with the Chairman or Vice Chairman of the Joint Chiefs of Staff, some of which included the CENTCOM Commander or other DoD witnesses, as follows: four for all Senators, two before the Senate Armed Services Committee, three for all House members, two before the House Armed Services Committee and four before select members via SVTC at the White House.

Add. how many is total ✓

The Secretary of Defense hosted 12 breakfasts with a total of 36 Senators and 41 Representatives.

• The Secretary of Defense met with Chairman Warner at least 10 times and Chairman Hunter at least 4 times.
• Additionally, the Secretary of Defense conducted other personal meetings with at least 26 Senators and 114 Representatives.

• The Secretary of Defense testified ten times: three times before the Senate Armed Services Committee, four times before the House Armed Services Committee, once before the Senate Appropriations Committee, once before the Senate Appropriations Subcommittee on Defense and once before the House Appropriations Subcommittee on Defense.

• A copy of this summary is attached at Tab A.

cc: Deputy Secretary of Defense

SPO 1/20

MA SD	1/23	SMA OSD	
TSA SD	1/20	SA OSD	
EXEC SEC	1/20	1355	1/23-20
PSR MA	1/19	1270	

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

OSD 00926-06

SECDEF Contact with Members of Congress (for CY 2005)

Date	Event	Location	Members Attending	Other DOD attendees	Duration
Jan 6	Breakfast	Pentagon	DeMint, Coburn, Thune, Isakson, Vitter, Martinez, Obama, Salazar	DepSecDef, CJCS, Harvey, England, Moore, DiRita,	1 hr
Jan 19	Meeting – House Freshmen Orientation	Pentagon	Barrow , Bean, Boustany, Conaway, Costa, Cuellar, Dent, Drake , Fitzpatrick, Fortenberry, Fortino, Foxx , Jindal, Kuhl, Lungren, McCaul, McHenry, McMorris, Marchant, Melancon, Price, Reichert, Schwartz, Wasserman-Schultz	Harvey, England, Teets, Wynne, Jonas, Chu, Cambone, Moore, Gen. Mosley, Lt.Gen. Schwartz, Di Rita, Geran , Stanley, Espeme, Broomie	1 hr
Jan 20	The Michigan Society Inaugural Ball	American History Museum	Dingell, Upton		30 mins
Jan 20	Congressional Elected Leadership Ball	Library of Congress	Cox		
Jan. 26	Briefing – Ops Intel	2118 RHOB	HASC: 48 Members	Abizaid	2 hrs.
Jan. 26	Briefing – Ops Intel	222 Russell	SASC: 23 Senators	Abizaid	2 hrs.
Jan 26	Dinner – iho Combatant Commanders	Café Milano	DeLay, Stevens	Schoomaker, Clark, Jumper, Hagee, Abizaid, Jones, Giambastiani, Craddock, Fargo, Keating, Brown, Cartwright, Handy, LaPorte	1 hr
Jan. 28	Breakfast	Pentagon	Reid	CJCS, Moore	45 mins.
Feb 2	Majority Leader’s Reception post State of the Union	Capitol	Frist		1 hr
Feb 3	Breakfast – Nat’l Prayer	Washington Hilton	Hastert, Wolf		30 mins

Feb 7	Lunch – Budget brief	Pentagon	Senators: Warner, Levin, Stevens, Inouye, Cochran Representatives: Hunter, Skelton, Obey	DepSec, Harvey, England, Teets, CJCS, Wynne, Feith, Jonas, Chu, Cambone, Pace, Schoomaker, Clark, Jumper, Hagee, Stanley, DiRita, Willard, Espeme, Broome	1 ¼ hr
Feb 8	Breakfast – Iraq elections and Security Forces	Pentagon	Senators: Allard, Allen, Bennett, Bond, Chambliss, Graham , Comyn, Huthchison, Inhofe, Isakson, Kyl, Lugar , McConnell, Sessions, Shelby, Smith, Talent, Thune	DepSec, CJCS, Harvey, Jonas, Chu, Schoomaker, Stanley, DiRita, Willard, Broome	1 hr
Feb 15	Breakfast – Iraq elections and Iraqi Security forces	Pentagon	Representatives: Blackburn, Carter, "Duke" Cunningham, Granger, Leach, Marshall, Putnam, Ros- Lhtinen, Ryun, Turner, Wicker	DepSec, Harvey, England, CJCS, Jonas, Schoomaker, Stanley, Haynes, DiRita, Dubois, Espeme	1 hr
Feb 16	Hearing – Posture Overview	2118 RHOB	HASC – 62 Members	CJCS, Jonas, Chu, Stanley, Geren, Espeme	3 hrs
Feb 16	Hearing – Supplemental	106 Dirksen	SAC: Kohl, Durbin, Cochran, Dorgan , Mikulski, Harkin, Inouye, Brownback, Feinstein, Domenici, Murray, Allard, Leahy, Burns, Byrd, Stevens	CJCS, Jonas, Stanley, Geren, Espeme	2 hrs
Feb 17	Hearing – Posture Overview	216 Hart	SASC: Ensign, Warner, Levin, McCain, Kennedy, Inhofe, Lieberman, Collins, Reed , Clinton, Thune, B. Nelson, Chambliss	CJCS, Jonas, Stanley, Geren, Broome	3 hrs

Feb 17	Hearing – Posture Overview	2359 RHOB	HAC-D: Young, Hobson, Bonilla, Cunningham, Frelinghuysen, Tiahrt, Wicker, Kingston, Lewis, Granger, Murtha, Dicks, Sabo, Visclosky, Moran, Kaptur, Obey	CJCS, Jonas, Stanley, Geron, Espeme	2 hrs
Mar 8	Dinner	SecDef Residence	Thune, Kyl		1 hr
Mar 9	Briefing- Ops Intel	Capitol S-407	Senate: 43 Members	CJCS	1 ½ hrs
Mar 10	Hearing – Posture Review continued from 2/16	2118 RHOB	HASC: Hunter, Bartlett, Saxton, Hefley, J. Wilson, Akin, McMorris, Ryun, Schwarz, Drake, Franks, Kline, G. Davis, Conaway Skelton, Taylor, Abercrombie, Snyder, McIntyre, S. Davis, Langevin, Cooper, Marshall , Ryan, McKinney, Boren	CJCS, Jonas, Chu, Stanley, Geron , DiRita, Stavridis, Espeme	3 hrs
Mar 15	Breakfast – Nuclear issues	Pentagon	Hobson	Sec. Bodman (DoE), Cambone, Wynne, Henry, Stanley, Klein, Cartwright	1 hr
Apr 5	Dinner		Cochran, Martinez	Cambone, O'Beirne, Moseley	1 hr
Apr 7	Lunch	Pentagon	Warner	CJCS, Chu, Stanley	1 hr
Apr 20	Briefing – Ops Intel	2118 RHOB	HASC: 80 members	CJCS	1 ½ hrs
Apr 21	Breakfast – Ops Intel	Pentagon	Sens: Warner , Levin, Stevens, Reps: Hunter, Skelton	CJCS, Jonas, Cambone, O'Connell, Stanley Kostiw (CIA)	1 hr
April 27	Hearing	192Dirksen	SAC-D: Bond, Burns, Byrd, Cochran, Gregg, Feinstein, Inouye, Shelby, Specter, St	CJCS	2 hrs
April 27	Meeting	Capitol H-405	J. Lewis, Obey, Yo Murtha,	Cambone, Stanley	45 mins

April 27	Meeting	Cannon H-407	P. Kennedy	Stanley, Stavridis	30 mins
April 29	Farewell Ceremony	Pentagon	Warner, Coleman	DepSec, Harvey, England, OSD A-List	1 ½ hrs
May 3	Reception – Japanese Diet Members	Capitol S-211	Dicks, Kirk, Tiahrt, Cole, G. Davis, Boehlert, J Wilson, L. Davis, Simmons , Bordallo	CJCS, Henry, Lawless, Flory, O’Bering	1 ½ hrs
May 16	Dinner – iho Paul Wolfowitz	SecDef’s Residence	Sens Lieberman & Shelby Rep Marshall	England (Acting DepSec), Wolfowitz, Combatant Commanders	1 hr
May 18	Briefing – Ops Intel	Capitol S-407	SASC: 27 members	CJCS, Abizaid	1 ½ hrs
May 18	Meeting – Surety Issue	Capitol S-407	Warner	Acting DepSec, Haynes, Stanley	30 mins
May 19	Reception iho Ambassadors: Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua	SecDef’s Residence	Reps: Blackburn, Bartlett, Hinojosa Sen Sessions	Maurer, Craddock, Field	1 ½ hrs
May 27	Lunch	Pentagon	Rep S. Johnson	Stanley	30 mins
June 15	Meeting	225 Russell	Warner	Stanley	45 mins
Jun 16	Breakfast • successes in Global War on Terror	Pentagon	Hunter, Granger, Gerlach, Wilson, Ros-Lehtinen, Reichart, Kline, McCaul, Davis , Miller, Poc, Tancredo	England, Feith, Henry , Abell, Stanley, DiRita, Rangel, Geren	1 hr
Jun 23	Hearing – Iraq issues	325 Russell	SASC: 24 members	CJCS , Abizaid, Casey, DiRita, Rangel, Broome	3 hrs
Jun 23	Hearing - Iraq issues	2118 RHOB	HASC: 49 members	CJCS, Abizaid, Casey, Rangel, Stanley, Ruff	3 hrs
Jun 27	Dinner	The Occidental Restaurant	Sen Comyn Reo Ros-Lehtinen	VCJCS, Feith, Krieg, Rodman, Admiral Willard, Gen Maples	1 ½ hrs

Jul 11	Lunch	Pentagon	G. Davis	Harvey, Rangel, Stanley	30 mins
Jul 19	Breakfast	Pentagon	Skelton	Stanley, Rangel	45 mins
Jul 21	Talk Show – GWOT, GTMO, BRAC, C-130 J	Pentagon	Chambliss	Broome	50 mins
Aug 3	Award Ceremony	Dallas, TX	Rep. S. Reyes		15 mins
Aug 22	Dinner/ho Gen Jumper		Sen Chambliss	Gen Jumper	1 hr
Sep 6	Briefing – Relief efforts post Hurricane Katrina	Capitol S-407	All Senate members	CJCS, Stanley, McHale, LTG Blum, LTG Strock	1 hr 20 mins
Sep 6	Briefing – Relief efforts post Hurricane Katrina	Capitol – House Floor	All House members	CJCS, Stanley, McHale, LTG Blum, LTG Strock	3 hrs
sep 11	Radio Day	Pentagon	Rep M. Blackburn		15 mins
	Freedom Walk	Arlington/DC	Sens: Stevens, Allen Rep: Blackburn	Dubois, DiRita, Stavridis, Bucci	2 hrs
Sep 21	Briefing - Ops Intel	2118 RHOB	All House Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
sep 21	Briefing - Ops Intel	Capitol S-407	All Senate Members	CJCS, VCJCS, Stanley, Ambassador Jeffries (DoS)	1 ½ hrs
Sep 26	Dinner – ho CJCS Myers		Sens Sessions and Brownback. Rep Skelton		1 hr
sep 28	Briefing – Ops Intel	Capitol S-407	Senate	VCJCS, Stanley, Abizaid, Casey	1 ½ hrs
Sep 28	Briefing – GWOT	2172 RHOB	House – 10members	VCJCS, Stanley, Abizaid, Casey, DiRita, Rangel	1 ½ hrs
Sep 29	Meeting	Capitol H-405	M. Rogers	Cambone, Abizaid	30 mins
Sep 29	Leadership		Reps: Hunter, Hyde, Kirk, Thornberry, Kline, Cole, Blackburn, T. Davis, Capito, Marshall, Boren Sens: Warner , Kyl, Bums, Martinez	Stanley, Cambone,	1 ¼ hrs
Sep 29	Hearing - U.S. military strategy in Iraq/Afghanistan	106 Dirksen	SASC Warner, McCain, Inhofe, Sessions, Ensign, Collins, Comyn, Talent, Thune, Graham, Chambliss, Levin, Reed, Akaka, Dayton,	CJCS, Stanley, Rangel, Abizaid, Casey	3 hrs

			E. Nelson, Clinton, Kennedy, Lieberman, Bayh, B. Nelson,		
Sep 29	Hearing - U.S. military strategy in Iraq/Afghanistan	2118 RHOB	HASC	Stanley, Rangel, Abizaid, Casey	3 hrs
Oct 6	Meeting - BRAC	Pentagon	Domenici	Stanley	15 mins
Oct 7	Meeting - Posse Comitatus	Pentagon	Skelton	Stanley, Rangel	30 mins
Oct 11	Town Hall Meeting	Mac Dill AFB, FL	Martinez		15 mins
Oct 11	Reception	Miami	Reps Ros Lehtinen and Diaz-Balart		20 mins
Oct 27	Breakfast - FY06 Def Approps Conference	Capitol S-238	Sen Stevens	CJCS , Stanley, Rangel	1 hr
Oct 27	Meeting - Iraq/Afghanistan	Capitol H-309	Wolf	CJCS, Rangel	20 mins
Oct 27	Meeting - Courtesy call	Capitol H-329	Blunt	CJCS, Stanley, Rangel	30 mins
Oct 27	Meeting	Capitol	Kirk	Rangel	5 mins
Nov 3	House US China Working	2360 RHOB	Kirk, Larsen, Kuhl, Johnson, Dent, Boozman, Boustany	Stanley	50 mins
Nov 3	Budget		Hastert	Pace, Stanley	30 mins
Nov 30			Sen Warner		1 hr
Dec 5	Congressional Ball	White House	Over 250 members in attendance		1 hr
Dec 6	Dinner - SEDM	American History	Sessions		1 hr
Dec 8	Breakfast	Pentagon	Lieberman	CJCS, Stanley	45 mins

Dec 8	Briefing	White House	Representatives: Hastert, Blunt, Pryce, Shadegg, Kingston, Reynolds, DeLay, Pence, Hunter, Hoekstra, Young, Kirk	CJCS, Generals Casey and Abizaid (via SVTS)	45 mins
Dec 8	Meeting - Progress in Iraq	Cannon 440	Granger, Blackburn, S. Johnson, Marshall, Tiahrt, Thornberry	Stanley	30 mins
Dec 8	Meeting - Progress in Iraq	2242 RHOB	Shuster, Kingston, Rehberg	Stanley, Rangel	30 mins
Dec 13	Briefing - War on Terror	White House	Senators: Frist, McConnell, Stevens, Santorum, Warner, Lugar, Cochran, Roberts, Chambliss, Allen, Sessions	CJCS, Gen Casey (via SVTS)	45 mins
Dec 14	Briefing - War on Terror	White House	Reps Andrews, Berman, Bishop, Boren, Boswell, Cramer, Cuellar, Dicks, Harman, Hersef, Israel, Lantos, Marshall, Matheson, Moore, Skelton, Witt	CJCS, Gen Casey (via SVTS)	45 mins
Dec 14	Briefing	White House	Senators: Lieberman, Biden, Carper, Clinton, Coleman, Domenici, Graham, McCain, Nelson, Pryor, Snowe, Thune, Wyden	CJCS, Gen Casey (via SVTS)	45 mins

Total - 78
Breakfasts - 12
Meetings - 14

Hearings - 10
Lunches - 4

Briefings - 15
Dinner - 8



OFFICE OF THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



1 5 03

INFO MEMO

February 3, 2006 5:00 PM

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response - List of Invited Members

You wanted to know the number of Members who were invited to breakfasts during 2005 that were hosted by the Secretary of Defense.

- During 2005, the Secretary of Defense hosted 12 Congressional breakfasts and invited a total of 54 Senators and 91 Representatives. Of these, 18 Senators and 50 Representatives were regrets.
- A copy of this summary is attached at Tab A.

Attachment:

Summary of Breakfast attendees (TAB A)
Snowflake #012306-13 (TAB B)

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

FEDERAL RECYCLING PROGRAM



PRINTED ON RECYCLED PAPER

11-L-0559/OSD/55756

OSD 02098-06

SECDEF BREAKFASTS WITH MEMBERS OF CONGRESS (CY 2005)

DATE	OCCASION	LOCATION	ACCEPTS	REGRETS	DoD in Attendance	Time
6-Jan	Breakfast	Pentagon	Sens: DeMint, Coburn, Thune, Isakson, Vitter, Martinez, Obama, Salazar	Sen: Burr	DepSecDef, CJCS, Harvey, England, Moore, DiRita,	1 hr
28-Jan	Breakfast	Pentagon	Sen: Reid	None	CJCS, Moore	15 mins
3-Feb	Breakfast – Nat'l Prayer	Washington Hilton	Reps: Hastert, Wolf	N/A		30 mins
8-Feb	Breakfast Iraq elections and Security Forces	Pentagon	Sens: Allard , Allen, Bennett, Bond, Chambliss, Graham, Cornyn, Huthchison, Inhofe, Isakson, Kyl, Lugar, McConnell, Sessions, Shelby, Smith, Talent,	Sens: Alexander, Burns, Cochran, Craig, Dole, Ensign, Frist, Hatch, Lieberman, Murkowski, Nelson , Roberts, Santorum, Warner	DepSec, CJCS, Harvey, Jonas Chu, Schoomaker, Stanley, DiRita, Willard, Broome	1 hr
15-Feb	Breakfast - Iraq elections and Iraqi Security forces	Pentagon	Reps: Blackburn, Carter, "Duke" Cunningham, Granger, Leach, Marshall, Putnam, Ros-Lehtinen, Ryun, Turner, Wicker	Reps: Akin, Bradley, Buyer, Moore-Capite, J. Davis, T. Davis, Everett, Forbes, Gibbons, Hayes, Hayworth, Issa, Kengston , Kirk, Kline, Langevin, LoBiondo, McHugh, McKeon, C. Miller, J. Miller, Osborne, Saxon , Simmons, Thornberry, J. Wilson	DepSec, Harvey, England , CJCS, Jonas, Schoomaker, Stanley, Haynes, DiRita, Dubois, Esperne	1 hr
15-Mar	Breakfast- Nuclear issue!	Pentagon	Rep: Hobson	None	Sec. Bodman (DOE), Cambone, Wynne, Henry, Stanley, Klein, Cartwright	1 hr
21-Apr	Breakfast – Ops Intel	Pentagon	Sens: Warner, Levin, Stevens Reps: Hunter , Skelton	Reps: Lewis, Cochran, Young , Kennedy, Cushing, Inouye, Byrd, Ohay, Murtha	CJCS, Jonas, Cambone, O'Connell, Stanley Kostiw (CIA)	1 hr

SECDEF BREAKFASTS WITH MEMBERS OF CONGRESS (CY 2005)

16-Jun	Breakfast - successes in Global War on Terror	Pentagon	Reps: Hunter, Granger, Gerlach, Wilson, Ros-Lethinen, Reichart, Kline, McCaul, Davis, Miller. Poe, Tancredo	Reps: Bradley, DeLay, Diaz-Balart, Frilinghuysen, Garrett, Goode, Harris, Shuster, Simmons, Wolf	England, Feith, Henry, Abell , Stanley, DiRita, Rangel, Geren	1 hr
19-Jul	Breakfast	Pentagon	Rep: Skelton	None	Stanley, Rangel	45 mins
29-Sep	Breakfast – Congressional Leadership	Capitol H-139	Reps: Hunter, Hyde, Kirk, Thornberry, Kline, Cole, Blackburn, T. Davis, Capito, Marshall, Boren Sens: Warner, Kyl, Bums, Martinez	Reps: S. Davis, Gingrey, Pryce, Saxton, Shadegg Sens: Dodd, Lugar	Stanley, Cambone,	1 ¼ hrs
27-Oct	Breakfast - FY06 Def Approps Conference	Capitol S-238	Sen: Stevens Rep: Bill Young	Sen: Inouye Rep: Murtha	CJCS , Stanley, Rangel	1 hr
8-Dec	Breakfast	Pentagon	Sen: Lieberman	None	CJCS, Stanley	45 mins



OFFICE OF THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



2006 FEB 03 5:08

INFO MEMO

February 3, 2006 5:00 PM

032

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response - List of Invited Members

You wanted to know the number of Members who were invited to breakfasts during 2005 that were hosted by the Secretary of Defense.

- During 2005, the Secretary of Defense hosted 12 Congressional breakfasts and invited a total of 54 Senators and 91 Representatives. Of these, 18 Senators and 50 Representatives were regrets.
- A copy of this summary is attached at Tab A.

Attachment:
Summary of Breakfast attendees (TAB A)
Snowflake #012306-13 (TAB B)

3 Feb 06

23 Jan 06

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

FEDERAL RECYCLING PROGRAM PRINTED ON RECYCLED PAPER

11-L-0559/OSD/55759

OSD 02098-06

SECDEF BREAKFASTS WITH MEMBERS OF CONGRESS (CY 2005)

DATE	OCCASION	LOCATION	ACCEPTS	REGRETS	DoD in Attendance	Time
6-Jan	Breakfast	Pentagon	Sens: DeMint, Coburn, Thune, Isakson, Vitter, Martinez, Obama, Salazar	Sen: Burr	DepSecDef, CJCS, Harvey, England, Moore, DiRita,	1 hr
28-Jan	Breakfast	Pentagon	Sen: Reid	None	CJCS, Moore	15 mins
3-Feb	Breakfast - Nat'l Prayer	Washington Hilton	Reps: Hastert, Wolf	N/A		30 mins
8-Feb	Breakfast - Iraq elections and Security Forces	Pentagon	Sens: Allard, Allen, Bennett, Bond, Chambliss, Graham, Comyn, Huthchison, Inhofe, Isakson, Kyl, Lugar, McConnell, Sessions, Shelby, Smith, Talent, Thune	Sens: Alexander, Burns, Cochran, Craig, Dole, Ensign, Frist, Hatch, Lieberman, Murkowski, Nelson, Roberts, Santorum, Wamer	DepSec, CJCS, Harvey, Jonas Zhu, Schoomaker, Stanley, DiRita, Willard, Broome	1 hr
15-Feb	Breakfast - Iraq elections and Iraqi Security forces	Pentagon	Reps: Blackburn, Carter, "Duke" Cunningham, Granger, Leach, Marshall, Putnam, Ros-Lehtinen, Ryun, Turner, Wicker	Reps: Akin, Bradley, Buyer, Moore-Capito J. Davis, T. Davis, Everett, Forbes, Gibbons, Hayes, Hayworth, Issa, Kengston, Kirk, Kline, Langevin, LoBiondo, McHugh, McKeon, C. Miller, J. Miller, Osborne, Saxton, Simmons, Thornberry, J. Wilson	DepSec, Harvey, England, CJCS, Jonas, Schoomaker, Stanley, Haynes, DiRita, Dubois, Espeme	1 hr
15-Mar	Breakfast - Nuclear issue!	Pentagon	Rep: Hobson	None	Sec. Bodman (DoE), Cambone, Wynne, Henry, Stanley, Klein, Cartwright	1 hr
21-Apr	Breakfast - Ops Intel	Pentagon	Sens: Warner, Levin, Stevens Reps: Hunter, Skelton	Reps: Lewis, Cochran, Young, Kennedy, Cushing, Inouye, Byrd, Obey, Murtha	CJCS, Jonas, Cambone, O'Connell, Stanley Kostiw (CIA)	1 hr

SECDEF BREAKFASTS WITH MEMBERS OF CONGRESS (CY 2005)

16-Jun	Breakfast - successes in Global War on Terror	Pentagon	Reps: Hunter, Granger, Gerlach, Wilson, Ros-Lethinen, Reichart, Kline, McCaul, Davis, Miller, Poe, Tancredo	Reps: Bradley, DeLay, Diaz-Balart, Frelinghuysen, Garrett, Goode, Harris, Shuster, Simmons, Wolf	England, Feith, Henry, Abell, Stanley, DiRita, Rangel, Geren	1 hr
19-Jul	Breakfast	Pentagon	Rep: Skelton	None	Stanley, Rangel	45 mins
29-Sep	Breakfast – Congressional Leadership	Capitol H-139	Reps: Hunter, Hyde, Kirk, Thornberry, Kline, Cole, Blackburn, T. Davis, Capito, Marshall, Boren Sens: Warner, Kyl, Bums, Martinez	Reps: S. Davis, Gingrey, Pryce, Saxton, Shadegg Sens: Dodd, Lugar	Stanley, Cambone,	1 ¼ hr
27-Oct	Breakfast – FY06 Def Approps Conference	Capitol S-238	Sen: Stevens Rep: Bill Young	Sen: Inouye Rep: Murtha	CJCS, Stanley, Rangel	1 hr
8-Dec	Breakfast	Pentagon	Sen: Lieberman	None	CJCS, Stanley	45 mins

FOUO

2006 JAN 10 AM 9:34
CENTCOM RESPONSE

Centcom

2006 JAN 10 AM 9:34
January 10, 2006

I-06/000424
ES-5060

TO: Eric Edelman

CC: Gen Pete Pace

FROM: Donald Rumsfeld *DR.*

SUBJECT: CENTCOM and JFCOM Liaison Folks

We ought to think through this issue about what we do about the liaison folks at CENTCOM and JFCOM, and how we get the CENTCOM liaison migrated to a Global War on Terror liaison group.

Thanks.

DHR:W
011006-23

.....
Please Respond By 02/07/06

10 JAN 06

FOUO

OSD 02118-06

11-L-0559/OSD/55762

DJS

~~FOUO~~

SECURITY SENSITIVE

2007 JAN 04 9:35

January 04, 2006

Centcom

TO: Gen Pete Pace

CC: Eric Edelman

FROM: Donald Rumsfeld *DR.*

SUBJECT Foreign Liaison People at CENTCOM

For the second time, Abizaid has raised that he has 68 foreign liaison people in Tampa, and that they are basically there for the War of Terror, but that is the wrong place, since the War on Terror is broader.

The question is, what should we do with them? Should we broaden it? Do we need State Department ambassadorial-level people engaged to push this activity?

Thanks.

DHR:ss
010406-22

.....
Please Respond By 01/31/06

~~FOUO~~

4 JAN 06



GENERAL COUNSEL

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

OFFICE OF THE
SECRETARY OF DEFENSE

ACTION MEMO

2006 FEB 10 PM 5:38

February 6, 2006, 11:00am

DepSec Action _____

FOR SECRETARY OF DEFENSE

FROM William J. Haynes II, General Counsel of the Department of Defense

SUBJECT: Celikgogus v. Rumsfeld

- On January 17, 2006, I sent you an Info Memo on the Celikgogus case. (See Tab B)
- Because you were acting in your official capacity at the time of the allegations, you **are not** required to hire a personal attorney to defend you; the Department of Justice (DOJ) will represent you.
- Three things must occur before DOJ can file a response to the complaint.
 - You or a designee must accept service of the complaint.
 - You or a designee must ask DOJ to represent you in the case.
 - You must agree to the conditions of DOJ representation.
- My office has drafted the documents necessary to comply with these three requirements.
 - The documents authorizing service and the request for DOJ representation apply to this and all future detainee litigation, allowing the Deputy General Counsel (Legal Counsel) or his/her designee to handle such matters for you in the future. You will continue to be notified of all future cases.
 - The document accepting the conditions of DOJ representation is required to be case-specific; therefore it will only be valid for the Celikgogus case.

RECOMMENDATION: That you sign the documents at Tab A-1, A-2 and A-3 allowing my office to accept service and request DOJ representation for you, and accepting the conditions of DOJ representation.

COORDINATION NONE



OSD 02162-06

11-L-0559/OSD/55764

383.6

6 Feb 06



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



Frank R. Jimenez
Deputy General Counsel (Legal Counsel)
Office of the General Counsel
U.S. Department of Defense
1600 Defense Pentagon, Room 3C975
Washington, D.C. 20301-1600

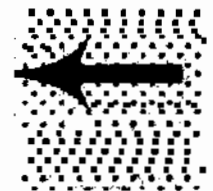
Re: Agent for Personal Service.

Dear Mr. Jimenez:

I hereby authorize the Deputy General Counsel (Legal Counsel) or his/her designee(s) to accept service on my behalf in all cases related to detainees.

Your assistance is appreciated.

Sincerely,





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



Frank R. Jimenez
Deputy General Counsel (Legal Counsel)
Office of the General Counsel
U.S. Department of Defense
1600 Defense Pentagon, Room 3C975
Washington, D.C. 20301-1600

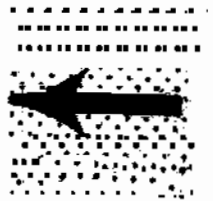
Re: Representation in Detainee Cases

Dear Mr. Jimenez:

I hereby authorize the Deputy General Counsel (Legal Counsel) or his/her designee(s) to request Department of Justice representation for me in all cases related to detainees. All my actions in these matters were taken in the course and scope of my position as **Secretary** of Defense.

Your assistance is appreciated.

Sincerely,



Name of Case) District	
)	
CELIKGOGUS V. RUMSFELD) DISTRICT OF COLUMBIA	
)	
DOJ Contact Attorney At Main Justice) court Number	
) 05-CV-02480	
)	
JAMES BARTOLOTTO) DOJ Number	
P.O. BOX 7146) 157-16-33764	
WASHINGTON, DC 20044) Date Filed	
202-616-4174) 28 DECEMBER 2005	
)	
Name and Address of Person To Be Represented:	SECRETARY OF DEFENSE DONALD RUMSFELD 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000	

This acknowledgment must be executed as part of your request for legal representation by the Department of Justice. The acknowledgment is designed to advise you of the extent and nature of legal representation that can be provided you by Department of Justice attorneys. Your signature at the end of the acknowledgment indicates your understanding of and agreement to such representation.

The acknowledgment may be submitted either at the time you request representation or immediately after you have been notified that the Department has approved your pending request.

If you agree to accept Justice Department representation pursuant to the provisions set forth below, please execute the signature block at the end of the acknowledgment and return to the person furnishing you the acknowledgment. If the Department has advised that it will provide you with representation, the Department's representation will be considered to have taken effect on the date it was first authorized provided that you have signed and returned this acknowledgment. If this acknowledgment is being submitted as part of your request for representation, you will be advised of the Department's decision promptly after it has been made.

Your representation will be governed by the Attorney General's Representation Guidelines set forth in 28 C.F.R. §§ 50.15 and 50.16. A copy will be furnished upon request.

Representation is provided under the Guidelines upon a determination that it is in the interest of the United States to do so. Additionally, if you are being sued for conduct in your capacity as a current or former federal employee or official, representation is provided if it rea-

sonably appears that such conduct was taken within the scope of your federal employment. The following representation provisions constitute the more significant features of the Representation Guidelines.

(1) *Attorney-Client Communication Privilege*

All written or oral communications between yourself and your assigned Justice Department lawyer will be protected by the traditional attorney-client privilege.

(2) *Claims Against The United States*

Your Justice Department attorney will not assert on your behalf any claim you may have against the United States in this case; nor will he or she assert any claim you might have against other federal employees.

(3) *Counterclaim*

As a general policy, your Department of Justice attorney can only undertake to defend you. He or she will not assert an affirmative claim on your behalf against the plaintiff or anyone else. If you strongly believe that such a claim should be asserted, your normal recourse would be for you to hire a private attorney at your personal expense to press that claim. In the rare instance when an affirmative claim would further not only your defense, but also the interests of the United States, the Department will consider pressing the claim.

(4) *Conflicts With The United States*

If there is a legal argument which should be made in your defense, but which conflicts with a legal position taken by the United States, or any of its agencies, in this or another case, your Department of Justice attorney

Will not make the argument. You will be advised of this fact so that you may assess available options. Correspondingly, should you ever have questions in this regard, you should take the opportunity to discuss them with your assigned Justice Department attorney.

(5) Conflicts With Co-Defendants

If there is a material conflict of interest between you and one of your individually-sued codefendants, whether factual or legal in nature, your Department of Justice attorney will advise you of this fact so that you may assess available options. Correspondingly, should you ever become aware of such conflicts, you should immediately bring them to the attention of your Justice Department attorney. Normally, in such cases, it will not be possible for your Justice Department lawyer to continue representing you and other co-defendants having mutually conflicting interests.

(6) Defending Co-Defendants

If your Justice Department attorney is representing other defendants in your case in addition to yourself, including the United States or an agency, the Department attorney may elect to press available defenses that could result in the dismissal of a co-defendant before yourself.

(7) Appeals

If the judgment of the court is in your favor and the losing plaintiff appeals, representation will continue throughout the appellate stage in this case. In the event of an adverse judgment against you, the Solicitor General of the United States will determine whether an appeal by your Justice Department attorney would be in the interest of the United States. If not, you will be promptly advised in order to discuss available options.

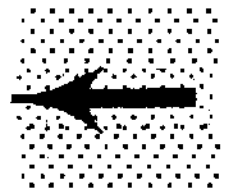
(8) Retention of Private Counsel

In certain limited circumstances where a Department of Justice attorney can no longer represent you, such as those circumstances discussed in paragraphs (4), (5) and (7), the Department may elect in its discretion to provide you with a private attorney at government expense. You will be so advised if such circumstances arise.

(9) Paying Adverse Judgments

In the event of an adverse money judgment entered against you in this matter, or against you and other individually-sued employees, you may be personally responsible for the payment of the judgment; there is no general right to indemnification from the United States. However, if the United States is a proper defendant and there is a final judgment entered jointly against you and the United States, the United States would pay the judgment. By statute, the United States cannot be held liable for punitive damages (damages awarded to punish a defendant). Therefore, you would be personally responsible in the unlikely event punitive damages are assessed.

I have read the foregoing conditions of Department of Justice representation and accept their terms.



(Signature)

(Date)




GENERAL COUNSEL

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

January 17, 2006

INFO MEMO

MEMORANDUM FOR SECRETARY OF DEFENSE

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

SUBJECT Celikgogus v. Rumsfeld

- o On 28 December 2005 ~~the~~ Center for Constitutional Rights (CCR) filed a lawsuit on behalf of a former Turkish detainee by the name of Yuksel Celikgogus.
- o Celikgogus was released from Guantanamo Bay (**GTMO**) in November 2003.
- The lawsuit names ten defendants in **their** personal capacity (not in their official capacity), including you, General Hood, General **Hill**, General Miller and other past commanders of GTMO and USSOLJTHCOM.
- The lawsuit contains claims under the Alien Tort Claims Act, the Fifth and Eighth Amendments, the Geneva Conventions and the Religious Freedom Restoration Act.
 - o The claims are **based** on allegations of torture in **Afghanistan** and GTMO.
- **This** lawsuit is similar to the Rasul v. Rumsfeld lawsuit brought by the CCR on behalf of four British ex-GTMO detainees. That case has been pending in U.S. District **Court** since November **2004**.
 - o In July 2005, the government filed a motion to **dismiss** the lawsuit for lack of jurisdiction and for failure to state a valid claim. That motion has never been ruled on by Judge Urbina.
- My office is **working** with the Department of Justice (DOJ) to arrange service on all defendants and to request representation of all defendants by DOJ.
 - o We are drawing up the requisite papers for your signature which will allow us to accept service on your behalf.
- o After the initial administrative matters **are** handled, DOJ will file a motion to **dismiss** comparable to the Rasul motion.



11-L-0559/OSD/55769

OSD DD 844-06

~~FOUO~~

FEB 2 2 2006

383.6

TO: Steve Bucci

CC: Cathy Mainardi
Jim Haynes
Dan Dell'Orto

FROM: Donald Rumsfeld *DR*

SUBJECT: Meeting with GC

Please set up a meeting for me with ~~Jim~~Haynes or Dan Dell'Orto to discuss the attached February 6 memo. It may not take more than 15 minutes, and it should happen this week.

Thanks.

Attach. 2/6/06 GC memo to SD re: Celikogus v. Rumsfeld [OSD 02162-06]

DHR:dh
022105-44

.....

Please Respond By February 24, 2006

22 Feb 06

6 Feb 06

SM

OSD 02162-06



6/12/2006 4 44 PM

~~FOUO~~

11-L-0559/OSD/55770

~~FOUO~~

OFFICE OF THE
SECURITY

2006 FEB 06 09:45

February 06, 2006

230 Super readers

TO: Gordon England

CC: David Chu

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Civilian SES Corps

We need to consider how to professionalize the Senior Executive Service within the Department, and probably within the Administration. This should, at a minimum, consider:

- A more rigorous process for promotion, with standardized selection boards.
- Creation of "precepts" to SES promotion boards, so we have assurance that people being promoted to the most senior career civilian jobs have the highest degree of energy, intelligence, creativity and innovation..
- Careerpaths for the SES that make sense for a 21st century government, with the opportunity to develop both a "joint" and an "interagency" expertise in the SES Corps.

Within 30 days, please let me know what you think and give me a plan to get to where we need to go.

Thanks.

DHR.dh
020606-20

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

6 FEB 06

~~FOUO~~

OSD 02175-06

11-L-0559/OSD/55771

May 5, 2006 - MC 1713

To: SECDEF
Fr: Gordon England
Subj: Civilian SES Corps



Don,

- Attached are two charts; namely, the goals and the **timeline** for action.
- This Tuesday, Mike Dominguez and David Chu will be holding focus groups with some of the SES Corps to obtain their input into a revamped system.
- This process will continue through the end of this year, but is well thought out and will result in an SES Corps much more attuned to the Department's needs and especially positions requiring joint, enterprise-wide competencies.

Enc



OSD 02175-06

5/8/2006 10:52:04 AM

11-L-0559/OSD/55772

230 Super-grades

5 May 06

6 Feb 06



Developing 21st Century SES Leaders


The Goals

- Deliberate institutional development and assessment of SES focused on core leadership competencies**
- Development of SES enterprise-wide vision and knowledge of joint matters**
- Deliberate management and succession planning of SES positions**
- Development of a process responsive to the SECDEF for identification and management of the most senior-level DoD positions requiring joint, enterprise-wide competencies**



Developing 21st Century SES Leaders

The Timeline for Action

- 
- Convene DOD Working Group - February **24,2006**
 - Brief Defense Business Board Task Group - March **1,2006**
 - Brief DHRB - March **16,2006**
 - Draft DoD Directive for **SD-106** Coordination - April **1,2006**
 - Begin formal "socializing" - April **1, 2006**
 - Focus Groups: April 1 - May **9,2006**
 - Brief M&RA - Bi-monthly
 - Brief Senior Defense Leadership Conference - May **22-24,2006**
 - Obtain DBB Recommendations - May **31,2006**
 - Issue DoD Directive - June **15,2006**
 - Brief DepOps Dep Iank/OpsDep Chairman Tank - July, **2006**
 - Begin DoD Instruction coordination - July **1- October 1,2006**
 - Issue DoD Instruction - October **15,2006**
 - Draft Report to Congress Coordinated - Nov. **1 - Dec. 1,2006**
 - Submit final Report to Congress - January **15,2007**

~~FOUO~~

February 08, 2006

TO: GEN John Abizaid

CC: Gen Pete Pace

FROM: Donald Rumsfeld *DR*

SUBJECT: Fouad Ajami Op-ed

Middle East

Thanks for sending along Fouads latest. He's a terrific ~~writer~~.

Attach. 2/7/06 Abizaid memo to S D Ajami, Fouad. "The Promise of Liberty," *WSJ.com* *Opinion Journal*, February 7, 2006.

DHR,dh
020806-02

8 FEB 06

OSD 02216-06

13 FEB 06

~~FOUO~~

11-L-0559/OSD/55775

2/8

CCCC

February 7, 2006

MEMORANDUM FOR Secretary of Defense

SUBJECT: Thoughtful Article

Mr. Secretary,

Every now and then a thoughtful article with careful reading and consideration appears. Let me recommend the attached Fouad Ajami article. I've also sent it to **my** commanders in the field.

V/R

John

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OpinionJournal
from THE WALL STREET JOURNAL Editorial Page

[PRINT WINDOW](#) [CLOSE WINDOW](#)

BUSH DOCTRINE

The Promise of Liberty

The ballot is not infallible, but it has broken the Arab pact with tyranny.

BY FOUAD AJAMI

Tuesday, February 7, 2006 12:01 a.m.

So, some now say, a people led for more than three decades by Yasser Arafat, a man who dodged all moral and political responsibility, have flunked a great democratic test. It wasn't a pretty choice that the Palestinians were presented with: the secular autocracy of plunder and pretense represented by Arafat's inheritors on the one side and the cruel utopia of the Hamas hard-liners on the other. This was where Palestinian history led. Ever since the Palestinians had taken to the road after 1948, that population had never been given the gift of political truth. Zionism had built a whole, new world west of the Jordan River, but Palestinian nationalism had insisted that all this could be undone.

An Arab intellectual of discerning intelligence, the Moroccan historian Abdullah Laroui, caught the logic of this refusal to accept history's verdict. "On a certain day," Palestinians believed, "everything would be obliterated and instantaneously reconstructed and the new inhabitants would leave, as if by magic, the land they had despoiled; in this way will justice be dispensed to the victims, on the day when the presence of God shall again make itself be felt." There is, then, nothing distinctive or unique about Hamas's refusal to acknowledge the legitimacy of a Jewish state on the land. Its secular predecessors and alternatives had not been possessed of much greater realism.

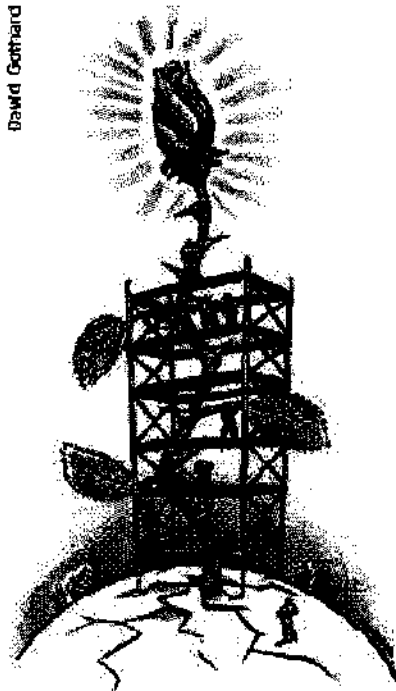
This was not a defeat of President Bush's "diplomacy of freedom" that has just played out in Gaza and the West Bank. The claim that the bet on Arab democracy placed by the president has now been lost is shallow and partisan. These were Palestinians who voted a mix of incoherence and legitimate wrath at a ruling political class that had given them nothing but false bravado and fed them on a diet of maximalism. For decades, the outside world had asked precious little of the Palestinians. Arafat, the Maximum Leader of their movement, had never owned up to any historical responsibility, and there were always powers beyond waiting to bail him out, to wink at his deeds of terror, to subsidize the economy of extortion and plunder that he and his lieutenants, and his security services, had brought with them to the Palestinian territories in the aftermath of the peace of Oslo.

It was with this ruinous indulgence of the Palestinians that George W. Bush was to break in the summer of 2002, when he gave the Palestinians a promise of American support contingent on their renunciation of terror. Where American diplomacy during the Clinton years had averted its gaze from Arafat's cynical use of deeds of terror, Mr. Bush had put that Palestinian leader beyond the pale. The claims of "victimhood" would no longer acquit the Palestinians; they would now be held responsible for the politics, and the history, they made. It proved hard for the Palestinians to make that adjustment, but there can be no denying that a measure of sobriety came into their world.

The Arabs who had granted the Palestinians everything and nothing at the same time had drifted away from the cause of Palestine. The center of political gravity in Arab lands had shifted from the Mediterranean to the Persian Gulf; Ramallah was of little consequence when compared with the sea lanes of the gulf, and the fight in the Arabian Peninsula between the forces of order and those of religious bigotry. The romance of the "children of the stones" had subsided. Heartless and unsentimental, Arab society, in the midst of another windfall of oil wealth, now sought a reprieve from political and religious furies. A stock frenzy has taken hold in the Arabian Peninsula and the gulf; the tales of Palestinian woes would no longer hold other Arabs.

From the fury and the ruin of the second intifada, Palestinian society had emerged empty-handed. What it had going for it was the power of Israel's political center, the historic decision on the part of mainstream Zionism to be done with the moral and political burdens of occupation, and to be done with its entanglement with the Palestinians. The most unlikely of political leaders, Ariel Sharon, before illness caught up with him, had picked up the mantle of the late Yitzhak Rabin. It was time to get Gaza out of Tel Aviv, and time to let the Palestinians shape their own political world. Arafat's political heir, Mahmoud Abbas, would try to wean his people away from the addiction to failure and maximalism. He was an ordinary leader for a postheroic era; he wore no kaffiyeh, packed no pistol at his side. He was not enthralled with his image and his place in Palestinian history. The problem lay in his weakness: He had promised to cap the volcano in the Palestinian street. One Law, One Authority, One Gun, he had proclaimed. But the political culture of Palestinian nationalism had succumbed to the romance of violence; authority issued from a good throwing arm and from the rifle. Mr. Abbas could not deliver. The warlords of the security services, and the diehards of Hamas, were masters of their own domains.

David Gothard



The Palestinian society that headed into this latest election was bound to falter. What exactly was the difference between the masked men of Hamas and the masked men of Fatah's Aqsa Martyrs' Brigade? Two convicted terrorists, Marwan Barghouti and Abu Ali Yatta, headed the Fatah list. And all in all, the Palestinian electorate voted for 14 members of Parliament now in prison. The Palestinians claimed that they were ready for a great compromise with Israel, yet voted for men and women steeped in historical denial. No national movement could be spared the logic of its own choices. On June 24, 2002, President Bush had given the Palestinians the equivalent of their own Balfour Declaration: American diplomacy would support the "creation of a Palestinian state" so long as the Palestinians opted for a leadership "untainted by terrorism." In a historic break with the policy of the lowest common denominator, the Palestinians were put face to face with the reality of their world. "You deserve democracy and the rule of law. You deserve an open society and a thriving economy," Mr. Bush told the Palestinians. The open door extended to Arafat by American diplomacy would be slammed shut, as it had to be in the midst of a campaign against terror.

We needn't wring our hands over the choice made by the Palestinians in the elections. This is in keeping with a long history of political escapism. Now the Palestinians will have to live with the choice they have made: Let the leaders in prison, and let the Hamas leaders in their "spider holes" in Damascus, sort out Palestine's destiny. In their fashion, Palestinians are fond of appropriating for themselves the themes of Zionist history, and the big Zionist narrative of dispersion and renewal. But Zionism was about self-help, and about restraint, and Zionism succeeded by pushing aside ideologues impatient with historical compromise. Contrast the restraint of the legendary Chaim Weizmann saying that the Zionists would settle for a state "the size of a tablecloth" with Hamas's insistence --and the bulk of Fatah as well--that the whole of Palestine, *min al-nahr ila al-bahr*, from the river to the sea,

belongs to Palestinians and the historical outcome of the fight of the two nationalisms is easy to understand.

It was not historical naivete that had given birth to the Bush administration's campaign for democracy in Arab lands. In truth, it was cruel necessity, for the campaign was born of the terrors of 9/11. America had made a bargain with Arab autocracies, and the bargain had failed. It was young men reared in schools and prisons in the very shadow of these Arab autocracies who came America's way on 9/11. We had been told that it was either the autocracies or the furies of terror. We were awakened to the terrible recognition that the autocracies and the terror were twins, that the rulers in Arab lands were sly men who displaced the furies of their people onto foreign lands and peoples.

This had been the truth that President Bush underscored in his landmark speech to the National Endowment for Democracy on Nov. 6, 2003, proclaiming this prudent Wilsonianism in Arab lands: "Sixty years of Western nations excusing and accommodating the lack of freedom in the Middle East did nothing to make us safe, because in the long run, stability cannot be purchased at the expense of liberty. As long as the Middle East remains a place where freedom does not flourish, it will remain a place for stagnation, resentment and violence for export." Nothing in Palestine, nothing that has thus far played out in Iraq, and scant little of what happened in other Arab lands, negates the truth at the heart of this push for democratic reform. The "realists" tell us that this is all doomed, that the laws of gravity in the region will prevail, that autocracy, deeply ingrained in the Arab-Muslim lands, is sure to carry the day. Modern liberalism has joined this smug realism, and driven by an animus toward the American leader waging this campaign for liberty, now asserts the built-in authoritarianism of Arab society.

Beyond Palestine, the skeptics circle Iraq, and single it out as their great illustrative example of the difficulty of grafting democracy onto Arab lands. "Identity politics," they say, trumped democracy in Iraq's elections of Dec. 15, and Iraqis voted along sectarian and ethnic lines. In its extreme variant, the skepticism about Iraq points to the victory of the big Shiite coalition, the United Iraqi Alliance, as proof that an "Islamic republic" lurks in Iraq's future.

Granted the defeat of Shiite secularism, the election confirmed the pluralism and diversity of Iraq. The Kurds stayed with their leaders, the Sunni Arabs voted for rehabilitated elements of the Baath and for Islamists who had emerged as the standard-bearers of that community, while the United Iraqi Alliance swept the Shiite heartland in the south and the Middle Euphrates, and prevailed in Baghdad. The leaders of the big Shiite list were good at the political game; they ran under the banner of Grand Ayatollah Ali Sistani, even as he declared that he was staying out of electoral politics this time around. The Shiites were the victims of a campaign of terror and vilification, and they sought shelter in that Shiite identity, and cast their votes for a big slate that would represent them in this time of discord. But the United Iraqi Alliance is a house of many mansions, and no sooner had the elections ended than the intra-Shiite struggle for primacy and spoils had begun. At any rate, the United Iraqi Alliance has secured 128 seats in a parliament of 275 members, well short of political domination. Its leaders would still have to scramble to put together a ruling coalition. They would need the consent of the Kurds, and of the Sunni Arabs.

There is no warrant in Iraq's elections for a theocracy, and a theocratic republic is only a scarecrow. Flying from Baghdad to Kurdistan, as I did last month, the traveler is easily given to the impression that one has crossed countries, and states of mind. The hills covered with snow, their very size and solitude after the clutter of Baghdad, the distinctiveness of Kurdish ways and the Kurdish language, are all a hedge against the unitary, command states that have wrecked the Arab world.

Our war in Iraq has smashed for good that despotic state, and the Iraqi political class is busy

putting together the pieces of a national unity government. The broker at the center of this quest is the remarkable Jalal Talabani, the country's president, and no doubt the region's most literate and democratically minded head of state. There were laments that the elections had had their share of irregularities, but Iraqis now see the ballot as the arbiter of political life. (Oil, the ballot box and American power hold Iraq together, and the ballot box is America's gift to Iraq and the linchpin of our disengagement.) It will be checkered, this government now being cobbled together by the Iraqis; it will be claimed by the principal communities of the country. There may well be a Kurdish president and foreign minister, a Shiite prime minister and minister of interior, a Sunni Arab at the ministry of defense and so forth. But these are the compromises of politics, and they are better than any other arrangement in the lands around Iraq.

Hitherto, we had granted the Arab world absolution from the laws of historical improvement. We had ceded it a crippling "exceptionalism." We explained away our complicity in its historical decay as the price paid for access to its oil, and as the indulgence owed some immutable "Islamic" tradition. To be fair, we could not find our way to its politically literate classes, for they were given to a defective political tradition. American power now ventures into uncharted territory; we have shaken up that world, and broken the pact with tyranny. In the shadow of American power, ordinary men and women who had known nothing but the caprice of rulers and the charlatanism of intellectual classes have gone out to proclaim that tyranny is neither fated, nor "written."



The ballot is not infallible, and in Palestine we have now seen it reflect the atavisms of that society and the revolt against bandits and pretenders who had draped their predatory ways in the garb of secularism. But we can't hide behind "anthropology" and moral and political relativism. We can no longer claim that this is Araby, self-contained and immutable, under an eternal sky. We have rolled history's dice in the region, challenged its stagnant ways. And even where the ballot has not gone--in the Arabian Peninsula to be exact--there now can be felt a breeze of human and political improvement.

The belligerence that was loose in the peninsula two or three years earlier appears milder now, as new ideas of tolerance struggle to take hold. This assertion by George W. Bush that despotism need not be the Arab destiny is about the only bond between the United States and the Arab world. In its optimism, this diplomacy of freedom recalls that brief moment after the Great War when Woodrow Wilson's Fourteen Points held out the promise of liberty to those Arab and Muslim lands. To be sure, there are the "usual suspects" among the Arabs who are averse to the message and to the American messenger, and our pollsters and reporters know the way to them. But this crowd does not reflect the broader demand for a new political way. We have given tyranny the patience of decades. Surely we ought to be able to extend a measure of indulgence to freedom's meandering path.

Mr. Ajami, Majid Khadduri Professor and director of the Middle East Studies Program at Johns Hopkins University's School of Advanced International Studies, is the author, among other books, of "Dream Palace of the Arabs: A Generation's Odyssey" (Vintage, 1999).

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THE SECRETARY OF DEFENSE
WASHINGTON

FEB 13 2006

Middle East

Professor Fouad Ajami
Director, Middle East Studies Program
Johns Hopkins School for
Advanced International Studies
Room 200
1740 Massachusetts Avenue, NW
Washington, DC 20036

Dear Fouad,

I enjoyed reading your recent piece about the Palestinian elections in the *Wall Street Journal*, "The Promise of Liberty."

You perform an important service by keeping that fine thinking machine of yours focused on these important issues!

Regards,

13 FEB 06

OSD 02216-06

11-L-0559/OSD/55781

THE SECRETARY OF DEFENSE
WASHINGTON

Professor Fouad Ajami
Director, Middle East Studies Program
Johns Hopkins School for Advanced International Studies
Room 200
1740 Massachusetts Ave., N.W.
Washington, D.C. 20036

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~~Thanks for sending me~~ your recent piece about the
Palestinian elections in the *Wall Street Journal*, "The
Promise of Liberty."

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fine thinking machine of yours focused on these important
issues!

Regards,

CSC
PLS FIX AFRICAN
LETTER ... AGAIN
M

11-L-0559/OSD/55782



THE SECRETARY OF DEFENSE
WASHINGTON

Professor Fouad Ajami
Director, Middle East Studies Program
Johns Hopkins School for
Advanced International Studies
Room 200
1740 Massachusetts Avenue, NW
Washington, DC 20036

Dear Fouad,

I ~~ve~~ enjoyed reading your recent piece about the Palestinian elections in the *Wall Street Journal*, "The Promise of Liberty."

You perform an important service by keeping that fine thinking machine of yours focused on these important issues!

Regards,

→ BILL MARCOTT

PLEASE SOM
AND SEND
SADUD MARS I

11-L-0559/OSD/55783

Professor Fouad Ajami
Director, Middle East Studies Program
Johns Hopkins School for Advanced International Studies
Room 200
1740 Massachusetts Ave., N.W.
Washington, D.C. 20036

Dear Fouad,

Thanks for sending me your recent piece about the
Palestinian elections in the *Wall Street Journal*, "The
Promise of Liberty."

You perform an important service by keeping that
fine thinking machine of yours focused on ~~this~~ important
issue! ⁷!

Regards,

these

OK

FOUO

JAN 03 2006

471.86

TO GEN Montgomery Meigs (Ret)
 Director, Joint Improvised Explosive Device Defeat Task Force

CC: Gen Pete Pace
 Gordon England

FROM: Donald Rumsfeld *DR*

SUBJECT Task Force Progress

Thanks for your memo of ~~December~~ 22. It looks to me like you're off to a good start.

I do hope you'll focus on tactics, techniques, and procedures. Keep me posted as to what you find.

Thanks so much for climbing back in the saddle. I appreciate it a great deal.

Happy New Year!

Attach.
 12/22/05 Meigs memo to SD

DHR:dh
 122905-16 (TS).doc

3 Jan 06

22 Dec 05

FOUO

02220-06

12/5/05

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OFFICE OF THE DEPUTY SECRETARY OF DEFENSE
JOINT IMPROVED EXPLOSIVE DEVICE
DEFEAT TASK FORCE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

27 - 13 11:48

December 22, 2005

Robert Rangel
MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: Mission and Implied Tasks for IED Task Force:

1. Mission: Focus (lead, advocate, coordinate) all Department of Defense actions in support of Combatant Commanders' and their respective Joint Task Forces' efforts to defeat Improvised Explosive Devices as weapons of strategic influence.

2. Essential Tasks:

a. Serve as the DoD's point of coordination and catalyst for initiatives across the full range of efforts necessary to defeat the IED threat.

b. To defeat current threats, stimulate and employ streamlined DoD change processes that...

• Assess and Adapt: Collect and analyze operational and forensic data and technical exploitation of IEDs and their initiation components to (1) derive and assess the effectiveness of new tactics and procedures and (2) initiate statements of requirements for new equipment.

• Equip: Rapidly acquire equipment to counter known and newly deployed IED threats; ensure that these systems incorporate embedded training and logistic support; that they are fielded with a system for feedback on effectiveness; and that they possess the flexibility for constant product improvement.

• Train: Assist Joint and Combined commanders with understanding the IED threat across their AORs and the effectiveness of current and potential counters to that threat. Provide advisory training support to enable comprehensive Service and joint pre-deployment and in-theater training for Joint forces.

• Improve Intelligence: Collect and analyze data from the field to 1) assess the effectiveness of current intelligence support for commanders and their staffs, 2) develop and track responses to priority intelligence requirements (PIRs), and 3) in coordination with the operational chain of command, develop new intelligence



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A-41-3

OSD 02220-06

471.86

22 DEC 5

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support and intelligence requirements against IED threats to ensure Commanders' needs are met.

- **Transition:** Develop approaches for organizing, training, and equipping Host Nation forces to defeat IED threats to both combatants and civilians.
- **TF efforts will be responsive to:**
 - Field commanders' stated requirements
 - JFCOM's improvements in joint training
 - Existing and anticipated enemy capabilities for employing IEDs
 - Opportunities to improve capabilities by exploiting new technologies or operational concepts
- c. **To counter the enduring IED threat...**
 - **Understand the enemy:** Provide a better understanding of the enemy system that funds, invents, and distributes IED technology into and within local areas of interest in order to develop offensive strategies against these systems.
 - **Establish Center of Excellence:** Develop and manage within Service combat training centers a distributed Joint Center of Excellence for the development of new operational techniques and tactical procedures, and provide a venue for training, experimentation, and testing of new equipment and concepts. Maintain within the Center of Excellence a deployable capability to support commanders in the field.
- **Advise DoD Leadership:** Act as a so — of advice to the Secretary, the Deputy, the combatant commanders and the Joint Chiefs of Staff on the IED threat and operational concepts and techniques to counter it. Assist in inter-agency and multi-national coordination of their efforts to support DoD.

d, When a JTF or CJTF deploys to a threat area, on order, task organize from organic assets and contractor support and deploy with the US commander a capability to provide support for all tasks listed above.

3. To augment the Task Force's ability to accomplish these tasks, immediately: (1) review and reorganize as necessary the Task Force's establishment and move it to facilities that support maximum effectiveness and productivity; (2) improve the Task Force's communications with Congress and its participation in the Department's


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A-41-4

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resourcing process; (3) initiate action on the Center of Excellence; (4) reorganize downrange assets into JTFs (FWD) in Iraq and Afghanistan; (5) produce and disseminate appropriate PIR; and (6) create an operations analysis capability to support the above activities.

4. The Joint IED Defeat Task Force POC for this memorandum is BO Joseph Votel, (b)(6)


Montgomery C. Meigs
Director

cc:
DepSecDef
CJCS
VCJCS

~~FOUO~~ - CLOSE HOLD - DO NOT COPY

A-41-5

DJS

Afghanistan

~~FOUO~~

TAB A

2006 JAN 13 PM 5:08
JAN 03 2006

TO: Gen Pete Pace
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Managing Training Afghan Security Forces

I had an excellent briefing from General Dempsey on Iraqi Security Forces.

We don't have anyone doing anything like that in Afghanistan. Let's think through who is managing Afghan security forces the way Dempsey is doing in Iraq. My guess is nobody.

What do you propose?

Thanks.

DER:db
123903-04 (16).doc

.....
Please respond by January 26, 2006

~~FOUO~~

Tab A

OSD 02253-06

DR
DE

TAB A
~~FOUO~~

SECURITY INFORMATION
JAN 03 2006 13 11 5:08

Q of Afghanistan

TO: Gen Pete Pace
CC: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Restrictions on Troops in Afghanistan

When I visited with troops in Afghanistan, there is concern that they are not allowed to operate at night and they have other restrictions. I wonder how we ought to arrange ourselves there and how we need to manage it.

Please come back to me and visit about it.

Thanks.

DRL:sh
122603-07 (10).doc

.....
Please respond by January 26, 2006

Tab A

~~FOUO~~

30 Jan 06

OSD 02254-06

11-L-0559/OSD/55790

TAB A
~~FOUO~~

January 10, 2006 5:21

TO: Gen Pete Pace

FROM: Donald Rumsfeld *D.R.*

SUBJECT: Data on Interdictions of **Illegal** Immigrants

Admiral Collins told the President that they had a **ten year high** of interdictions of illegal immigrants. I would like to get **some data on** that. I **am** surprised.

Thanks..

DHR:ss
011006-07

.....
Please Respond By 02/01/06

Tab A

~~FOUO~~

11-L-0559/OSD/55791

OSD 02255-06



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

INFO MEMO

CH-0188-06
13 February 2006

FOR SECRETARY OF DEFENSE

FROM: General Peter Pace, CJCS *PA/P 10 Feb 06*

SUBJECT: Data on Interdictions of Illegal Immigrants (SF 01 1006-07)

- **Answer.** In response to your request (TAB A), in FY 05 the Coast Guard had the second highest illegal migrant interdictions totals and the highest Cuban illegal migrant interdictions over the past 10 years.
- **Analysis.** The **Coast** Guard Headquarters Office of Law Enforcement provided the attached information (TAB B).
- The illegal migrant interdiction data for FY 06 is current through 17 January.
- The interdiction increase has had no appreciable effect on the Department of Defense. The Coast Guard and its DHS, interagency, and international partners have used their existing assets, resources, and agreements to effectively respond to the rising interdiction rates. The Department continues to provide support in two **primary** areas. Neither effort was unduly burdened by the migrant interdiction increase.
- DOD facilities at the US Naval Station, Guantanamo Bay, Cuba, are occasionally used to temporarily detain Cuban migrants who have an asylum claim that requires additional investigation.
- USN ships under the tactical control of Joint Interagency **Task** Force-South for counterdrug detection and monitoring operations are diverted to respond to migrant vessel sightings.

COORDINATION: TAB C

Attachments:
As stated

Prepared By: Lieutenant General James T. Conway, USMC; Director, J-3; (b)(6)

~~FOR OFFICIAL USE ONLY~~ 11-L-0559/CSD/55792 OSD 02255-06

TAB 3



USCG Migrant Interdictions

11-L-0559/OSD/55793



USCG Migrant Interdictions

Fiscal Year	HA Haiti	DR Dominican Republic	CU Cuba	PRC China	MX Mexico	EC Ecuador	Other	Total
2006	708	1177	855	12	38	176	20	2986
2005	1850	3612	2712	32	55	1149	45	9455
2004	3229	5014	1225	68	86	1189	88	10899
2003	2013	1748	1555	15	0	703	34	6068
2002	1486	177	666	80	32	1608	55	4104
2001	1391	659	777	53	17	1020	31	3948
2000	1113	499	1000	261	49	1244	44	4210
1999	1039	583	1619	1092	171	298	24	4826
1998	1369	1097	903	212	30	0	37	3648
1997	288	1200	421	240	0	0	45	2194
1996	2295	6273	411	61	0	2	38	9080
1995	909	3388	525	509	0	0	36	5367

Tab B

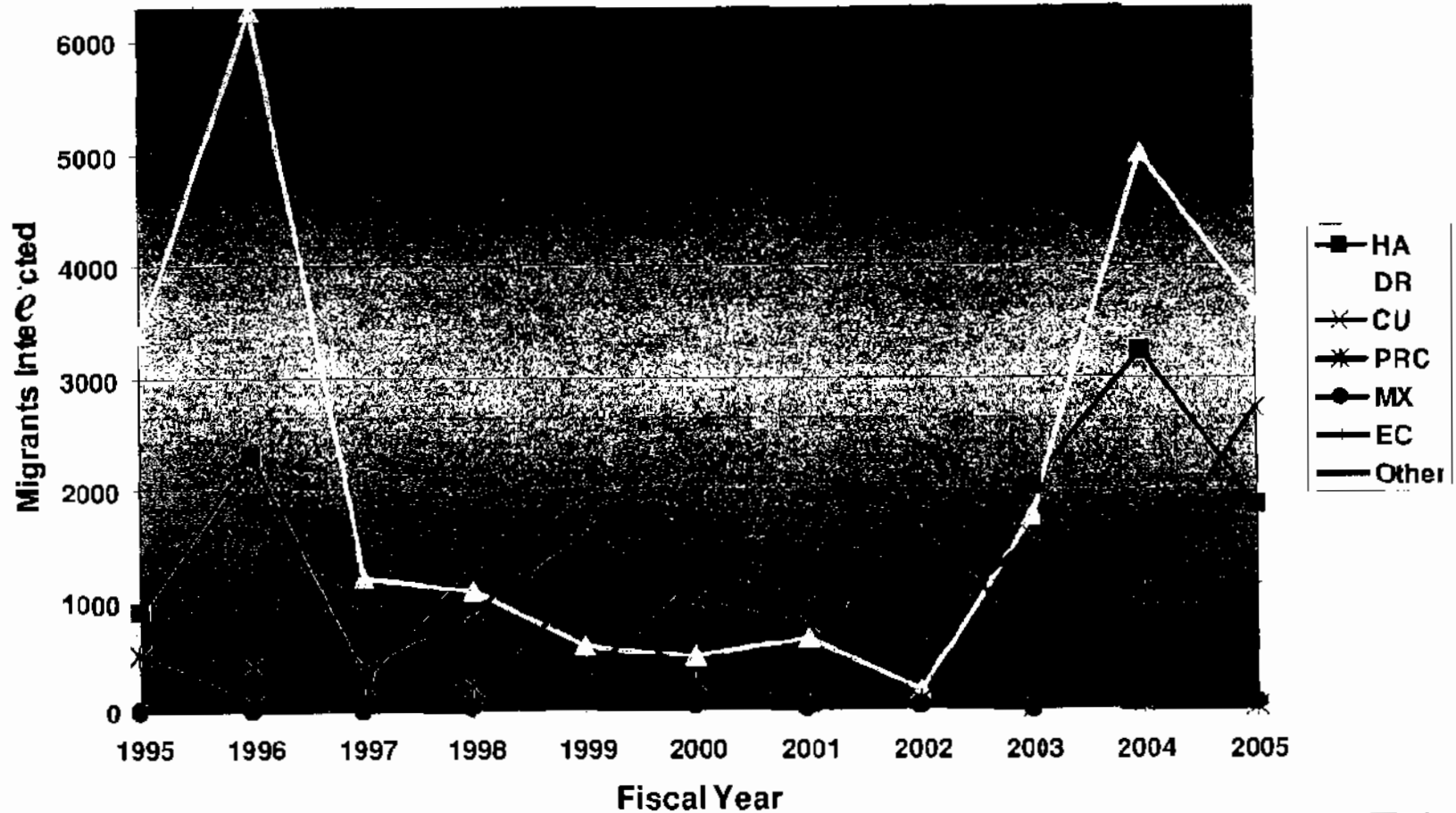
Slide#2

11-L-0559/OSD/55794



USCG Migrant Interdictions

Coast Guard Migrant interdictions by FY



Tab B

Slide #3

11-L-0559/OSD/55795

TAB C

COORDINATION

USCG

CAPT Quigley

18 January 2006

11-L-0559/OSD/55796

Tab C



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

ACTION MEMO

February 13, 2006, 6:00 P.M.

30.1

FOR: SECRETARY OF DEFENSE

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

Robert Wilkie

SUBJECT: Snowflake Response - Briefing Members on QDR & Budget, #020406-19

- You asked to brief the QDR and Budget to a bipartisan group of defense-minded senior Members who aren't usually engaged in leadership meetings.
- Recommendation: Host a QDR and Budget briefing breakfast for the following:

U.S. Senate (9-R, 6-D)

Richard Shelby, R-AL	Jeff Sessions, R-AL	Mark Pryor, D-AR
James Inhofe, R-OK	John Ensign, R-NV	Bill Nelson, D-FL
O M Hatch, R-UT	Lindsey Graham, R-SC	Daniel Akaka, D-HI
John McCain, R-AZ	Jim Talent, R-MO	Ben Nelson, D-NE
John Cornyn, R-TX	Joe Lieberman, D-CT	Diane Feinstein, D-CA

U.S. House of Representatives (17-R, 7-D)

Tom Davis, R-VA	Henry Bonilla, R-TX	Curt Weldon, R-PA
Kay Granger, R-TX	Jim Saxton, R-NJ	Norm Dicks, D-WA
Jack Kingston, R-GA	John Hostettler, R-IN	Lane Evans, D-TX
Terry Everett, R-AL	Joel Hefley, R-CO	John Spratt, D-SC
Mac Thornberry, R-TX	James Gibbons, R-NV	Jim Marshall, D-GA
Peter King, R-NY	Buck McKeon, R-CA	Silvestre Reyes, D-TX
Pete Hoekstra, R-MI	John McHugh, R-NY	Bud Cramer, D-AL
Rodney Frelinghuysen, R-NJ	Marsha Blackburn, R-TN	Solomon Ortiz, D-TX

SECDEF DECISION:

Approve: _____

Disapprove: _____

Other: _____

Attachments:

Snowflake #020406-19 (TAB A)

Prepared by: Mr. Pepper Bryars, Defense Fellow, OASD (LA) (b)(6)

11-L-0559/OSD/55797

OSD 02304-06

13 Feb 06

6 Feb 06

~~FOUO~~

A


February 6, 2006

12:35

310.1

TO: Robert **Wilkie**

CC: Robert **Rangel**

FROM Donald **Rumsfeld** 

SUBJECT Brief Members of Congress on QDR and Budget

Let's pull together a group of *senior* Republican and Democrat defense folks in Congress who don't normally come to the leadership meetings, like Norm Dicks, and have them over to give them a budget and QDR briefing.

Please give me a list, and I will work on it with you

Thanks.

DFR:db
020406-19 (TS). Doc

.....
Please respond by February 16, 2006

~~FOUO~~

OSD 02304-06

6 Feb 06

~~FOUO~~

1:12

January 30, 2006

TO: **John Young**
CC: **Ron Sega**
Robert Rangel
FROM: **Donald Rumsfeld** *DR*
SUBJECT: **Desalinization Information from George Shultz**

Whatever happened on that desalinization activity that I sent you from George Shultz?

Thanks.

DHR:as
013006-11

.....
Please Respond By 02/16/06

~~FOUO~~

OSD 02314-06

11-L-0559/OSD/55799



DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING
3030 DEFENSE PENTAGON
WASHINGTON, D C 20301-3030

UNCLASSIFIED

As of February 7, 2006 4:00 PM

**RESPONSE TO SNOWFLAKE FOR THE
SECRETARY OF DEFENSE
ON DESALINIZATION**

Robert Rangel →

2/4 From: Mr. John J. Young, Jr., Director of Defense Research and Engineering,
(b)(6)

- Desalination research is coordinated through the Expeditionary Unit Water Purification Program, executed by the Office of Naval Research.
- The White Paper provided by former Secretary Schultz is similar to past proposals Aqua Via has submitted to DoD, but contains less technical detail.
- The last water purification proposal Aqua Via submitted was in response to a Broad Area Announcement (BAA) in January 2005. The Aqua Via proposal was one of forty requested by the Office of Naval Research. 18 proposals were selected to be funded; the Aqua Via proposal was not. (Tab C provides greater details)
- The Aqua Via proposal was focused largely on computer modeling. The proposal did not provide sufficient scientific and technical detail or an experimental proof-of-principle plan.
- A DDR&E technical staff expert examined the technical comments of that review and concluded that the proposal was fairly assessed. I can provide more details if you desire.
- More promising research based on artificial biological structures was recommended and is now underway.
- The Office of the Deputy Under Secretary of Defense for Science and Technology (Dr. Slotter) has contacted Aqua Via (Ms. Pergamit) and will assist Aqua Via in interfacing with DoD programs relevant to their technology interests.

Prepared by: Dr. André van Tilborg/DUSD(S&T)/(b)(6)

UNCLASSIFIED

11-L-0559/OSD/55800

OSD 02314-06

Paul Armistead
Office of Naval Research, Code 331
875 N. Randolph Street
Arlington, VA 22203
(b)(6)
aimistj@onr.naw.mil

Response to Aqua Via Desalination Paper

Gayle Pergamit submitted similar white papers and a proposal to ONR BAA 05-005 Science and Technology in Water Desalination and Purification, January 2005. The BAA was part of a congressional program sponsored from Senator Domenici's office: Expeditionary Unit Water Purification Program, EUWP. Through this congressional, ONR is interested in research towards lowering the costs associated with water purification and desalination.

Working with Martin Edelstein and the company Covalent Industrial Technologies, LLC Gayle Pergamit submitted two white papers. The proposed work was primarily computer modeling (by Edelstein) to determine which sort of cyclic molecules could desalinate water. At the time, the company claimed to have developed a successful kidney dialysis membrane based on molecular computations. Two white papers were submitted to get around the cap of \$250k per year. ONR received about 300 white papers and asked for about 40 full proposals (with intent to fund about 15-20). We requested that Pergamit and Edelstein: (1) combine their two white papers into one proposal; (2) show some of the 'successful chemistry' from their kidney dialysis product; (3) and come up with a proposal that resulted in proof of concept within two years. The proposal had significantly more detail than the white papers and significantly more detail than the current white paper from Agua Via. The reviewer comments below show that at the time, it was still high risk/ high reward research and that none of the reviewers were comfortable even with the level of detail in the Covalent Industrial Technologies proposal. It was not recommended for funding.

Review comments from BAA 05-005, Covalent Industrial Technologies, Pergamit, Edelstein

Reviewer 1:

We got this proposal two years ago. They had already developed the kidney and were looking for new markets. Now the proposal says the kidney dialysis membrane is still in development. This proposal is more cryptic. What is a "smart pore?" It sounds like the same technology proposed in #849. At any rate, this proposal will only search their molecule database and model it for the first year and in the second year make one pore. #849 was a better deal.

Reviewer 2:

The PI proposes to develop a monolayer macrocycle membrane for RO just like the artificial kidney success that they claim. The problem is that specific chemical detail is not given. The concept is great but though I believe the membranes would be frail. They

propose to use molecular modeling to develop macrocycles with 2 angstrom pores that will let only water pass. The macrocycles will assemble side by side on a substrate and be reacted to the surface so that one has a 1 molecule thick separation layer on a substrate. They say that hurdles such as ordering of the macrocycles and bonding them to the substrate have been overcome, even patented, but give very little details and don't list the patent. Still, approach is tempting, but year 1 is only modeling to select which macrocycles to make and test in year 2.

Reviewer 3:

The offeror proposes to develop an aquaporin like macrocyclic molecule which will self-assemble into a monomolecular membrane. Biological membranes use aquaporin transmembrane protein channels to separate and transport water molecules with a high selectivity and low resistance resulting in a low consumption of energy. The offeror plans to conduct a structural evaluation of their existing macromolecular library, conduct structural evaluation for chemical modification, if in the likely event no existing molecules will form a water pore, conduct molecular pore modeling, conduct pore testing, and evaluation of membrane formation and testing. This pattern follows the successful pattern used for the development of an artificial kidney membrane. The use of molecular modeling will enable rapid evaluation of macromolecules. There appears to be a high risk with the offerors proposed approach of developing a nanomolecular membrane that is only one molecule thick. This means that they must be able to form a perfect layer only one molecule thick or will have defects in the membrane, reducing rejection efficiency. This one molecular thick membrane must also be able to cover the surface of a rough support layer that will have a roughness exceeding the thickness of the membrane or they will have to fabricate a new support membrane that is extremely smooth, which is an entire project in itself. In order to overcome osmotic pressure with a thin, delicate membrane the offeror proposes to use a novel forward osmosis based on a temperature sensitive reusable polymer. No details are given on the expected driving force generated by this process or energy requirements of the recovery of water from the polymer. Without this data it is impossible to evaluate the overall system energy requirements and potential for enhancement over current state of the art.

Current White Paper from Agua Via, LLC, Pergamit

The white paper from Agua Via has the following problems:

1. Absolutely no detail is given on the chemistry of the one atom thick membrane rejection layer. It is doubtful that such a thin membrane could exclude solutes by any mechanism other than sieving. Aquaporin water channels (the molecular proteins that transport water through cell walls) in the body have an hour glass shaped pore with 20 angstroms or so length and embedded charges using both sieving and columbic repulsion to purify water.
2. Absolutely no detail is given on the rest of the membrane structure, which must be rugged enough for handling and winding into a module, have fine enough pore structure to support the atomic layer, not foul, and have no pressure drop across it. If they had such a support they could already sell it to industry.

3. Absolutely **no** detail is given on how such an atomic layer membrane is assembled to be pinhole free and adequately supported.

4. There are membrane techniques such as "direct contact membrane filtration" that can desalt water without application of pressure, just taking advantage of vapor pressure differences between cold and hot water. At a 10C temperature difference across the membrane, there is a very low flux of water from the feed to the treated water stream.

Also, for such an approach to work, thicker membranes with larger hydrophobic pores are desired.

There is **no** reason to consider this white paper any further. Work **on** this began in 1997 yet the proposer does not give any indication as to the current **state** of progress in **the** development of these smart membranes. Thus there is **no** reason **to** believe any of the anticipated benefits of this nonexistent technology. The lack of details is consistent with a previous proposal received by the Office of Naval Research. Additionally, Martin Edelstein, the researcher **on** the previous proposal, is not mentioned in the white paper and the qualifications of Gayle Pergamit are not given.

Paul Annistead

INFORMATION PAPER

SUBJECT: Agua Via LLC Nano-Molecular Membranes

1. Purpose. To respond to the Agua Via Nano-Molecular Membrane Unsolicited Proposal.

2. Facts.

a. All U.S. Army tactical water purification equipment is required to purify and/or desalinate any potential source water. In general, the Army is interested in research that could lead to the reduction in costs or increased availability of water purification equipment at the tactical and individual soldier level. Current purification systems are based on membrane technology using microfiltration or ultrafiltration followed by reverse osmosis.

b. In November of **2004**, individuals from the Army Tank-Automotive Research Development and Engineering Center (TARDEC) reviewed a white paper from Agua Via LLC on Nano-Molecular Membranes in support of the Office of Naval Research (ONR) Expeditionary Unit Water Purification Program (EUWP). The ONR EUWP program is currently funding two projects investigating biomimetic membranes. The white paper purposed from Agua Via LLC was not selected by ONR for award.

c. The white paper from Agua Via LLC does not provide enough information **to assess the potential** of the proposed technology. Potential technical issues not fully addressed are the ability to create defect free membranes on a large scale and the elimination of fouling (choked with a foreign substance).

d. The proposed method of desalination, which requires heating water 10 degrees, will require approximately 11 watt-hours per liter. The Affordable Desalination Collaboration, a non-profit organization of commercial and government agencies, has recently demonstrated membrane based desalination with commercial technology at 2 watt-hours per liter. Therefore, from an energy efficiency standpoint, the proposed approach does not appear attractive.

Jeff Ernat (b)(6)
Approved by Mary Miller
Office of ASA(ALT)

SEP 28 2005 12:11 PM

GEORGE SHULTZ

NO. 040 P. 4



VIA FACSIMILE
(b)(6)

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STANFORD UNIVERSITY
HOOPER INSTITUTION

September 28, 2005

Dear Don,

Peter Rodman and his team were out here yesterday and we had what I think was a good discussion of the issues involved in communicating with the world of Islam. Peter has a copy for you of the written material we used.

I also gave him a copy of a book on demographics that I think is very informative. I challenge you to put it in your briefcase sometime when you're going on a trip and take a little time to leaf through it. You will find it genuinely enlightening about how the future may unfold.

let

I enclose a white paper on desalination and purification that I mentioned to you on the telephone. The essence is the invention of a nano-nuclear membrane that can be configured in a variety of ways depending on the problem. I think this is pretty exciting stuff that could have broad military and, of course, civilian use. Apparently China's interior industry is anxious to get its hands on this out of concern for water purification.

3

With best wishes,

Sincerely yours,
George
George P. Shultz

The Honorable Donald Rumsfeld
U.S. Secretary of Defense
U.S. Department of Defense
1000 Defense Pentagon, Room 3E880
Washington, D.C. 20330

Enclosure

WHITE PAPER

Nano-Molecular Membranes For Water Desalination and Purification

September 2005

Use and Disclosure of Data

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed -- in whole or in part -- for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of -- or in connection with -- the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in Sheets 1-15 inclusive.

Agua Via, LLC

agua: water
via: way, path

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AGUA: water

VIA: way, path

SUMMARY: Based on nanotechnology research work begun in 1997, a novel filtration technology has been developed which has the promise of broadly revolutionizing water purification, water remediation and desalination costs, purity and delivery systems. This technology was designed from its inception to deal with the challenging environmental, performance and financial considerations of this field.

Desalination and water purification based on this Smart Membrane™ technology is anticipated to:

- Deliver "full spectrum"™ filtration: filtering against the full spectrum of contaminants and delivering only pure water.
- Operate under a virtually complete range of environmental conditions and handle a virtually complete range of feedstock water
- Operate at the lowest energy thermodynamically possible for purification – 1 psi. Systems can be gravity-driven.
- Drop desalination costs by over 2/3rds by operating at the lowest energy thermodynamically possible for desalination of brackish or seawater – 1 psi plus 10 degrees of temperature change
- Present the smallest footprint theoretically possible. A Smart Membrane filtration cube measuring 165mm (6.5 inches) per side could produce 100,000 gallons of purified water per day at 1 psi
- Be completely scalable from municipal systems to individual use in the field. Individual use for full spectrum filtration could be as simple as a 27" long tube over a filter cartridge, allowing gravity to do the work.
- Drop maintenance costs and requirements by the simplest maintenance and operation modes of "filter and forget."™ No cleaning, recharging, backflushing, etc.
- Provide reliability and robustness: purification with no moving parts (except at atomic scale.)
- Introduce potential non-fouling and non-scaling ability by using biological techniques that provide non-fouling filtration in nature
- Deliver commercially-competitive performance lifetimes
- Reduce the cost of desalination to approximately that of water purification
- Replace partial water purification with complete purification at no increased cost.

"Water, like energy in the late 1970s, will probably become the most critical natural resources issue facing most parts of the world by the start of this century."

- The Financial Times of London

SMART MEMBRANE IMPACTS.

This technology is anticipated to make a significant impact on world water crisis, and issues facing the U.S. at home and abroad including hostile contamination of water supplies.

Calculations indicate that these membranes could produce 205 gallons per square foot per day (gfd) operating at <1psi, and utilizing techniques other than high pressure to accommodate the osmotic gradient during desalination. At this filtration rate, high volume, high quality water purification and desalination could be provided within a small footprint: a Smart Membrane cube measuring 168mm (6.6 inches) per side could produce 100,000 gallons of purified water per day at 1 psi. For desalination, the cube would double in size and require 1psi plus 10 degrees of temperature change.

The performance implications are:

- reduction in plant size and cost for both purification and desalination
- provide highest quality water purification at low cost
- eliminate the need for advance testing to identify contaminants.
- useful in a wide range of applications where size and energy are critical such as for peri-urban, rural or remote use off the power grid, emergency and military applications
- useful in a wide range of volume scales: from point of use solutions to small group or individual use in the field, mobile systems and municipal sizes systems in industrial, recreational, commercial, medical, agricultural, municipal, emergency and military settings
- can be packaged as low cost, reliable, low maintenance, easy to use systems which should even be applicable even in extreme rural environments.
- sufficiently low cost that it can be used for waste water remediation, elimination of endemic biologicals (e.g., Giardia), toxic solutes (e.g., arsenic) or other pollutants in rural communities worldwide.
- With the complexity built in at the atomic level, the user deals only with simple processes require minimal training and maintenance
- simple and safe technology appropriate for critical environments such as submarines, space applications

It is estimated that purification applications using membranes will be demonstrable in 18 months, and desalination applications ready in approximately three years.

THE NATURE OF THE PROBLEM

Water quality and water quantity are critical issues in the U.S., the rest of the G20 plus the developing world. In the U.S., water quantity is a disaster in extreme environments such as the West. In the rest of the world, these dual problems are acute.

An abundant supply of high quality fresh water is essential as the basis for individual and community health, growth and industrial productivity and the world's economic development. The problems of water quality and quantity were considered in the 1990s and 2000s.

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Now, however, the definition of "the world water crisis" encompasses 68 countries. The global-wide scientific understanding is that we have reached the end of the era of abundant, cheap, clean groundwater. According to the World Bank, the health and economies of more than 80 countries are threatened by current water shortages. Within the next 15-20 years, that problem will extend worldwide, including the U.S.

Except for a few locales which receive their water exclusively from annual snow pack runoff or from year-round rain, most of the world's fresh water supply is stored underground in aquifers - areas of porous rock which hold water like a sponge. These reservoirs may take on the order of 100,000 to 300,000 years to fill. Higher populations, the irrigated agriculture to feed those populations, and growth of industry during the 20th and 21st centuries have meant increasing water withdrawals from aquifers. These withdrawals exceed the natural recharge provided by rainfall. The wells and pumps used to tap aquifers are drilled ever deeper to chase the falling water levels. The ongoing water debt is independent of reduction in rainfall due to climate change, or cyclical fluctuations in rainfall patterns such as those that caused the Dust Bowl.

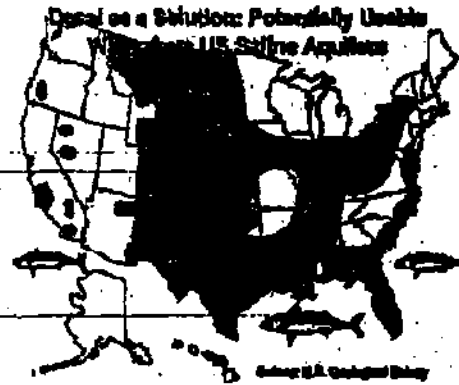
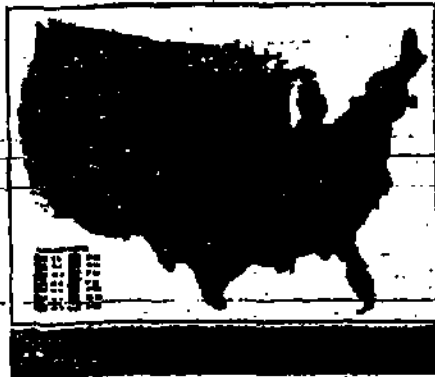
Some examples:

- The U.S. Bureau of Reclamation predicts the exhaustion of the aquifers underlying the western and mid-western United States by 2025. These aquifers required an estimated 100,000 years of rainfall to fill.
- In India, water tables are dropping by 30 metres per year.
- The equifer which provides Australia's fresh water is predicted for exhaustion within 10 years. It is estimated that this equifer had taken 300,000 years to fill with water. Throughout the continent, rivers are turning saline. The city of Perth (population 4M) is building a 450gallons desalination plant to come online in Aug 2006.
- China has officially recognized that approximately 400 out of 600 cities are short of water.
- Wars driven by water shortages are predicted to escalate over the next decades. More than a dozen nations receive >50% of their fresh water from rivers that cross borders of hostile neighbors. Currently, water stress contributes to areas of conflict in the Middle East. The wars of this century are predicted to be over water shortages.

Ogallala Aquifer

Ninety-five percent of the United States' fresh water is underground. As farmers in the Texas High Plains pump groundwater faster than rain replenishes it, the water tables are dropping. North America's largest equifer, the Ogallala, is being depleted at a rate of 12 billion cubic meters (over a year). Total depletion to date amounts to some 325 born, a volume equal to the annual flow of a Colorado River. The Ogallala stretches from Texas to South Dakota and waters one fifth of US irrigated land.

- The BEC



Fresh water could be acquired by "desalinating" high solute wastewater, or by desalinating seawater or the brackish water which underlies most continents. However, today this process is done using reverse osmosis technology whose high energy demands produce fresh water at a price which is 6 to 10 times that of purifying fresh water (not assuming any increase in energy prices from 2004). The impact of such cost increases on industry, which uses 20% of all water, and agriculture - which uses 70+% often at artificially low prices - would be significant.

In contrast, Smart Membrane technology is anticipated to provide desalination of waste water, brackish or seawater at a cost roughly equivalent to that of current fresh water purification.

WATER QUALITY ISSUES

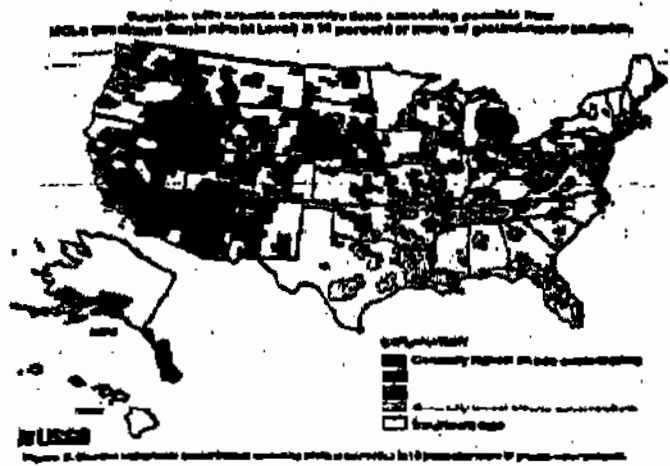
Worldwide, 24% of all fresh water is now polluted and in countries such as China as much as 76% of all water is contaminated. New U.S. rules will require purification of these contaminants, at the cost of billions. Water quality issues derive in part from natural contamination from substances such as boron, bacterial and viral infestations, and from man-made contaminants. For example:

- man-made pollutants, such as chemicals from manufacturing operations, or product residue such as the MBTE which contaminates the Los Angeles water supply. Contamination may be accidental or deliberate, as in terrorist threat.
- bacteria and viruses. Bacteria or viral contamination is often discovered only after illness or fatalities are traced back to the water supply. To date, the largest U.S. problem resulting in disease and death involved 400,000 people in Michigan. Some bacteria and viruses have been further spread by human activity, such as the giardia and cryptosporidium contamination from livestock waste throughout rural US communities with farming operations. According to the EPA, approximately 95% of all U.S. municipalities are small systems serving populations of less than 5,000 and lacking resources to build improved their water purity. Terrorist scenarios envision deliberate contamination.

- novel bacteria and viruses. Microbiologists are now concerned about the threat from imported species. Preparation to test for, identify and treat to eliminate a multitude of potential new threats is not present.
- arsenic, boron, other toxic minerals. Many countries, including the US, are now acquiring data which indicates that their ground water contains unacceptable levels of arsenic or borates which cause disease over the long-term. Although not at high enough levels to produce the immediate diseases and disfigurement seen in Bangladesh, the arsenic will cause cancer and other diseases over time. Within the U.S. scientific community, debate is now underway about the amount of arsenic contamination which will be accepted. Using current technology to clean water to the known safe levels is estimated to cost billions over acceptable budget levels.

Number of People at Risk From Arsenic Poisoning	
US	unknown
Mexico	400,000
Chile	437,000
Bolivia	8,000
Argentina	2,000,000
Hungary	20,000
Romania	38,000
India	7,000,000
Bangladesh	50,000,000
Thailand	1,000
Vietnam	millions
Taiwan	200,000
China	720,000
Nepal	unknown

Source - Jack Ng, University of Queensland, Australia



The processes for removing large contaminants from water are well established, efficient and low cost. But as the contaminants to be removed become smaller - as in CBW agents or salts - the cost rises, achieving levels which are not financially sustainable. At present, some levels of desired cleanliness are not attainable because the technology does not exist to do sufficiently precise filtering. One

example of this lack of precision is the presence of inflammation-causing endotoxins in "ultra pure" medical water for dialysis. Another example is the filtration technology used by DoD and emergency services for hydrating a sports drink or meal package; in order to let the water through, the filter also lets through a very small toxin, urea.

Although people will pay handsomely for bottled water, general water purification is an extremely price sensitive business. Traditionally, a disease outbreak signals that a

problem exists. Municipal water systems usually have tremendous difficulty providing any improvement which increases costs.

Smart Membrane purification, providing full spectrum filtration, does not require identification of a new threat or higher cost to provide superior protection. It does not require the traditional higher energy used for filtration at the smallest end of the pollutant range. Yet it will provide water purer than that found in medical treatment centers. The definition of the desired potable water end product (water plus earth salts) means that other chemical or biological species are not allowed to pass the membrane. No testing is required to determine which chemical, biological or other species of threat is present. In this way, the highest purity water could be consistently provided in the "filter and forget" mode, and at no additional cost for the increased purity.

Agua Via products are anticipated to provide such full spectrum filtration to create good, potable water: eliminating all bacteria, viruses, parasites, cysts, amoebas, chemical and biological warfare agents, poisons, toxins, arsenic, boron, spores of pathogens, nitrogenous waste from commercial fertilizer or excrement, heavy metals, etc. This includes the common problems of dysentery, typhoid, cholera, polio virus, or minerals such as arsenic and fluoride. Good water becomes available at low cost for all needs: drinking, sanitation, hygiene and waste water redemption. Adding Agua Via filtration to municipal systems would eliminate many contamination issues including the pervasive arsenic problem and the threat of contamination posed by terrorists.

OTHER TECHNOLOGIES PROVIDE INCREMENTAL IMPROVEMENTS

Conventional technologies date from the 1800's (water purification) through the 1950's (reverse osmosis). Over the decades, conventional technologies have continued to make incremental gains as inventive engineers have found ways to extract bits of efficiency in creative ways. In some cases, such as multi-stage flash for desalination, take advantage of special circumstances, such as building a power plant and a water filtration plant together in order to use the abundant waste heat from the power plant. In general, however, these technologies have been out competed by membrane desalination technologies or conventional water purification techniques.

Water purification, and desalination are demanding applications in demanding environments. Experimental technologies which look good in limited performance environments in the lab commonly fail when tested in the field because of inability to deal with feedstock complexity, or other demands of the in-field environment. Adding the demanding financial requirements for water filtration or desalination can also eliminate a prospective technology or limits its use to a highly confined arena. Currently, carbon nanotubes are enjoying promotion as a water handling technology; they will have to face their limited adsorption capacity - after which small pollutants would just flow through, high manufacturing costs, lack of anti-fouling properties and attendant high maintenance costs to find any broad market acceptance.

In order to provide the necessary order of magnitude improvements to both costs and quality of filtration, truly new technology is needed that is capable of functioning in the

DEFINITION OF AN IDEAL PURIFICATION SOLUTION

- Able to clean up the full spectrum of possible contaminants with a single technology
- Lowest energy thermodynamically possible for water purification, waste water remediation and desalination. In the field, no external power source required.
- Technically simple and robust
- Greatest non-fouling and non-scaling capability ever applied to water purification or desalination.
- No ongoing maintenance requirements: eliminating chemicals, backflushing, plant downtime
- Low cost to manufacture
- Scalable from small point-of-use solutions (in the home or field) to handling large volume applications for urban water supplies.
- Long performance lifetime.
- Rapid purification of large volumes of water

SMART MEMBRANE TECHNOLOGY

The Smart Membrane core technology was designed from inception to provide ultra-specific filtration in rigorous real-world environments at the lowest energy and lowest total cost (infrastructure, maintenance, training, etc.) possible. Developing a technology capable of dealing with the highly complex set of issues involved in water purification and desalination was a key consideration in the basic design of Smart Membranes. The implication of working to the rigorous nanotechnology definition of "complete control at the atomic scale" provides unprecedented benefits in such areas as exquisite filtration specificity, high filtration performance, low energy requirements, non-fouling in the face of multiple complex feedstocks and the other criteria need to be an ideal solution to water purification and desalination needs.

Although a Smart Membrane is only a few atomic layers thick (.05-.22 nm), it consists of three distinct parts:

1. A protective top layer is designed to amplify non-fouling characteristics, amplify water ordering to further reduce energy costs, and extend the working life of the Smart Membrane. This protective layer can be custom engineered on an atom-by-atom level of design to provide a specificity previously found only in living systems. As a result, many of nature's successful anti-fouling strategies can be applied for the first time.

2. A one-atomic layer thick nanomembrane is directly under the protective top coating. This is where the work of filtration and separation is carried out. The nanomembrane is designed and built to provide only the desired end product - usually either potable water (water plus earth salts), or water that is completely salt free. This membrane eliminates anything other than the specific class of water that the customer wants. At one atomic layer thick, this membrane offers no impedance to flow.

The one-atom-thick nanomembrane is the key to the benefits which a Smart Membrane can deliver. Unlike the way conventional membranes are constructed through bulk

processes, each nanomembrane self-assembles from a collection of custom designed, pharmacologically-built pores.

Smart Membranes result from the creation of a new class of extremely selective, biomimetic Smart Pores™ which assemble into thin (0.5nanometer-22nanometer) porous nanomembranes. These porous monolayer membranes have specific structures that provide a low energy barrier to the passage of water or specific solutes, while providing a high barrier to other solutes. This technology shows highly specific molecular filtration at the atomic scale and profound transport properties such as exquisite ion selectivity characteristics.

Each pore has been designed and built with complete atomic precision in exactly the same way that a pharmaceutical is designed and built. Often the design of the pore's interior may mimic the active filtration portion in cell membrane proteins, such as aquaporin, nature's water channel. By eliminating the voluminous support structures in the natural aquaporin and building only the "business part" of the molecule, a Smart Pore can move water even faster than its natural counterpart.

Because of this tight atomic design control, a pore need not be built to merely exclude contaminants based on their size, but can also be built to eliminate classes of contaminants based on their complete chemical identity including atomic shape, electrical charge, hydrophobicity, hydrophilicity, etc. This demonstrated ability means, for example, that a complex, mixed waste stream including a wide range of 400,000 different contaminants, earth salts, urea and water can deliver just potable water (water and earth salts). The major technical achievement demonstrated here is that even though the urea (a known toxin) is smaller than the earth salts; urea is rejected based on its electronic characteristics rather than size.

The exterior of each pore has a distinct top, bottom and sides. Think of a Leggo block with a hole in the center. The hole does the filtering work, but the top, bottom and side attachment sites on the Leggo let it snap together with other Leggo blocks. The sides of the pores attach to each other to form the nanomembrane the way the sides of Leggo blocks snap together to form a plane.

On the top surface, this snap-on ability allows the precision building of the protective top layer (discussed above) which can be specifically designed to prevent bacterial fouling, scaling and other forms of fouling while also enhancing water ordering to further reduce energy demands.

On the bottom surface, the snap-on ability allows the pores in the nano-membrane to attach to a thicker, porous substrate.

3. The porous substrate. The porous substrate answers the question of how to handle a nanomembrane that is only one atomic layer thick. The porous substrate is a thin film, much like a thinner version of Saran Wrap, with a regular array of holes in it. The porous substrate is a passive, structural component. Its purpose is strictly to support the nano-membrane, allow for handling during manufacturing and contribute to the working lifespan of the membrane. The nanomembrane does the actual work of filtration; the porous substrate lets the water flow on through.

TECHNOLOGY-DERIVED BENEFITS

This basic technology enables the delivery the application-critical benefits, as exemplified in the following four key areas:

1. Ultra specificity in filtration
2. Low maintenance through non-fouling, non-scaling characteristics
3. Ultra small device footprint coupled with ultra high performance
4. Ultra low Energy requirements

1. Specificity. Previously, the ability to create potable water by removing urea, even though the urea is smaller than the earth atom, was described. This is an unprecedented technical achievement, and a strong demonstration of exquisite control over specificity of filtration. Because pores can be built to absolute specification – different sizes, shapes, charges, etc. – this ability can be tuned to apply specific filtration to any class of problem required.

Agua Via products are anticipated to provide such full spectrum filtration to create good, potable water: eliminating all bacteria, viruses, parasites, cysts, amoebae, chemical and biological warfare agents, poisons, toxins, arsenic, boron, spores of pathogens, nitrogenous waste from commercial fertilizer or excrement, heavy metals, nanobacteria, etc. This includes the common problems of dysentery, typhoid, cholera, polio virus, or minerals such as arsenic and fluoride. Good water becomes available at low cost for all needs: drinking, sanitation, hygiene and waste water redemption. Adding Agua Via filtration to municipal systems would eliminate many contamination issues including the pervasive arsenic problem and the threat of contamination posed by terrorists.

2. Low Maintenance. A membrane, no matter how perfect its ability to filter, is useless if it is clogged. Scale buildup in water with notable mineral content is one such problem. Bacteria are another prime problem: they attach to surfaces and form rock hard biofilm which impairs or ends filter performance. Conventional membranes are backflushed and bleached with harsh chemicals to kill bacteria or to descale; this requires plant downtime and creates maintenance expenses.

The Smart Membrane's ability to address problem through specificity at the atomic level opens unprecedented opportunities to control these problems. For example, the technology of the Smart Membrane provides multiple strategies to defeat biofilm formation. Some strategies are at the level of the pores and nanomembranes, and others are employed by the protective top coating, creating a total anti-bacterial environment.

One major strategy of bacteria is to use the thread-like pill (seen here surrounding the main body of an E. coli bacterium) as grappling hooks to establish a foothold on a surface. But E. coli's pill, for example, measure 650 angstroms in diameter and are too big to snag onto any feature in a Smart Membrane. The pill are 100



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10

times bigger than an individual pore's exterior of 65 angstroms, and 260 times bigger than a purification pore's interior dimensions of 25 angstroms.

Both the nanomembrane and the protective layer above it appear to these bacteria as absolutely smooth, featureless surfaces. The structures of both the protective layer and the nanomembrane are too small to be used by bacteria.

Laminar flow is also known to inhibit bacteria's ability to form biofilm. The environment bacteria encounter is optimized for laminar flow; they are swept along with no ability to attach to a surface.

Other bacteria do not use pilli, but colonize by laying down a slime layer. But both classes of bacteria are known to have characteristics which can be used to inhibit biofilm formation. Both classes of bacteria prefer a hydrophobic surface on which to begin colonization. Bacteria are also known to be vulnerable to a range of anti-microbial chemical and pharmaceutical agents. Therefore, among the design requirements for the protective layer is to present a bacteria-hostile, hydrophilic surface studded with anti-microbial destruct points, and optimized for laminar flow.

This ability to design with atomic precision has never been available before. It means that many strategies for preventing fouling and scaling, or strategies for precision filtration are made available for the first time. In addition, this is setup up for continual filtration over a long life span. Unlike bulky tubes, activated charcoal or deionization media which ultimately saturate, a nanomembrane simply filters undesirable classes of contaminants cannot pass through the membrane and are dumped to waste. Desirable pure filtrate water passes through the pore and is captured.

3. Small Footprint, High Performance. Attached to their Saran-Wrap-like porous substrate, the complete Smart Membranes are only 0.6 microns thick, in contrast with conventional membranes which are 35 times thicker. Therefore, a huge amount of filtration capability fits into a very small footprint. Calculations indicate that one square foot of membrane could produce 206 gallons of purified water per day operating at <1 psi. At this filtration rate, high volume water purification could be provided within a small footprint: a Smart Membrane cube measuring 165mm (6.5 inches) per side could produce 100,000 gallons per day at 1 psi. A city of 5 Million people with a 600 gigaliter annual water need could be met with 5,000 such cubes.

4. Low Energy Requirements. Because these membranes are so thin, very little energy is required for their operations. Because these membrane structures are so thin, it is useful to think about them in quantum mechanical terms rather than classical fluid mechanical terms. Dr. William Deen of MIT has described these pores as "orifices" offering no impedance to flow, rather than as conventional "pores."

With low pressure drops across a nanomembrane 0.6 nanometers thick, high flux is produced at very low pressure differential. In fact, the impedance to flow is created by the porous substrate - although its job is to provide support, the rate limit on how fast water can be processed is how long it takes to flow through the "thick" substrate.

In the most energy efficient mode, a filtration cartridge would sit at the bottom of a tube with a 27" head of water. At 1 psi, gravity does the work to purify the water.

SMART MEMBRANES AND DESALINATION

The most expensive form of creating potable water or water completely lacking salt is desalination. Excluding any recent rise in the cost of energy, today desalination of seawater can cost over \$1,000US per acre-foot. Water with less salt in it (brackish water) costs less to clean because the lower salt content drops the amount of pressure required. Although Tampa Bay, Florida had once hoped to desalinate a mix of brackish water and seawater at a cost of only \$650US per acre-foot, the potential cost reduction was due to favorable financing terms, not technical breakthroughs. Even at Tampa Bay's target cost, this still leaves desalination open only to energy and cash rich countries of the First World and the Middle East.

The claims of dramatically lower cost desalination which used to be made by the Tampa Bay, Florida project are now being made by the Ashkelon project in Israel. These numbers, which have even been quoted by the Congressional Budget Office as reflecting the current price of desalination, are again based strictly on financing deals which have been described in the industry experts as "brilliant." According to desalination experts within the U.S. Bureau of Reclamation, these systems contain no technological contribution to increased efficiency. The true cost of desalination remains unchanged. In fact, Tampa Bay failed to meet its technical performance goals by 60% and is currently undergoing re-engineering.

Energy is the largest cost component of desalination: annually, energy costs generally match capital costs. A \$400M plant can expect to generate a \$400M annual energy bill, assuming no price increases for energy. A dominant percentage of the capital costs are also derived from the energy requirement, e.g., high pressure pumps, energy recovery systems.

The final stage of purification -- in which the water and salt are separated -- accounts for 99% of the energy cost. Of that energy cost, roughly 2/3rd is due to overcoming 1) the long and 2) tortuous path of the pores in conventional membranes. Only 1/3rd is due to overcoming the osmotic gradient of the salt.

The Smart Membrane's extreme thinness and lack of tortuous paths immediately eliminates the 2/3rd energy penalty experienced by conventional membranes. Significant as this cost reduction is, the impact of moving to a low-energy/low pressure mode ripples through the overall design of any water system, accounting for an additional reduction of both the capital cost and labor costs. Concomitantly, eliminating high pressure pumps, energy recovery systems (little wasted energy to recover), certain pretreatment systems, reducing system complexity and maintenance costs may provide overall cost reductions on the order of 60 or 70% for a Smart Membrane seawater desalination system.

SMART MEMBRANE TECHNOLOGY MODIFICATION AND DESALINATION

The differences between using a Smart Membrane for desalination, as opposed to water purification are:

1. For use in desalination, a smaller pore must be used than the basic water purification pore. A water purification pore can pass up to 4 water molecules at a time. For desalination, the pore must be capable of passing only 2 water molecules at a time.

2. Further "snap on" chemistry must be used to overcome the osmotic gradient.
3. In addition to the 1 psi energy requirement, 10 degrees of temperature change would be needed.
4. This footprint would expand: the equivalent of two 6.5" cubes would now be needed to provide 100,000 gallons of desalinated water, instead of one cube.

OVERCOMING OSMOTIC GRADIENT WITH A SMART MEMBRANE SYSTEM

Conventional desalination today uses reverse osmosis with thick polymer membranes. To push the water through the membrane and leave the salt behind requires pressures ranging from 180 psi (for use with brackish water) up to 1400 psi (for use with seawater). In each case, 2/3rds of the pressure is used to overcome the tortuosity and the thickness of the membranes. The remaining 1/3rd is to overcome the osmotic gradient: with salt water on one side of a membrane and fresh water on the other side, the more concentrated salt solution "wants" to pull more fresh water onto its side until the salt content is evenly balanced between both sides. In reverse osmosis, the additional pressure is placed on the salt side to push fresh water through the membrane and away from the salt.

Because of the Smart Membrane's extreme thinness, the penalty for overcoming the tortuosity and thickness of conventional membranes is eliminated. Therefore, 2/3rds of the pressure requirement and 2/3rds of the energy cost disappear.

This leaves the remaining issue of dealing with osmotic gradient and reducing its attendant costs. Recently, a different technique has been used to eliminate the need for high pressure in dealing with an osmotic gradient: forward osmosis. The most widely known example has been the DoD's use of the technique for rehydrating food packages or sports drinks using a warfighter's urine or waste water. In this technique, a contaminated solution (urine or unsafe water) is placed on one side of the membrane. Sugar is placed on the other side of the membrane. The sugar draws the liquid in the contaminated solution across the membrane until there is an osmotic balance between the two sides. The membrane, to the best of its ability, separates water from contaminants. The user now has a sports drink or a hydrated food package.

Note that this technique produces purified water, not desalinated water (water free from a high solute content).

The disadvantages of this technique which limit its usefulness are:

- Unless the desired end product is a sports drink or a hydrated food package, the user now has water contaminated by sugar or some other substance which would require purification.
- Once the sugar or food packet is used up, more sugar or another sorbent must be imported to process the next batch of water. This makes the technique expensive and impractical.
- As used today with conventional membranes, urea also passes along with the water and salts into the sports drink or hydrated food package. Urea is a known toxin, and too much exposure will cause kidney failure.

However, moved to a level of atomic precision, this forward osmosis technique can be modified to overcome its disadvantages and made useful for desalination. For desalination with a Smart Membrane, a reusable, high density ("thirsty") molecular sponge can be engineered and snapped onto the base of the Smart Membrane. The sponge would soak up water from the bottom of the pores until saturation is reached. A few degrees of temperature change would be required to "wing" the sponge out and release the water into the catch chamber. The sponge is now ready to soak up another batch of water. As abundantly demonstrated in nature, many other systems commonly load and release over prolonged lifetimes. By designing and building at the atomic scale, these systems can be borrowed and modified for use elsewhere.

SUMMARY

Smart Membranes represent a new technology based on building materials which mimic the way nature performs filtration, selection, and protection against biofilm and scale formation. This technology is anticipated to out perform any known or planned competitors. The benefits include operating in an ultra-low energy mode, and producing highly pure and highly specific filtration.

Smart Membrane technology is anticipated to be applicable and superior for applications in:

- Desalination applications, including both seawater and brackish water.
- Purification applications, ranging from high purity semiconductor, other industrial and medical uses through home drinking water.
- Remediation of both waste water and polluted ground water.

Their specific technical capabilities include:

- Unique "full-spectrum" filtration of any mix of contaminants in the water feedstock
- The highest purity possible
- The lowest cost possible
- The lowest energy requirements possible
- Extreme flexibility of capacity, from municipal scale to hand held units in the field, in an extremely small footprint. A 6.5" cube is anticipated to provide 100,000 gallons of purified water per day.
- "Filter and forget" robustness under tough conditions.

Applying Smart Membranes to the problems of water purification and desalination holds the potential to positively impact the world water crisis and the many dimension which water shortage or impure water represents: health, agricultural productivity, industrial

productivity, and conflict between nations. Because the technology continues high performance with low total costs (product costs, energy, infrastructure, maintenance, training, etc.), it is anticipated to have major impact at opposite ends of the spectrum.

1. **High Performance Versus.** In addition to water users with high purity demands, such as semiconductor manufacturers or medical applications, organizations such as the US DoD services, whose needs encompass and surpass those requirements are anticipated to derive value from Smart Membrane technology. The DoD operates in the most extreme environmental and logistical conditions, and is required to deal with the fullest array of water quality and water quantity problems. In addition, their operation is usually subject to the strictest weight, component resupply, volume issues, maintenance and safety requirements. The range is exemplified by the need for desalination and purification occurring everywhere from submarines at depth to individual warfighters on the ground facing CBW contaminated water, or no liquids at all except for their own sweat and urine.

2. **Low Cost/High Volume.** Municipal systems end point of use applications both in the U.S. and internationally are anticipated to be used by those seeking higher purity fresh water at low cost, or desalinated water at low cost to cope with water shortages. At a competitive price point, the Smart Membrane technology could provide cost-effective desalination to the American mid-west as well as cost-effective water purification against the problems such as arsenic, giardia, etc. Expressed interest in Smart Membranes has come from Australia, Singapore, China and India in addition to European parliam. Introduction in some venues, such as the water-short Middle East, may assist in reducing tensions and increasing prosperity.

Various new paradigms of how water is delivered may well evolve, and with them new paradigms for funding, conducting business or military operations. For example, municipal systems may become more widely distributed. Countries with substandard infrastructure, may opt for home point of use systems to augment central municipal facilities. Military operations may be more flexible once the logistical burdens of water provision are lifted.

By combining high performance with low cost, Smart Membranes hold a potential solution to seemingly intractable problems involving water quality and water quantity.

COORDINATION

DARPA	TONY TETHER	6 FEB 06
ASA(ALT)	MARY MILLER	6 FEB 06
ONR	PAUL ARMISTEAD	6 FEB 06

FOUO

2006 JAN 18 12:40

January 18, 2006
I-06/001471
ES-5176

TO: Eric Edelman

c c : Tina Jonas
Dan Stanley

FROM Donald Rumsfeld *D.A.*

SUBJECT: Funds Combatant Commanders Could Use

In the combatant commanders' meeting one of the combatant commanders said it would be enormously helpful if they could use small amounts of money in countries, but we don't have the legislative flexibility.

Are we proposing that for legislative changes?

Thanks.

DHR dh
011706-50

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

FOUO

11-L-0559/OSD/55822

OSD 02328-06

~~FOR OFFICIAL USE ONLY~~

INFO MEMO

DSD _____
I-06/001471
ES-5176

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy *EE* FEB 14 2006

SUBJECT: COMBATANT COMMANDER FLEXIBLE FUNDS

- You mentioned that in the recent combatant commanders' meeting, one of the combatant commanders said it would be enormously helpful to have modest flexible **funds** available for use in their AORs but that they lack legislative flexibility. You asked if we were proposing these types of measures for legislative changes. (Tab A).
- The QDR endorsed two legislative draw-down proposals for PB 07 that directly address this concern: a redesign and expansion to the *existing* Combatant Commanders Initiative Fund (CCIF); and making permanent and applicable to contingencies worldwide the OEF/OIF Commander's Emergency Response Program (CERP).
- Expand CCIF: Authorizes the Chairman of the Joint Chiefs of Staff to resource peacetime requests by Combatant Commanders to influence situations in their area of responsibility. This program exists. Funds come from available O&M, but expenditure caps are simply too low for today's environment. This recommended change increases expenditure limits substantially (\$10M to \$125M for purchases; \$5M to \$250M for training; \$10M to \$125M for foreign participation in joint exercises). This proposal is currently at OMB for review.
- Worldwide CERP: Authorizes SecDef to approve commanders engaged in contingency operations to use DoD resources to conduct stability operations, urgent humanitarian relief and reconstruction in stride with on-going US military operations. This proposal has not yet been sent to OMB.

Attachments: As Stated

Coordination: None

~~FOR OFFICIAL USE ONLY~~
11-L-0559/OSD/55823

OSD 02328-06

FOUO

1 2: 40

January 18, 2006
I-06/001471
ES-5176

TO: Eric Edelman

c c : Tina Jonas
Dan Stanley

FROM Donald Rumsfeld *D.A.*

SUBJECT: Funds Combatant Commanders Could Use

In the combatant commanders' meeting one of the combatant commanders said it would be enormously helpful if they could use small amounts of money in countries, but we don't have the legislative flexibility.

Are we proposing that for legislative changes?

Thanks.

DHR:dh
011706-50

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

FOUO

1 12: 40

11-L-0559/OSD/55824

OSD 02328-06

INFO MEMO

DSD _____
1-061001471

FOR SECRETARY OF DEFENSE

FROM: Eric S. Edelman, Under Secretary of Defense for Policy *EE* FEB 22 2006

SUBJECT: COMBATANT COMMANDER FLEXIBLE FUNDS

- You mentioned that one of the combatant commanders has recently stated it would be enormously helpful to have modest flexible funds available for use in their AORs but that they lack legislative flexibility. You asked if we were proposing these types of measures for legislative changes (note attached).
- The QDR endorsed two legislative draw-down proposals for PB 07 that directly address this concern:
 - A redesign and expansion to the *existing* Combatant Commanders Initiative Fund (CCIF)
 - Making permanent and applicable to contingencies worldwide the OEF/OIF Commander's Emergency Response Program (CERP).
- Expand CCIF: Current authority exists for the Chairman of the Joint Chiefs of Staff, with the Secretary of Defense's approval, to resource peacetime requests by Combatant Commanders using draw down funds. (The Secretary of Defense may place further restrictions or guidance on how the CCIF funds are to be expended.)
 - Funds come from available O&M, but expenditure caps are simply too low for today's environment.
 - The QDR-recommended change increases expenditure limits substantially (\$10M to \$125M for purchases; \$5M to \$250M for training; \$10M to \$125M for foreign participation in joint exercises). This proposal is currently at OMB for review.
- Worldwide CERP: Authorizes SecDef to approve commanders engaged in contingency operations to use DoD resources to conduct stability operations, urgent humanitarian relief and reconstruction in stride with on-going US military operations. This proposal has not yet been sent to OMB.

Attachment: As Stated

Coordination: None

~~FOUO~~

January 18, 2006
I-06/001471
ES-5176

TO: Eric Edelman

CC: Tina Jonas
Dan Stanley

FROM: Donald Rumsfeld *DR.*

SUBJECT: Funds Combatant Commanders Could Use

In the combatant commanders' meeting one of the combatant commanders said it would be enormously helpful if they could use small amounts of money in counties, but we don't have the legislative flexibility.

Are we proposing that for legislative changes?

Thanks.

DHR dh
011706-50

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


~~FOUO~~

17 13 2
OSD 02328-06

11-L-0559/OSD/55826

FOUO

February 6, 2006

TO: Gordon England
FROM: Donald Rumsfeld 
SUBJECT: Division of Labor

Now that we have been at this a little bit, why don't you *take* a look at this division of labor and tell me if you are still comfortable with it.

Thanks.

Attach.
7/6/05 Division of Labor

DHR:dh
020406-57 (TS). Doc

.....
Please respond by February 23, 2006

FOUO

OSD 02348-06

11-L-0559/OSD/55827

DIVISION OF LABOR – SECDEF & DEPSECDEF

SECDEF

GWOT
 Iraq
 Afghanistan
 SLRG
 Contingency Planning
 POTUS Briefings
 Deployment Orders
 Special Operations
 Stress on ~~the~~Force/End Strength
 Intelligence/DNI/CIA
 SRO
 Global Posture
 Special Computer Programs
 Nuclear Policy
 Weapons of Mass Destruction
 Active/Reserve Balance
 Defense Policy Board

BOTH

SD (Lead)
 Sr Civilian Personnel Selection (SD)
 Sr Military Personnel Selection (SD)
 Jointness (SD)
 Public Outreach (SD)
 Public Affairs (SD)
 Missile Defense (SD)
 Interagency (SD)
 Compartmented Programs (SD)
 Detainees (SD)

DSD (Lead)
 Budget (DSD)
 Legislative Issues (DSD)
 Accountability (DSD)
 Transformation (DSD)
 QDR (DSD)
 Homeland Defense (DSD)
 Personnel Policy (DSD)
 Quality of Life (DSD)
 Pentagon Renovation (DSD)
 Defense Science Board (DSD)

DEPSECDEF

DoD Reorganization
 Financial Mgmt Systems
 Business Mgmt Systems
 Supply Chain Mgmt
 Facilities and Infrastructure
 Acquisition
 Acquisition Reform
 Procurement
 IED Task Force
 NSPS
 Medical Affairs
 USAF Tankers/C-130s, etc.
 Network & Info Integration
 Defense Business Board
BRAC
 Readiness
 NSPS
 Foreign Weapons Sales
 E D Task Force
 Defense Business Board

DMSION OF LABOR- CJCS & VCJCS

CJCS

SRO

Global Posture/Force Management
 Special Operations
 Intelligence
 Special Computer Programs
 Nuclear Policy
 Weapons of Mass Destruction
 Missile Defense

BOTH

GWOT (C)
 Contingency **Planning** (C)
Iraq (C)
 Afghanistan (C)
 Jointness (V)
 Sr Military Personnel Selection
 Legislative Issues
 Public Outreach (C)
 Future Force Structure/Transformation
 Deployment Orders (C)
 QDR
 Interagency
 Homeland Defense
 Personnel Policy
Quality of Life
 Coalition Management
 Active Reserve Balance
 Missile Defense (C)
 Homeland Defense

VCJCS

JROC / Procurement
 Acquisition
 Budget
 Health Services
 Detainees
 Network & Info Integration
 BRAC
 Readiness
 Supply Chain Mgmt
 Facilities and Infrastructure
 Medical Affairs
 Foreign Weapons Sales
 Strategy & Policy **Committee**

DIVISION OF LABOR - PRINCIPAL BACK-UPS

<u>USD (P)</u>	<u>USD (P&R)</u>	<u>USD (I)</u>	<u>USD (C)</u>	<u>USD AT&L</u>
GWOT	Personnel Policy	SRO	Budget	Foreign Weapons Sales
Iraq	Quality of Life	Intelligence Reform	Financial Management	Procurement
Afghanistan	Deployment Orders	Analysis		Acquisition Reform
SLRG	Medical Affairs	Defense Science Board		USAF Tankers/C-130s etc
Global Posture	End Strength	Network & Info Integration		Defense Business Board
End Strength	Readiness			BRAC
Defense Policy Board	NSPS			Business Mgmt Systems
QDR	Active / Reserve Balance			Supply Chain Mgmt
Homeland Defense				Facilities and Infrastructure
Detainees				
Missile Defense (w/ USD(I))				
Special Operations (w/ USD(I))				
Contingency Planning (w/ USD(I))				

March 17, 2006 - HC 1325

To: SECDEF
Fr: Gordon England
Subj: Division of Labor

020 SD

Don,

I have looked at the division of labor that we agreed on last July and, in my judgment, it still looks about right. Upon reflection, I am spending most of my time on the items designated for the Deputy to lead, while not duplicating the areas for your personal emphasis. I am flexible on this and would certainly appreciate your views if you feel differently; but I am quite comfortable with where we are.



17 Jan 06

6 Feb 06

OSD 02348-06

May XTRA

1844
2/6

~~FOUO~~

February 06, 2006

TO: Gordon England

FROM: Donald Rumsfeld

SUBJECT: Division of labor

snowflake attach

DHR.cg
020406-57

.....
Please Respond By February 23, 2006

OSD 02348-06

~~FOUO~~

11-L-0559/OSD/55832

~~FOUO~~

February 6, 2006

I-06/001572
ES-5194

NATO 230

TO: Eric Edelman
FROM: Donald Rumsfeld *DR*
SUBJECT: Post with de Hoop Scheffer

We have never gotten the names of people to serve in that post Jim Jones said is coming open for Jaap de Hoop Scheffer, the person to be Jaap's link to Karzai.

Some of the names that came up were: Marin Strmeckl, Marty Hoffmann, former Deputy Secretary of Agriculture Moseley, a retired general like Meigs, Kicklighter or Fulford, Admiral Abbott, Len Hawley (former Ambassador), Jim Jefferys, and Carlos Pascual.

We need to get on this fast or that post is going to get filled.

Thanks.

DHR:dh
020406-39(TS).Doc

.....
Please respond by February 16, 2006

6 FEB 06

~~FOUO~~

OSD 02350-16

FEB 13 2006
06/001856
ES-5224

Luxembourg

TO: Dan Fata
CC: PETER FLORY
FROM: Donald Rumsfeld DA

SUBJECT: Copy of Draft Letter re: Luxembourg

Please let me see the copy of the letter you drafted for me to go to Luxembourg on those warehouses before it gets sent out.

Thanks.

DHR:sa
021006-10 (TS) Doc

.....
Please respond by February 14, 2006


~~FOUO~~

13 FEB 06

OSD 02352-06

~~FOUO~~

FEB 15 2006

TO: President George W. Bush
CC: Mr. Stephen J. Hadley
FROM: Donald Rumsfeld 
SUBJECT: Military-to-Military Contacts with the Chinese

Mr. President,

At a White House meeting on 9 January, you asked Admiral Fallon, the Pacific Commander, for more information on our military-to-military contact with the Chinese. A few key items he is working :

1. Navy ship visits: Requesting four U.S. visits to China by our warships in 2006, and inviting the Chinese to reciprocate.
2. Educational exchanges: Conducting brief exchanges with several dozen senior officers, and seeking to do additional such events in 2006.
3. Discussions: Discussing safety procedures between our forces to prevent misinterpretation or mistakes at sea or in the air from escalating into incidents.
4. Exercises: Looking for opportunities to have the Chinese observe one or two exercises in 2006, and seeking reciprocity. We will also seek Chinese participation in one or two exercises that make sense, such as those practicing search and rescue operations.

Admiral Fallon's view is that the time is right for a cautiously enhanced level of military-to-military contact with the Chinese. He is taking it very carefully and keeping everyone fully informed.

Respectfully,

DHR:ss
021306-17(TS).doc

~~FOUO~~

OSD 02382-06


11-L-0559/OSD/55835

~~FOUO~~

February 6, 2006

I-06/001530

ES-5183

TO: Eric Edelman
FROM: Donald Rumsfeld 
SUBJECT: Emergency Supplies for Tajikistan

What is the status of this cable regarding emergency supplies for Tajikistan border

Thanks.

Attach.

AMEMBASSY DUSHANBE Cable R 041234Z JAN 06

DFIR:dh
020406-20 (TS) Doc

.....
Please respond by February 16, 2006

~~FOUO~~

11-L-0559/OSD/55836

OSD 02430-06

UNCLASSIFIED

Printed By: MARK PIRRITANO Fri Feb 10 13:55:53 2006

RAAUZYUW PUEHDBU0032 0041234-UUUU--RUHQSS
ZNR JUUU ZZH
R 0412342 JAN 06
FM AMEMBASSY DUSHANBE
TO RUEKJCS/SECDEF WASHINGTON DC
UNCLAS DUSHANBE 000032
STATE FOR EUR/CACEN, INL/AE - DEBORAH HOOKER
E.O. 12958: N/A
TAGS: MARR. PGOV. PREL. TI

SUBJECT: EMERGENCY SUPPLIES FOR TAJIKISTAN BORDER GUARDS
THE FOLLOWING IS A LETTER TO SECRETARY OF DEFENSE DONALD
RUMSFELD FROM CHARGE D'AFFAIRES THOMAS H. ARMBRUSTER, U.S.
RUMSFELD FROM CHARGE D AFFAIRES THOMAS H. ARMBRUSTER, U.S.
EMBASSY, DUSHANBE, TAJIKISTAN. HARD COPY FOLLOWS BY POUCH:
BEGIN TEXT:

DEAR SECRETARY RUMSFELD:
THERE ARE FEW SIGHTS MORE HEARTENING FOR EMBASSY OFFICERS THAN
SEEING A U.S. AIR FORCE C-130 LANDING. ON JANUARY 2, THE FIRST
C-130 LANDED IN THE SNOW IN DUSHANBE, BRINGING EMERGENCY SUPPORT
TO TAJIKISTAN S BORDER GUARDS.

I WANT TO THANK YOU FOR THE AIRLIFT THAT GEN. ABIZAID AND HIS
COMMAND EXECUTED OVER THE NEW YEARS HOLIDAYS. HELPING THE
TAJIK BORDER GUARDS ESTABLISH AND OPERATE A BASE OF OPERATIONS
ON THE AFGHAN BORDER, IN SPITE OF SEVERE WINTER CONDITIONS, IS
AN IMPORTANT CONTRIBUTION TO REGIONAL SECURITY, AND ADVANCES
U.S. NATIONAL INTERESTS BY LIMITING THE FLOW OF ILLICIT WEAPONS,
NARCOTICS, AND TERRORISTS.

TAJIKISTAN CONTINUES TO BE A WORLD LEADER IN NARCOTICS
INTERDICTIONS, BUT BORDER FORCES ARE NOT ADEQUATELY RESOURCED.
HAD THE TAJIK BORDER GUARDS CURTAILED THEIR OPERATIONS FOR LACK
OF SUPPLIES, SOME IN RUSSIA COULD HAVE PRESSURED TAJIKISTAN TO
ACCEPT THE RETURN OF RUSSIAN BORDER GUARDS. IN HIS NEW YEAR S
ADDRESS, PRESIDENT RAYMONOV NOTED, THE FULL TAKEOVER BY TAJIK
BORDER GUARDS OF THE PROTECTION OF THE STATE BORDER BETWEEN
TAJIKISTAN AND AFGHANISTAN, AS A SYMBOL OF OUR SOVEREIGN STATE,
WAS AN IMPORTANT ACHIEVEMENT. THE AIRLIFT HELPS TAJIKISTAN
MAINTAIN ITS SOVEREIGN RIGHT TO PROTECT ITS OWN BORDERS, AND IT
SHOWS AMERICAN COMMITMENT TO REGIONAL STABILITY.

CENTCOMS EFFORTS, IN CLOSE COOPERATION WITH THE DEPARTMENT OF
STATE AND EMBASSY DUSHANBE S COUNTRY TEAM, ARE HAVING A
TREMENDOUS IMPACT ON THE MORALE OF THE BORDER GUARDS. GENERAL
ZUKHUROV, HEAD OF THE BORDER GUARDS, SENDS HIS HEARTFELT THANKS
AND APPRECIATION TO ALL IN THE NAME OF HIS PERSONNEL WHO NOW
HAVE ADEQUATE FOOD AND CLOTHING FOR THE WINTER.

THE USE OF YOUR COUNTERNARCOTICS TRAIN AND EQUIP AUTHORITY TO
SUPPORT NATIONAL SECURITY OBJECTIVES IN THE REGION SHOWS GREAT
FORESIGHT, AND GEN. ABIZAID AND HIS COMMAND ARE TO BE COMMENDED.

WE WELCOME YOUR RETURN TO TAJIKISTAN ANYTIME AND ONCE AGAIN
THANK EVERYONE INVOLVED, FROM PILOTS TO LOADMASTERS, FOR MAKING
A REAL DIFFERENCE ON THE TAJIK-AFGHAN BORDER.

SINCERELY,
THOMAS H. ARMBRUSTER

UNCLASSIFIED

UNCLASSIFIED

Printed By: MARK PIRRITANO Fri Feb 10 13:55:53 2006

CHARGI D AFFAIRES
END TEXT.
ARMBRUSTER
BT
#0032

'NN

*** Received: 01/04/2006 @ 0759


*** End of Message ***

UNCLASSIFIED

11-L-0589/OSD/55838

FOUO

February 15, 2006

TO: Stephen J. Hadley
CC: Vice President Richard B. Cheney
The Honorable ~~Dr.~~ Condoleezza Rice
FROM: Donald Rumsfeld 
SUBJECT: El Salvador's Temporary Protected ~~Status~~

EL SALVADOR

I am concerned that "Temporary Protected ~~Status~~" (TPS) has not yet been extended to El Salvador, Honduras, and Nicaragua. El Salvador ~~has~~ a parliamentary election on March 12. President Saca of El Salvador has been terrific in supporting us in ~~Iraq~~, Haiti, the U.N., etc. There are serious problems in the hemisphere. Extending ~~TPS~~ a year is the right thing to do. If the hemisphere continues to deteriorate, the problems for DHS will be a lot worse than if we reject or delay TPS.

There may be as many as 250,000 El Salvadorans who will be affected by an extension. I've not gone back and checked the history, but I ~~am~~ told this would be the first major mass deportation of people out of the U.S. since 1831 when the Choctaw and Cherokee were sent out of U.S. Federal Territories.

The longer we wait, the less benefit an extension will have for the things that we are interested in supporting. Specifically, if we do not get this done soon, there will be a cloud over the legislative elections in El Salvador.

We need to have it finalized so that when President Saca comes to meet with the President on February 24 they can announce it.

If it looks like this will not be done, please let me know so that I have ~~enough~~ time to weigh in.

15 FEB 06

DHR.as
021406-09

QSD 02436-06

FOUO

11-L-0559/OSD/55839

~~FOUO~~

01
0:27

February 01, 2006
I-06/001381
ES-5167

TO: Ryan Henry
CC: Eric Edelman
FROM: Donald Rumsfeld

D.R.

SUBJECT Regional Centers

We have talked in the past about getting speakers **from** here in Washington to get out to **the** regional centers and speak. How is that going? Also, **are** the regional centers connecting with **the** Service Academies in some way? How about with **JFCOM**? Those might **be** useful connections.

Thanks.

DHR:es
020106-06

Please Respond By 02/23/06

~~FOUO~~

02-23-06 11:11:11

11-L-0559/OSD/55840

OSD 02437-06

INFO MEMO

USDP ^{10:23} FEB 15 2006
DSD _____



ES-5167

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy *RH* FEB 10 2006

SUBJECT: Regional Centers

- You asked me about the Regional Centers getting speakers from Washington and about the Centers' relationship with Service Academies and JFCOM (Tab A).
- The Regional Centers currently have ad hoc relationships with Service Academies – some run joint counterterrorism courses with West Point. We are looking to expand their relationship with General Downing's Combating Terrorism Center at West Point.
- We see a need to integrate better our Regional Centers' effort with DoD's other schools that house academic subject-matter experts or host foreign students. (See recent snowflake reply at Tab B.)
 - For example, NDU is a leader in both categories. We are prepared to brief you on ideas to better harness NDU as it transitions to a National Security University.
- Speakers from Washington have been participating more often as speakers at Regional Center programs.
- This process has been personality-driven, but there are steps we are pursuing to institutionalize greater Washington participation at the Regional Centers:
 - State Department staffing at the Regional Centers – ideally an Ambassador-level billet as the Deputy at each Center. This arrangement would help to bring more senior State Department speakers to the Centers.
 - DoD leadership visits with foreign alumni of Regional Center programs when traveling to key countries. For example, last year General Abizaid had a

Prepared by: John Kreul, Strategy, (b)(6)

productive meeting with an alumni organization in Kenya.

- Use of Regional Centers in Service Foreign Area Officer (FAO) training programs. The Marshall Center hosts the “in-country” training phase for the Army’s Eurasia FAO program. It is beneficial for both sides and should be copied elsewhere.
- There currently are few links between the Regional Centers and JFCOM. JFCOM has played a role in the development of an internet-based outreach and collaboration tool for the Regional Centers.
 - We plan to address information technology outreach to partners in a QDR implementation roadmap. JFCOM would be involved in that process.

COORDINATION: Attached

Attachments: As stated

TAB

A

FOUO

02/01/06 10:29

February 01, 2006

I-06/001381

ES-5167

TO: Ryan Henry

CC: Eric Edelman

FROM: Donald Rumsfeld

DR.

SUBJECT: Regional Centers

We have talked in the past about getting speakers from here in Washington to get out to the regional centers and speak. **How** is that going? Also, are the regional centers connecting with the Service Academies in some way? How about with **JFCOM**? Those might be useful connections.

Thanks.

DHR:as
020105-06

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

FOUO

02-23-06 10:00:00

11-L-0559/OSD/55844

OSD 02437-06

TAB

B

INFO MEMO

DSD
USDP ~~4 FEB 0~~ 12006
I-05/01 1339
ES-4022

FOR SECRETARY OF DEFENSE

FROM: Ryan Henry, PD Under Secretary of Defense for Policy ~~DATE~~ JAN 26 2006

SUBJECT: Presentation on Education / Training of Foreign Nationals

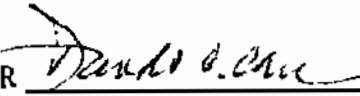
- You recently asked me for a presentation on DoD's annual training of foreign nationals and how you can affect the process.
- Attached at TAB A is a brief, prepared by my staff, which includes a list of the top 15 countries that received USG-funded military training and education in FY05 and a budget breakdown by program.
 - The top five recipients by funding level were Israel, Colombia, Egypt, Pakistan, Afghanistan and the Philippines.
- The brief also lists key levers you have to affect military education / training efforts as well as significant limits on your influence.
 - Your *Security Cooperation Guidance*, for example, identifies priority countries and key tools for objectives.
 - However, of the approximately \$260 million in funds spent directly on education / training of foreign nationals, over \$175 million is allocated by the State Department with limited input from Defense.
 - The Department's largest foreign education programs which you direct are the Regional Centers and the Counter Terrorism Fellowships Program (CTFP). The total budget for the five Regional Centers in FY06 (including overhead) is \$65.7 million and \$20 million for CTFP.

Attachments: As stated.

Prepared by: John Kreul, Strategy, OIP/USDP, (b)(6)

COORDINATION PAGE

Dr. David S. C. Chu, USD/P&R



1 Feb 06

~~FOUO~~

August 22, 2005

TO David Chu
Ryan Henry

I-05/011339
ES-4022

CC. Eric Edelman
Steve Bucci
Cathy Mainardi

FROM: Donald Rumsfeld *DR.*

SUBJECT: Presentation on Training of Foreign Nationals

I would like to see a presentation of all the people we train from other countries in a given year. I would *lie* to see their ranks and their nations, and have a *chance* to affect how we adjust that for the coming years.

Thanks.

DHR is
082205-06

Please Respond By 01/13/06

~~FOUO~~

03-01-05 10:24 11

11-L-0559/OSD/55848

OSD 01695-06

Education & Training of Foreign Nationals



SecDef Brief

January 2006

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11-L-0559/OSD/55849



Education & Training of Foreign Nationals ***Purpose***

- ❑ Respond to SecDef's request for a presentation on
 - Foreign nationals receiving DoD education and training
 - How to influence the process



POLICY

Education & Training of Foreign Nationals Key Programs and Funding Sources (FY05)

Description	Total Cost	# of Courses	# of Students	Avg \$ per Student
DoD Funded				
DoD Regional Centers	\$ 14,606,662	5,670	2,951	4,950
Regional Defense Counterterrorism Fellowship Program (CTFP)	\$ 14,130,471	3,905	1,792	7,885
Drug Interdiction and Counter-Drug Activities	\$ 8,921,211	944	512	17,424
Service Academies	\$ 7,033,826	190	107	65,737
Non-Security Assistance, Combatant Command	\$ 1,475,000	316	316	4,668
Exchange Training	\$ 604,000	535	415	1,455
Aviation Leadership Program	\$ 380,455	52	31	12,273
PME Exchanges	\$ 200,364	40	35	5,725
Foreign Assistance Act Draw Down	\$ 77,556	109	35	2,216
DoD TOTAL	\$ 47,429,545	11,761	6,194	7,657
DoS Funded				
International Military Education and Training (IMET)	\$ 66,102,829	10,729	5,092	12,982
Foreign Military Financing (FMF)	\$ 49,763,363	4,445	1,526	25,685
International Narcotics and Law Enforcement	\$ 2,765,706	826	625	4,425
Enhanced International Peacekeeping Capabilities	\$ 713,601	137	52	13,723
African Contingency Operations Training and Assistance	\$ 1,270	2	1	1,270
DoS TOTAL	\$ 111,346,769	16,139	7,396	15,055
Other Funding				
Misc DoD/DoS Department of Homeland Security/United States Coast Guard	\$ 621,877	280	51	12,194
	\$ 5,354	961	64	84
Other TOTAL	\$ 627,231	1,241	115	5,454
TOTAL	\$ 159,403,545	29,141	13,705	11,631

of Courses exceeds # of Students because one student's training track may include more than one course

In addition to U.S. funded training, \$319M was purchased by foreign governments

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Education & Training of Foreign Nationals Country Breakdown (FY05)

US-funded education and training -- Top 15 Countries by \$\$

NO FMS

Country Name	Cost	# of Courses	# of Students	Comments
Egypt	\$ 16,844,771	1326	753	No in-country, Eng Lan. Req.
Colombia	\$ 11,332,910	1521	1215	Significant on site trng.
Pakistan	\$ 8,275,721	301	179	High \$ PME
Philippines	\$ 7,538,536	369	220	Little on-site; High \$ PME
Ukraine	\$ 4,702,872	687	376	High \$ PME
Turkey	\$ 4,688,639	618	443	High \$ PME, Tech Courses
Poland	\$ 4,442,220	512	283	High \$ Aviation Trng
Jordan	\$ 4,127,712	532	343	High \$ PME
Romania	\$ 2,979,300	1049	379	MTTs = more students
Hungary	\$ 2,804,371	566	199	PME and Officer Trng
Thailand	\$ 2,638,255	604	132	2 Language labs purchased
Israel	\$ 2,490,300	534	421	Cost sharing = more courses
Tunisia	\$ 2,475,500	182	119	High \$ PME
Georgia	\$ 2,464,188	696	223	Mtd-grade officer focus

of Courses
exceeds # of
Students because
one student's
training track may
include more than
one course

ist Excludes Training Purchased with National Funds

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Education & Training of Foreign Nationals Country Breakdown (FY05)

US-funded education and training -- Top 15 Countries by Participants.

Country Name	# of Students	Cost	# of Courses	Comments
Colombia	1215	\$ 11,332,910	1521	Significant on-site trng.
Egypt	753	\$ 16,844,771	1326	No on-site; Eng Lan. Req.
Turkey	443	\$ 4,688,639	618	High \$ PME, Tech Courses
Israel	421	\$ 2,490,300	534	Cost Sharing = more courses
Romania	379	\$ 2,979,300	1049	Cost Sharing = more courses
Ukraine	376	\$ 4,702,872	687	High \$ PME
Lebanon	372	\$ 1,941,353	521	On site trng. = more students
Jordan	343	\$ 4,127,712	532	High \$ PME
Mexico	301	\$ 2,030,039	839	low cost trng., PME
Poland	283	\$ 4,442,220	512	High \$ Aviation Trng
Azerbaijan	245	\$ 2,176,598	433	Mid level trng = average cost
Georgia	223	\$ 2,464,188	696	Mid-grade Officer focus
Philippines	220	\$ 7,538,536	369	Little on-site, High \$ PME
Greece	217	\$ 1,854,282	568	Cost Sharing = more courses
Hungary	199	\$ 2,804,371	566	PME and Officer Trng

of Courses exceeds # of Students because one student's training track may include more than one course

List Excludes Training Purchased with National Funds

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POLICY

Education & Training of Foreign Nationals ***Limits on Influence***

- ❑ Several factors limit the Secretary's ability to reach greater numbers of priority students
 - Limited numbers of qualified students in key regions (e.g., Central Asia, Middle East)
 - *Few with English language ability*
 - *Few promising officials in appropriate positions*
 - Limited operating funds for DoD institutions
 - *Economies/efficiencies of scale under current budgets provide limited additional funds*
 - Finite schoolhouse capacity in place (professional and technical)
 - Legal restrictions (some are waiverable)
 - *American Servicemembers' Protection Act*
 - *Other sanctions set by Congress in the Foreign Operations Bill*
 - *E.g., Trafficking in Human Persons, Limitation on Assistance to Security Forces, and No Assistance to Countries that Harbor or Grants Sanctuary to Indicted War Criminals*



Education & Training of Foreign Nationals Limits on Influence (cont.)

- ❑ In addition, other factors limit the Secretary's influence on the allocation and effectiveness of military education and training efforts
 - Security Assistance funds are allocated through a State Department process
 - *Ear-marked appropriations language and DoS top-line funding level affects allocations*
 - *State has final say within executive branch for distribution of discretionary funds*
 - Absence of non-DoD initiatives to influence students after education or training program ends
 - *Lack of capability and programs in this area misses opportunities to continue cultivating our investment by nurturing regional "Communities of Influence"*
 - *Efforts to address this gap could follow Regional Centers' model of developing alumni networks*



Education & Training of Foreign Nationals ***Levers of Influence***

- ❑ SecDef has a number of ways to influence DoD's education and training of foreign nationals
 - Direct specific education and training objectives in the *Security Cooperation Guidance* for designated countries
 - Reapportion DoD-controlled resources in favor of priority countries and cost effective education programs
 - Work with DoS to conclude the linking of the American Servicemembers' Protection Act with IMET funding
 - Strengthen Regional Centers by developing satellite operations or new headquarters in-theater for the three centers located at NDU



Education & Training of Foreign Nationals Levers of Influence (cont.)

- Increase resources for English language training

- Increase DoD schoolhouse capacity specifically intended for international students (may require MILCON)

- Partner with Department of State to increase and target IMET to leverage the above initiatives

- Ensure new initiatives, such as Global Peacekeeping Operations Initiative and other building partnership capacity efforts, address education and training requirements as well **as** operational capacities



Education & Training of Foreign Nationals Levers of Influence (cont.)

- ❑ A formal policy guidance process could improve the effectiveness of DOD international education and training
 - Many international education institutions have an independent academic approach and little or no OSD oversight
 - DoD could incorporate strong policy guidance from the Secretary and senior DoD leaders by expanding the model being implemented for the Regional Centers to
 - *Promote quality control*
 - *Ensure policy alignment of curriculum*
 - *Prioritize countries and courses*
 - *Establish and review measures of effectiveness*



Education & Training of Foreign Nationals

Backup

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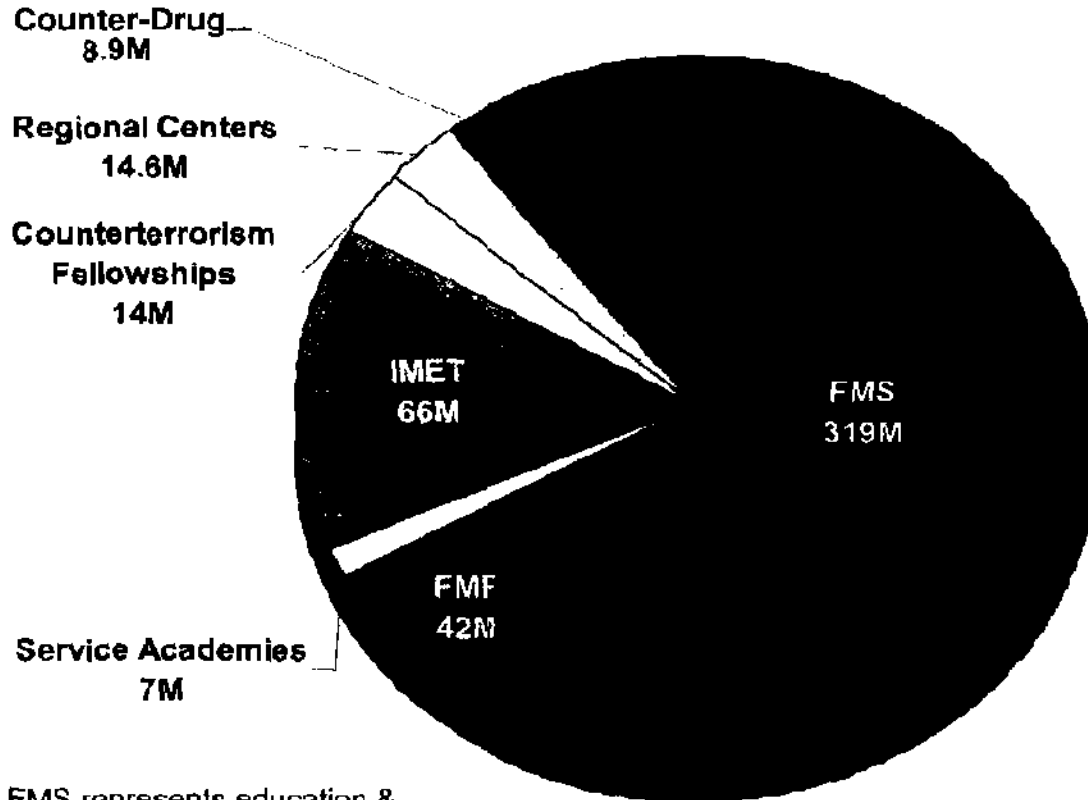
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11-L-0559/OSD/55859



POLICY

Education & Training of Foreign Nationals Total Expenditure by Program (FY05)



FMS represents education & training purchased with national funds and is not US funded

- International Military Education and Training (IMET)
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program (CTFP)
- DoD Regional Centers
- Drug Interdiction and Counter-Drug Activities
- PME Exchanges
- Foreign Military Sales (FMS)
- Foreign Assistance Act Draw Down
- Non-Security Assistance, Combatant Command
- Foreign Military Financing (FMF)
- Service Academies
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- Department of Homeland Security/United States Coast Guard
- African Contingency Operations Training and Assistance
- Misc DoD/DoS
- Exchange Training

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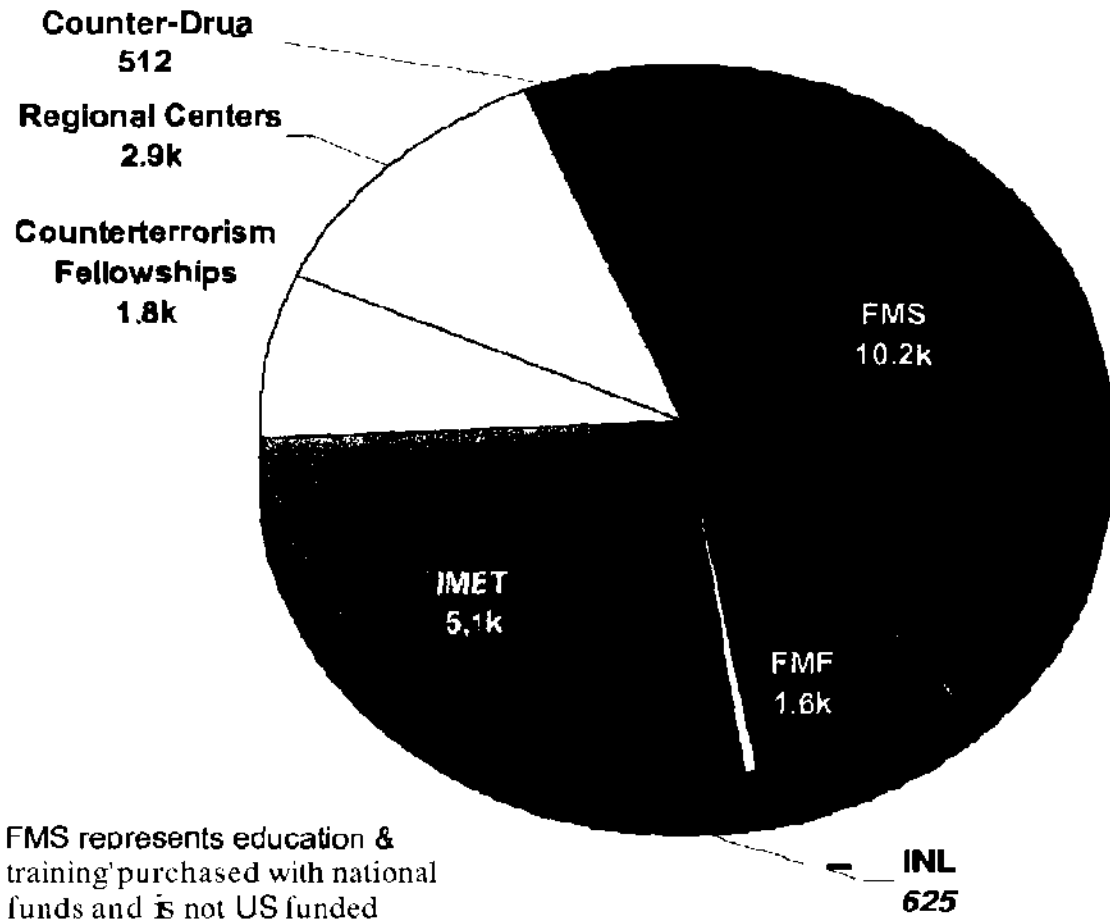
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11-L-0559/OSD/55860



POLICY

Education & Training of Foreign Nationals Total Participants by Program (FY05)



FMS represents education & training purchased with national funds and is not US funded

- International Military Education and Training (IMET)
- Aviation Leadership Program
- Regional Defense Counterterrorism Fellowship Program (CTFP)
- DoD Regional Centers
- Drug Interdiction and Counter-Drug Activities
- PME Exchanges
- Foreign Military Sales (FMS)
- Foreign Assistance Act Draw Down
- Non-Security Assistance, Combatant Command
- Foreign Military Financing (FMF)
- Service Academies
- Enhanced International Peacekeeping Capabilities
- International Narcotics and Law Enforcement
- Department of Homeland Security/United States Coast Guard
- African Contingency Operations Training and Assistance
- Misc DoD/DoS
- Exchange Training

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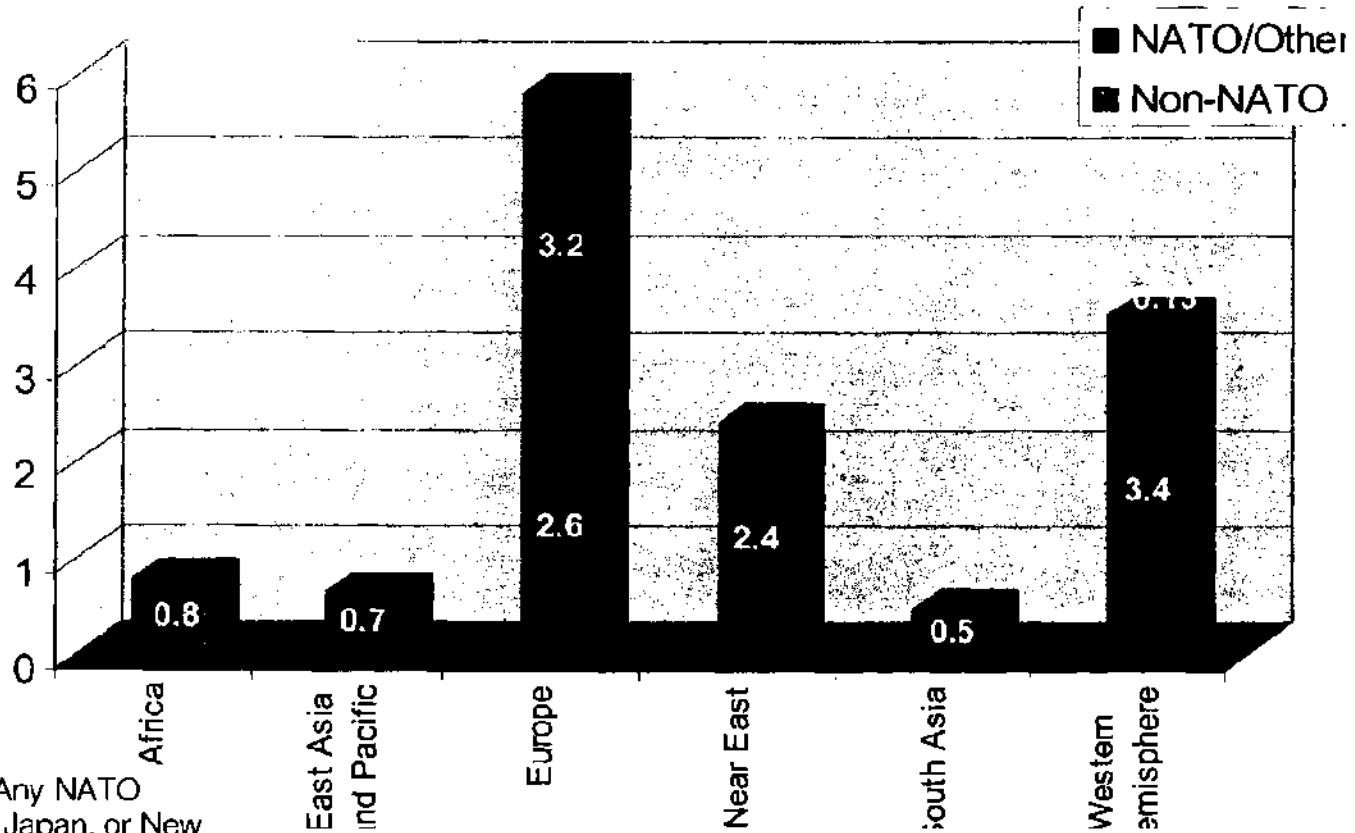
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POLICY

Education & Training of Foreign Nationals Total US Funded Participants by Region (FY05)

Total Students or Participants = 13.7 Thousand



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does not include FMS funds.

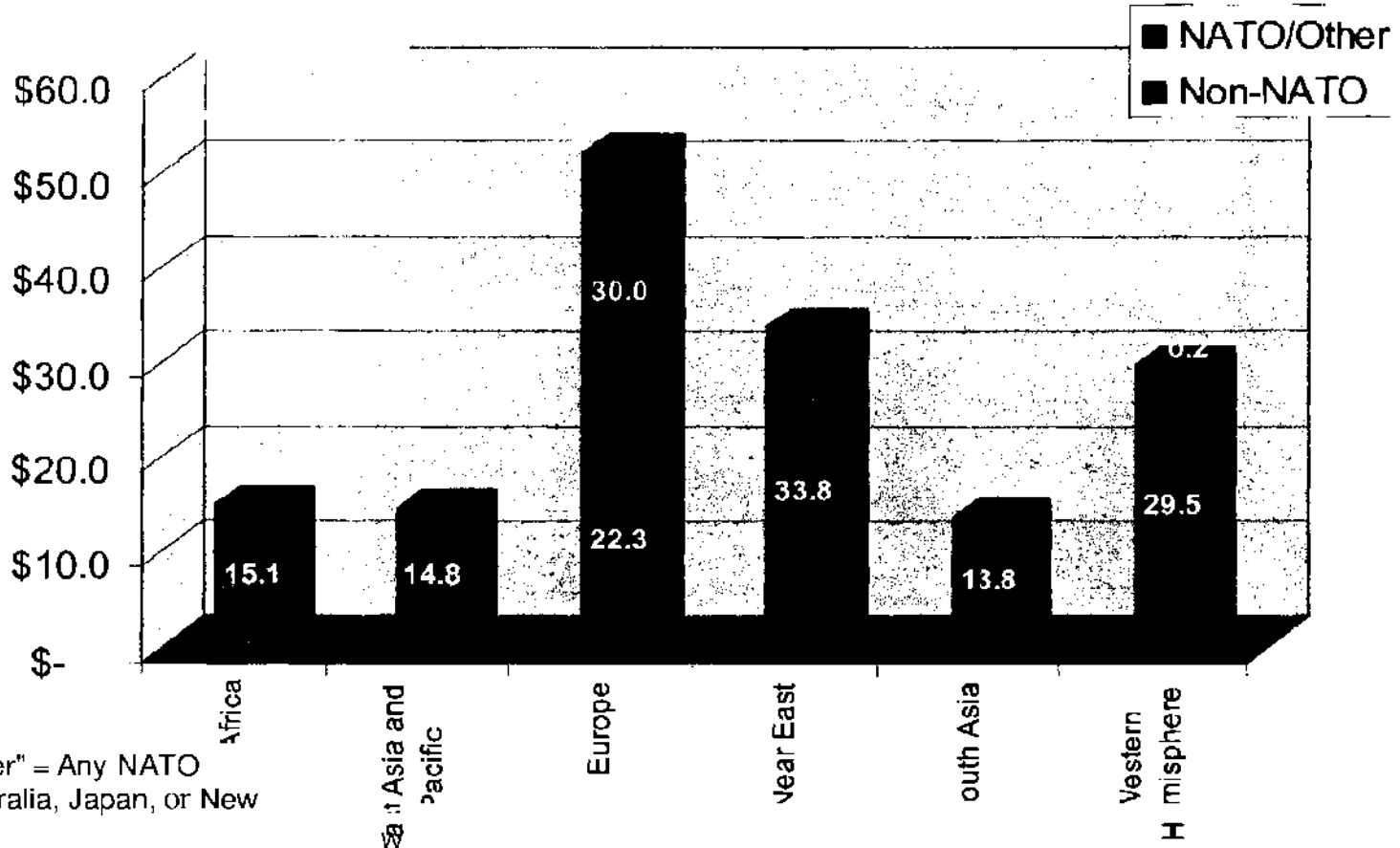
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Education & Training of Foreign Nationals Total US Expenditure by Region (FY05)

Total Expenditure = 159.4 Million USD



"NATO & Other" = Any NATO member, Australia, Japan, or New Zealand

Chart does not include FMS funds.

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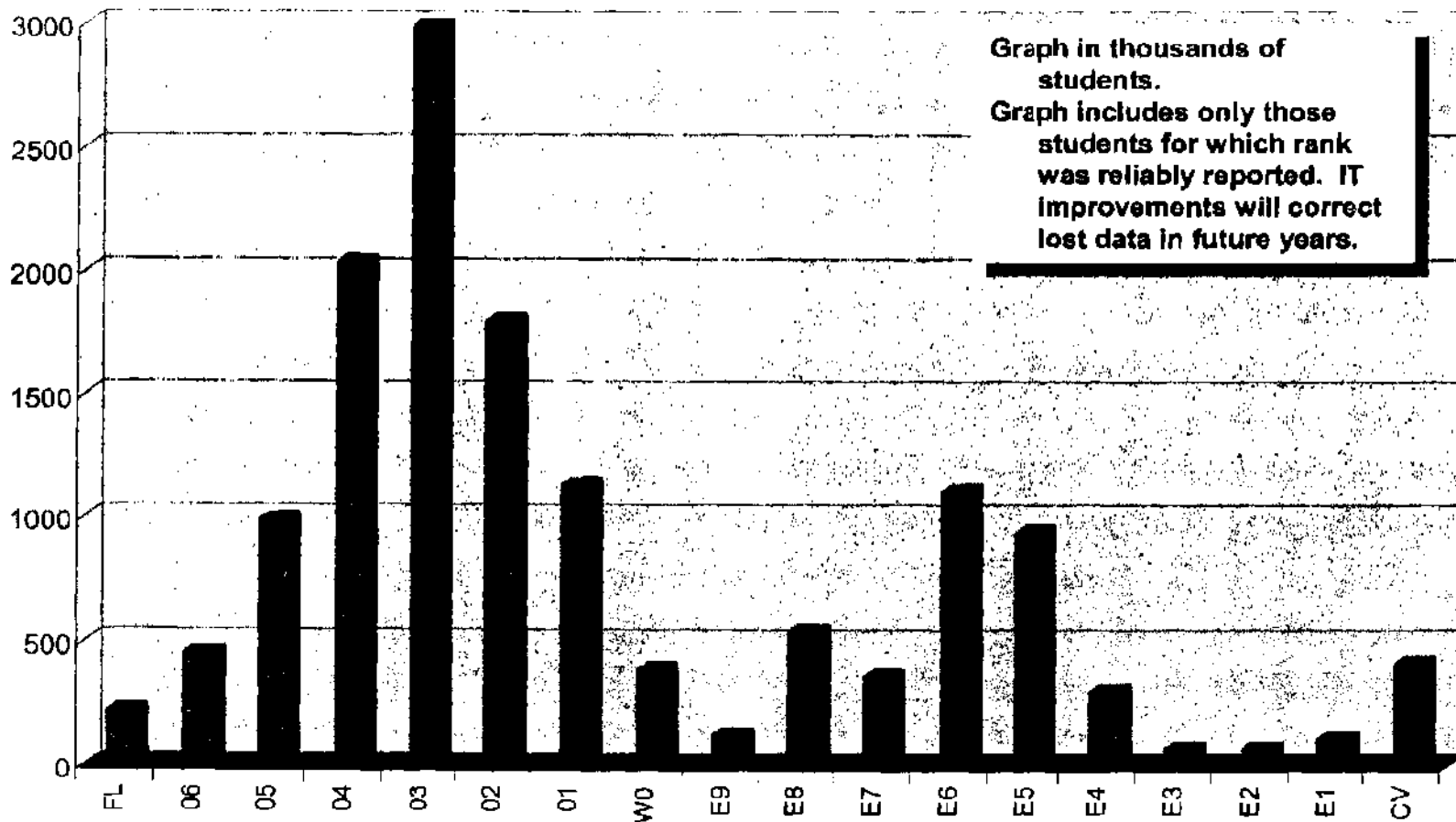
11-L-0559/OSD/55863



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS Included)

Total Students = 14.7 Thousand



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16

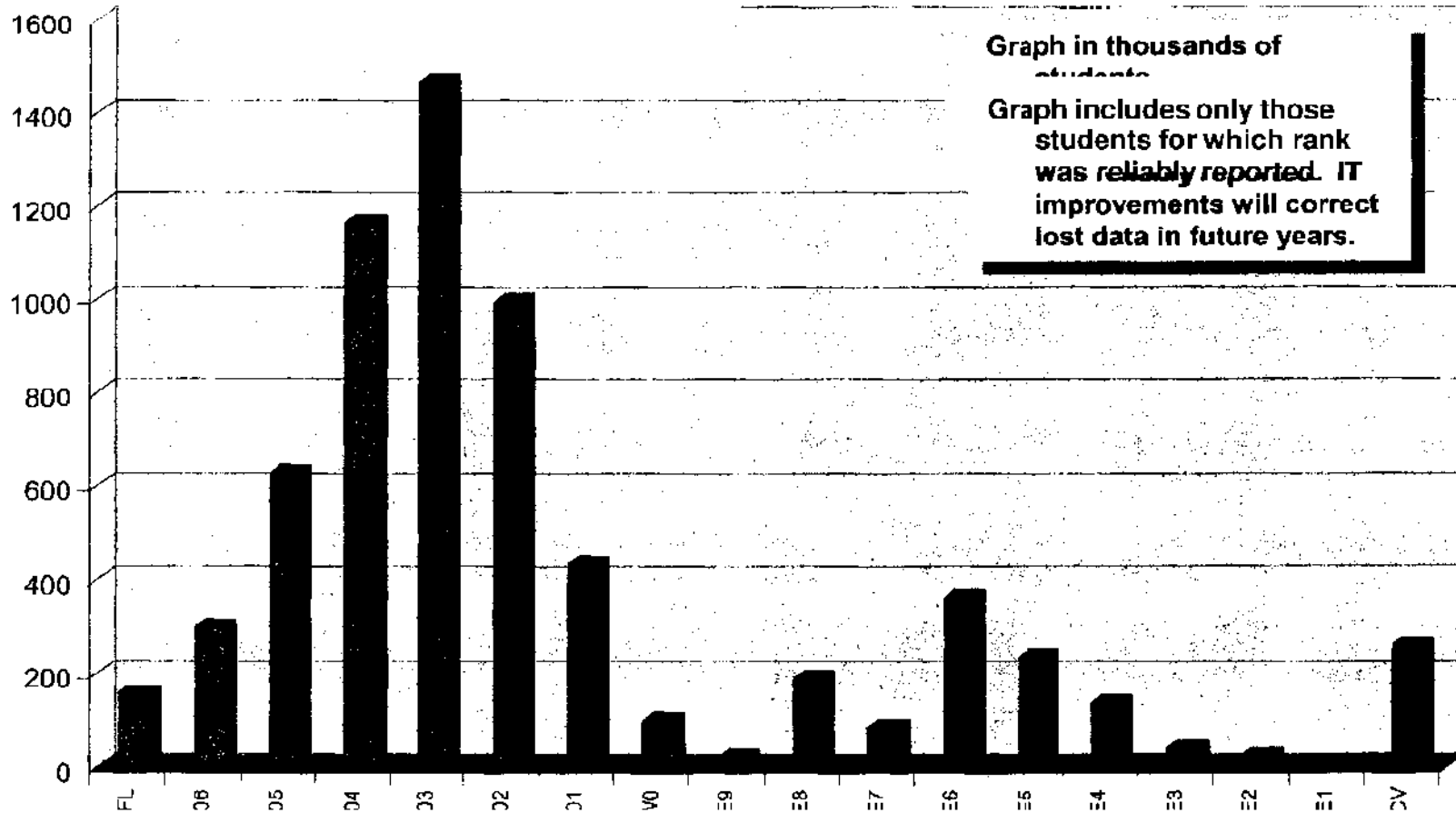
11-L-0559/OSD/55864



POLICY

Education & Training of Foreign Nationals Total Count by Rank (FY05) (FMS not included)

Total Students = 6.7 Thousand



Graph in thousands of students
 Graph includes only those students for which rank was reliably reported. IT improvements will correct lost data in future years.

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Education & Training of Foreign Nationals ***The Foreign Military Training Report***

- This briefing utilizes data collected for the 2005-06 DSCA Foreign Military Training Report; the data set is not finalized*

- Data reflects all military education/training provided to foreign military personnel by the Department of Defense and the Department of State during the previous fiscal year*

- Does not include Joint Combined Exchange Training as this is authorized by law as having its primary purpose be to train US SOF forces for US benefit*

- This presentation does not include data or analysis of FY06 estimations and does not include data on miscellaneous training expenditures (e.g., travel & living expenses, books)*



Education & Training of Foreign Nationals **Process**

- ❑ DoD cycle starts with the SecDef identifying his goals and priorities in the Security Cooperation Guidance (SCG)
- ❑ Current year funding level set by Congressional Budget Justification (CBJ) and State-led allocation; with DoD input/recommendations
- ❑ CoComs provide direction to Security Assistance Officers (SAOs) through Security Cooperation Implementation Plans (SCIP)
- ❑ SAOs work with country to identify education/training needed to meet SCG, CBJ and SCIP objectives
- ❑ CoComs conduct Training Program Management Reviews (TPMR)
 - *Country Education/Training requirements reviewed by DoD, State and COCOM for compliance with SCG, CBJ, and SCIP objectives*
 - *Approved education/training requirements submitted to MILDEPS*
- ❑ MILDEPS implement quota requirements



POLICY

Education & Training of Foreign Nationals

DSCA Program Code Descriptions

Description	Short Description
International Military Education and Training (MET)	MET
FMF (Bolivia International Narcotics Control)	FMF (Bolivia International Narcotics Control)
FMS (Saudi Arabian National Guard)	FMS (Saudi Arabian National Guard)
JCET	JCET
Aviation Leadership Program	ALP
Regional Defense Counterterrorism Fellowship Program	CTFP
DoD Regional Centers for Strategic Studies	Regional Centers
Drug Interdiction and Counter-Drug Activities, Section 1004	Section 1004
PME Exchanges	PME Exchanges
Foreign Military Sales (FMS)	FMS
Foreign Assistance Act Draw Down, Section 506	Section 506
Non-Security Assistance, Combatant Command	Non-SA, Combatant Command
Military Assistance Program (MAP)	MAP
Foreign Military Financing (FMF)	FMF
Service Academies	Service Academies
Enhanced International Peacekeeping Capabilities (EIPC)	EIPC
MET 2-Year Funding Authority (Title VI Emergency Supplemental Appropriation)	MET 2-Year
International Narcotics and Law Enforcement (INL)	INL
Department of Homeland Security/United States Coast Guard Activities	DOHS/USCG Activities
U.S. Agency for International Development (USAID)	USAID
African Contingency Operations Training and Assistance	ACOTA
Miscellaneous, DOD/DOS Non-Security Assistance	Misc DOD/DOS Non-SA
MET Multi-year	MET Multi-Year
Exchange Training	Exchange Training
Credit (Repayable)	Credit

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11-L-0559/OSD/55868

~~FOUO~~

3:22

December 19, 2005

TO: Gordon England
CC: Gen Pete Pace
Michael Wynne
Gen Mike Moseley
FROM: Donald Rumsfeld *DR.*
SUBJECT: Civilianizing Air Force GPS Activities

I like the idea of civilianizing the Air Force GPS activities where they train young military persons and rotate them in two years. We should look at using civilians to get greater stability.

Thanks.

DRR
12/19/05

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

~~FOUO~~

OSD 02452-06

11-L-0559/OSD/55869



SECRETARY OF THE AIR FORCE
WASHINGTON

INFO MEMO

32

FEB 13 2006

FOR: DEPUTY SECRETARY OF DEFENSE

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

SUBJECT: Civilianizing Global Positioning System (GPS) Operations

- Defense Science Board recommended adding civilian positions to GPS operation activities in their October 2005 "Future of GPS" report.
- Civilians/contractors constitute nearly 50% of GPS operations today.
- Operations: 395 personnel total; 42% contractor, 34% active duty, 18% reserve, 6% government civilian.
- Air Force will continue to utilize a mix of military, civilian and contractor expertise to maintain stable and effective GPS operations to meet worldwide military and civilian needs.

COORDINATION: None

Attachments:

1. AFSPC "Civilianizing GPS Operations" Point Paper
2. AFSPC "Civilianizing GPS Operations" Brief

Prepared by: MAJOR BRAIN J. HAUG, AF/A3SSO, DSN (b)(6)

11-L-0559/OSD/55870

OSD 02452-06

~~FOUO~~

12:22

December 19, 2005

TO: Gordon England
CC: Gen Pete Pace
Michael Wynne
Gen Mike Moseley
FROM: Donald Rumsfeld *DR.*
SUBJECT: Civilianizing Air Force GPS Activities

I like the idea of civilianizing the Air Force GPS activities where they train young military persons and rotate them in two years. We should look at using civilians to get greater stability.

Thanks.

DMR:ds
12/19/05-04

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

~~FOUO~~

08D 02452-06

11-L-0559/OSD/55871

POINT PAPER
ON
CIVILIANIZING GPS OPERATIONS

PURPOSE. To provide AFSPC position on SecDef 19Dec 05 snowflake on civilianizing GPS operations

BACKGROUND:

- Oct 05 DSB Report addressing "The Future of the GPS"
 - AF personnel *"to provide guidance and direction to satellite operations"*
 - *"As a means of mitigating disruptions caused by personnel turnover and to provide an experienced cadre of GPS operators, selectively integrate contractor technical personnel into positions involving direct satellite system monitoring and execution of commands"*
- 19Dec 05 SecDef Memo, "Civilianizing Air Force GPS Activities"
 - *"I like the idea of civilianizing the Air Force GPS activities where they train young military persons and rotate them in two years. We should look at using civilians to get greater stability."*

DISCUSSION:

- AF concurs—civilians/contractors constitute nearly 50% of GPS operations today -- and, the percentage will grow in the future
- Current GPS personnel picture - 20 years of highly integrated military-government-contractor operations
 - Operations: 395 personnel total
 - 42% contractor, 34% active duty, 18% reserve, 6% gov't civilian
 - Early orbit ops, day-to-day ops, anomaly resolution, sustainment, modernization, disposal
 - Acquisition: 527 personnel total
 - 61% contractor, 25% active duty, 14% gov't civilian, 0% reserve
 - Ground, space, user equipment, test & development, engineering, sustainment, contracting, modernization
 - As we evolve GPS (satellite and ground system upgrades), significant implications for manpower and personnel mix
 - Increased automation with machine-to-machine interfaces
 - Reduced sat C2 manpower requirements
 - Integrate enhanced NAVWAR capabilities (an inherently military function to protect navigation for our military use and deny adversaries the same)
- Guiding Principles

- Air Force has Title 10 responsibilities for providing means to control and exploit the medium of space
- GPS is a critical element of our national infrastructure—it is imperative that DoD & USAF continue to protect GPS systems and services
- Certain roles, functions, and skills within GPS are inherently military
 - Mission control, system protection, and anomaly resolution
 - Preparing and executing military plans, delivering effects to the warfighter, and denying them to adversaries
- Air Force must develop a cadre of space professionals who can plan and execute space power at the tactical and operational levels of war
- Conclusion
 - Air Force concurs with the value and contributions of civilians in operations and direct operations support
 - AFSPC heavily employs civil servants, contractors, reserve, and guard units to enhance stability, continuity, and technical expertise
 - There is room for growth, keeping in mind inherently military functions & the need for space professional development
 - Funding for civilians conducting operations must be treated as “flight hours” to successfully continue on this path
 - USAF and AFSPC are comprehensively improving GPS development, operations and sustainment

Unclassified - ~~For Official Use~~



*Civilianizing Global
Operations:*

A Response to CSAF'S

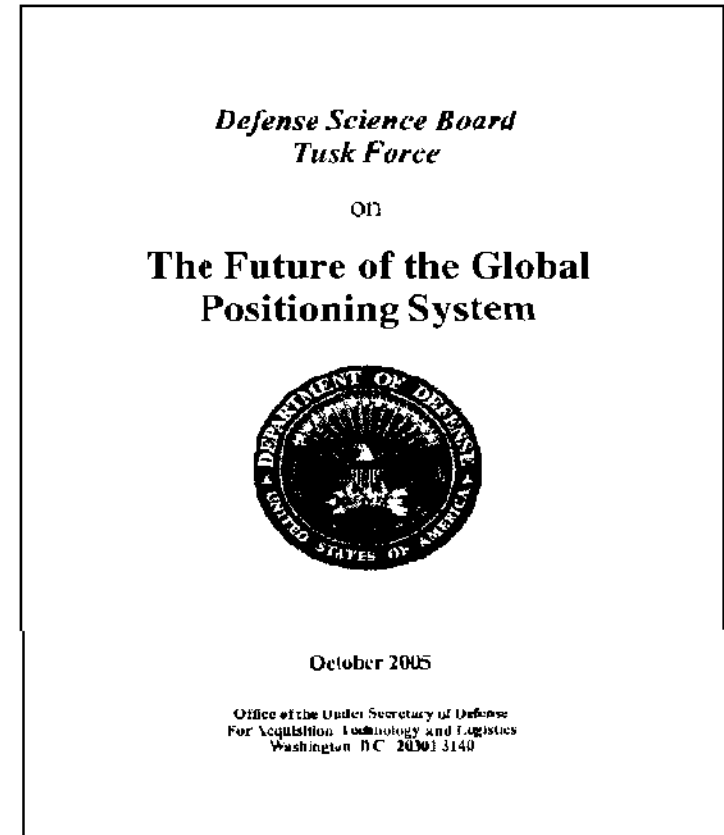
**Lt Gen Frank G. K
Vice Commander,**

11-L-0559/OSD/55874



DSB Report, Oct 05

- **DSB GPS** task force made 69 recommendations to comprehensively improve **GPS**
 - Improve availability and accuracy of satellite constellation
 - Improve functionality & accelerate **GPS** control segment upgrade
 - Accelerate anti-jam capability of **GPS** military user equipment
 - Improve anti-jam performance in applications
 - Improve organization and governance
- Air Force is already implementing 43 of the recommendations and is assessing





DSB Report, Oct 05 (continued)

- **Additionally, report recommended**
 - **AF personnel “to provide guidance and direction to satellite operations”**
 - **“As a means of mitigating disruptions caused by personnel turnover and to provide an experienced cadre of GPS operators, selectively integrate contractor technical personnel into positions involving direct satellite system monitoring and execution of commands”**

*Defense Science Board
Task Force*

on

**The Future of the Global
Positioning System**



October 2005

Office of the Under Secretary of Defense
For Acquisition, Technology, and Logistics
Washington, D.C. 20301-3140



SECDEF Memo, 19 Dec 05

- **"I like the idea of civilianizing the Air Force GPS activities where they train young military persons and rotate them in two years. We should look at using civilians to get greater stability."**

FOUO

December 19, 2005

TO: Gordon England

CC: Gen Pete Pace
Michael Wynne
Gen Mike Moseley

FROM: Donald Rumsfeld *DR*

SUBJECT: Civilianizing Air Force GPS Activities

I like the idea of civilianizing the Air Force GPS activities where they train young military persons and rotate them in two years. We should look at using civilians to get greater stability.

Thanks.

DRR:ah
121905-34

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

11-L-0559/OSD/55877



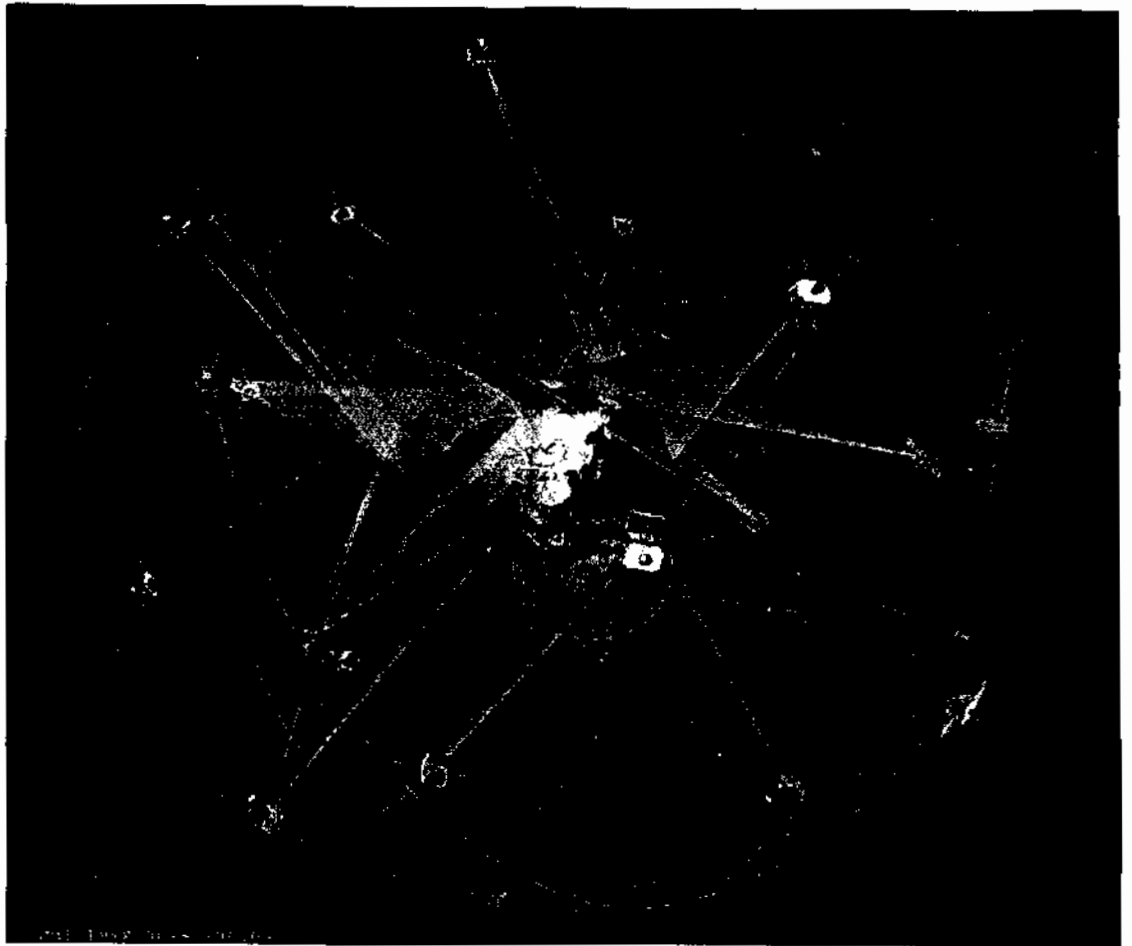
GPS Civil and Military Capabilities



11-L-0559/OSD/55878



GPS Constellation



11-L-0559/OSD/55879

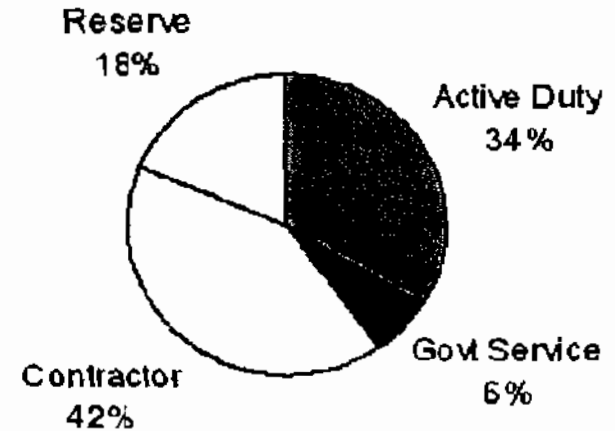


Today's GPS Operations

Operations Functions

- Launch & Checkout
- Satellite C2
- PMT Mission Management
- User Interface
- Anomaly Resolution

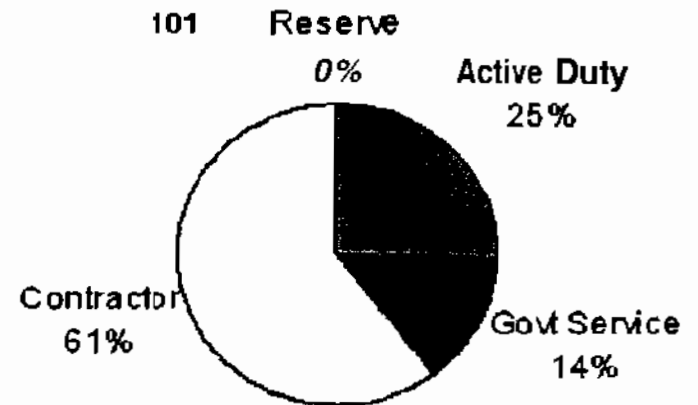
Total: 395



Acquisition Functions

- Ground, Space, User
- Engineering
- Integration & Test
- Sustain
- Contracting

Total: 527





Current GPS Operations

8 x 5 Ops Support Network (touchable 24 x 7) (100+ civilians)

Deep Subsystem Analysts
(Payload, Bus, NDS)
Ground system analysts

Engineers
Computer operators/programmers
Communication Technicians

Mathematicians
Space Ops Trainers/Evaluators
System Administrators

24 x 7 Ops Support Network (20+ civilians)

IIA on-orbit support experts
IIR on-orbit support experts
System Administrators
Computer h/w, s/w experts
Communication Experts

Remote Site Technicians

- Provide:
- On-orbit support
 - Trending analysis
 - Subsystem analysis
 - Remote site maintenance
 - Computer sys maintenance
 - GPS user impact analysis
 - Anomaly impact analysis
 - Satellite eng expertise
 - Advice to crew and senior decision makers

Provide:

- GPS user impact analysis
- Anomaly resolution
- Advice to crew and senior decision makers
- System administration
- Mission risk management
- Engineering/technical assistance
- Satellite performance trending
- HNV & S/W testing & integration
- Risk mitigation analysis
- Ground system modification/restoration
- Satellite system upgrade:
- Anomaly impact prediction and analysis
- Kalman filter maintenance
- Tactics development
- Constellation mgmt
- On-orbit maintenance planning/execution

7- person military ops crews

(3 officers, 4 enlisted)

Crew CC Crew Chief
GSO PSO
SVO SSO x 2

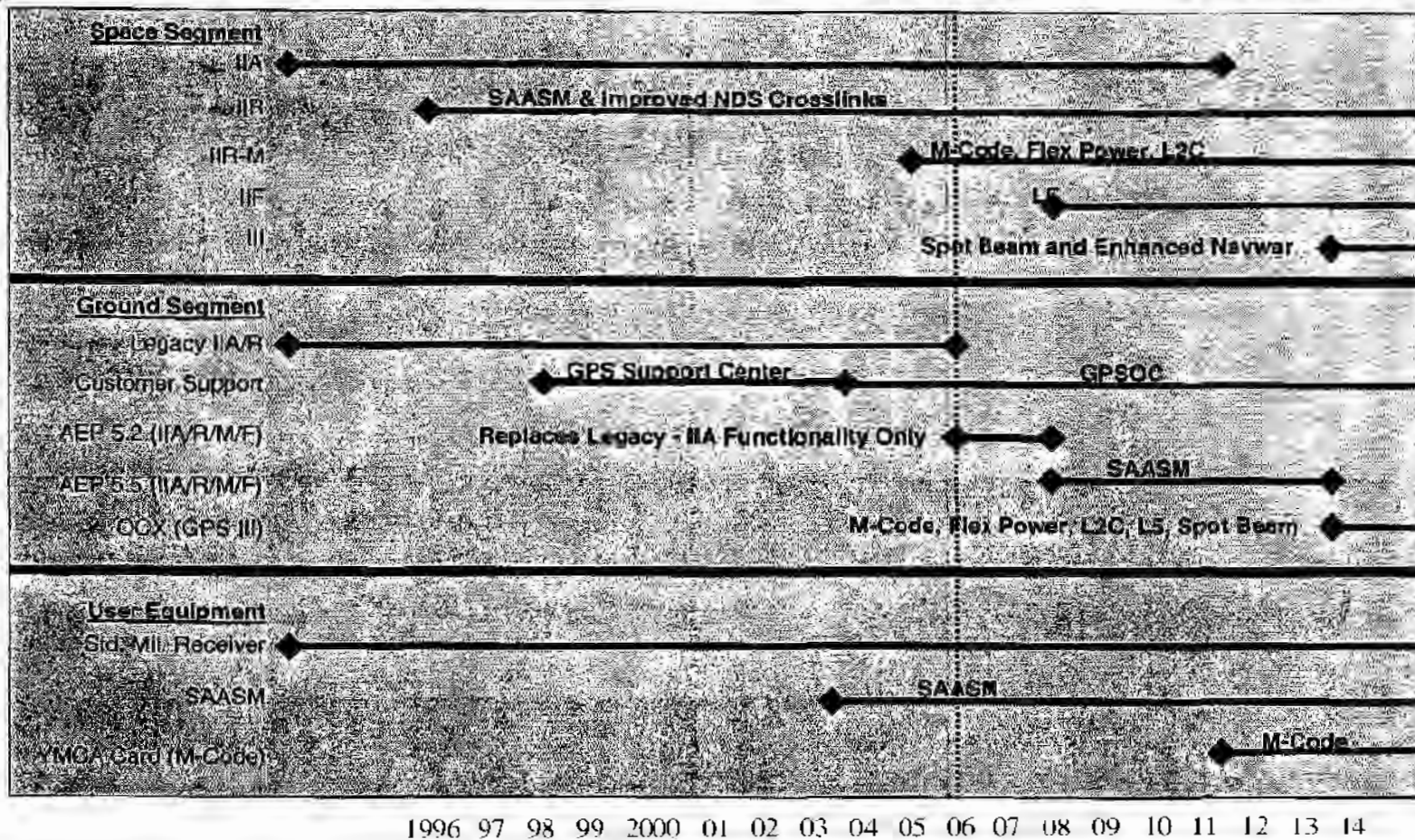
- Operational reporting
- Constellation health/sustainment/perf
- Ground equipment monitoring

Military on-call
3 Satellite Analysts

Military Management (4 Flt CCs)
Engineering, Maintenance, Tactics and Procedures



Integrated GPS Synchronized Schedule (7 Jan 06)





Future GPS Operations Transition from Satellite Ops to Mission/Service Focus

- **Space Segment**
 - **Increased power / security / accuracy / availability, controlled integrity and system survivability for military and civil users**
- **Ground Segment**
 - **Increased automation, improved monitoring, and responsive PNT service tailoring**
 - **Reduce required Satellite C2 manpower**
 - **Focus military on mission control responsibilities—public safety/accountability, military operations and mission/system security**
 - **Increased PNT support to military and civil users**



Guiding Principles

- Air Force has Title 10 responsibilities for providing means to control and exploit the medium of space
- GPS is a critical element of our national infrastructure — it is imperative that DoD & USAF continue to provide and protect GPS systems and services
- Certain roles, functions, and skills within GPS are core government responsibilities
 - Mission control and system protection
 - Preparing and executing military plans, delivering effects to the warfighter, and denying them to adversaries
- Air Force must develop a cadre of space professionals who can plan and execute space power at the tactical and operational levels of war
 - Use integrated team of military, civilian and contractors, employing unique skills and responsibilities



Conclusion

- **Civilians/contractors** have played a major role in GPS for over 20 years in operations and direct operations support
- AFSPC heavily employs civil servants, contractors, reserve, and guard units to enhance stability, continuity, and technical expertise
- Will pursue greater **civilian/contractor** role in AF space operations, but must fulfill inherently **military roles/functions** & the need for space professional development
- Funding for civilians and contractors conducting operations must be treated as “flight hours” to successfully continue on this path
- Air Force has been a good steward for development, operations and sustainment of GPS and is actively pursuing continuous and comprehensive improvement **of** the GPS system and services



Way

- Continue to implement the DSB recommendations

11-L-0559/OSD/55886



Backups



11-L-0559/OSD/55887



Enablers

- **Special contract authority (e.g. NRO-like)**
- **Special manpower and personal authorities (short-term policy and procedure expectations)**
- **Treat space operations (O&M) hours like flying hours**
- **If required, relief from A-76 (in support of force mix changes)**



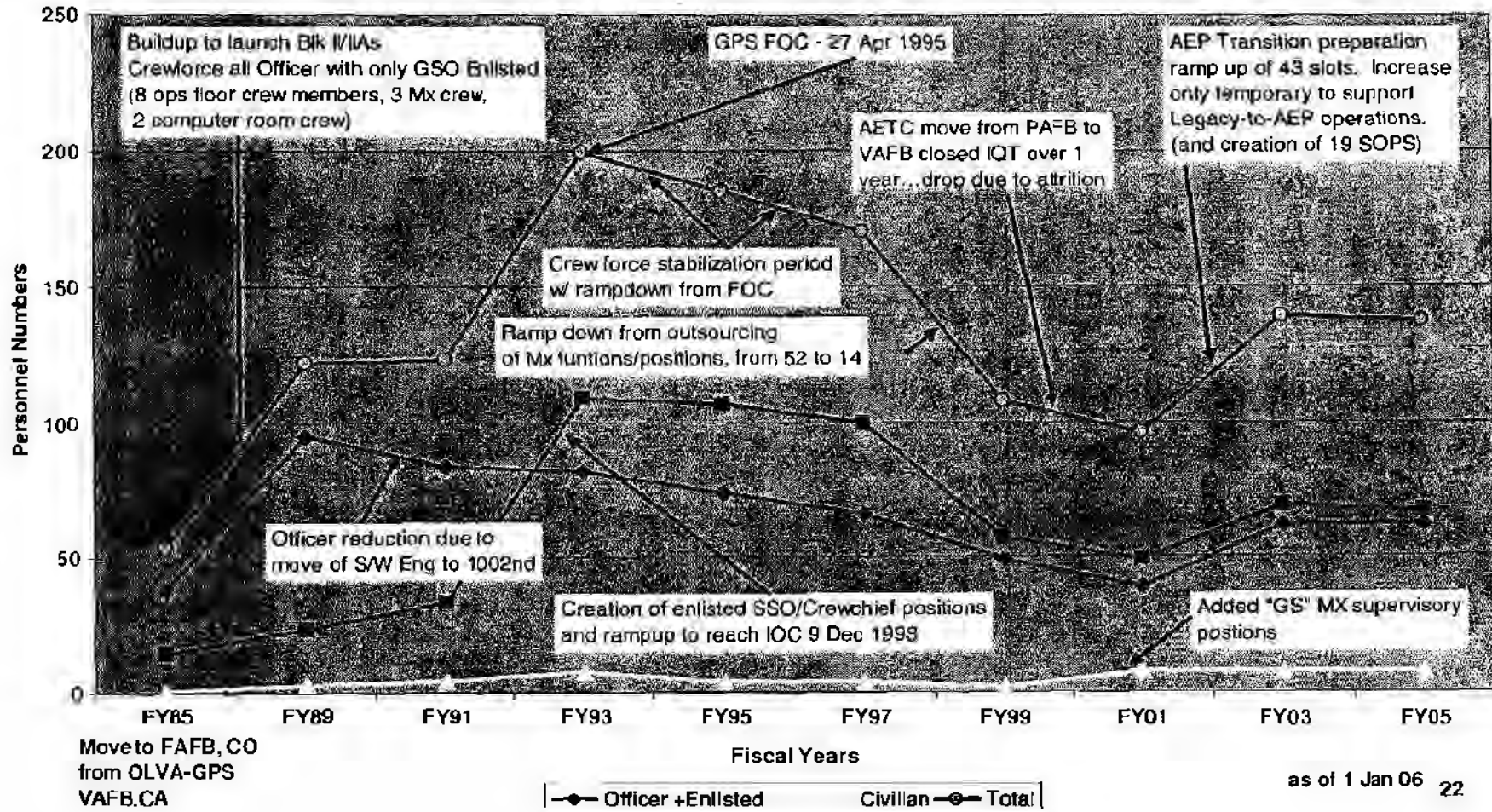
Questions from Gen Moseley

- How many AFSPACE people do we have involved in all GPS ops (launch, ops, tweaking, et al)?
- How many are mil and how many are civilian?
- **Is** there an advantage to move more civilians into the GPS world?
- If so, how would you structure it?
- **Is** there a benefit from completely handing this over to civilians?
- If so, is there a time that would be better



2 SOPS Manning History

2 SCS / 2 SOPS Manning History





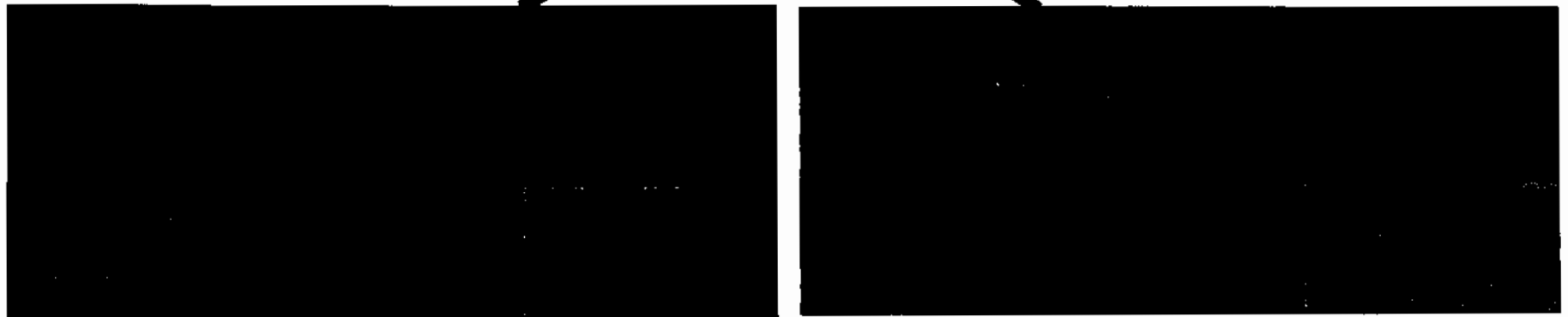
Space Professional Development

- **Foundation: Three-level Certification program based on experience, education and training**
- **Space Professional Experience Codes track individual credentials and billet requirements—allows match of individual skills to job needs**
- **Career-long education realized via Space 100, 200, 300, continuing education and academic certificates**
- **Goal: Credentialed Space Professionals effectively delivering space capabilities for joint warfighting**



Provide Experience - Education and Training

*Space Professional,
Knowledgeable in the
Domain of Space*

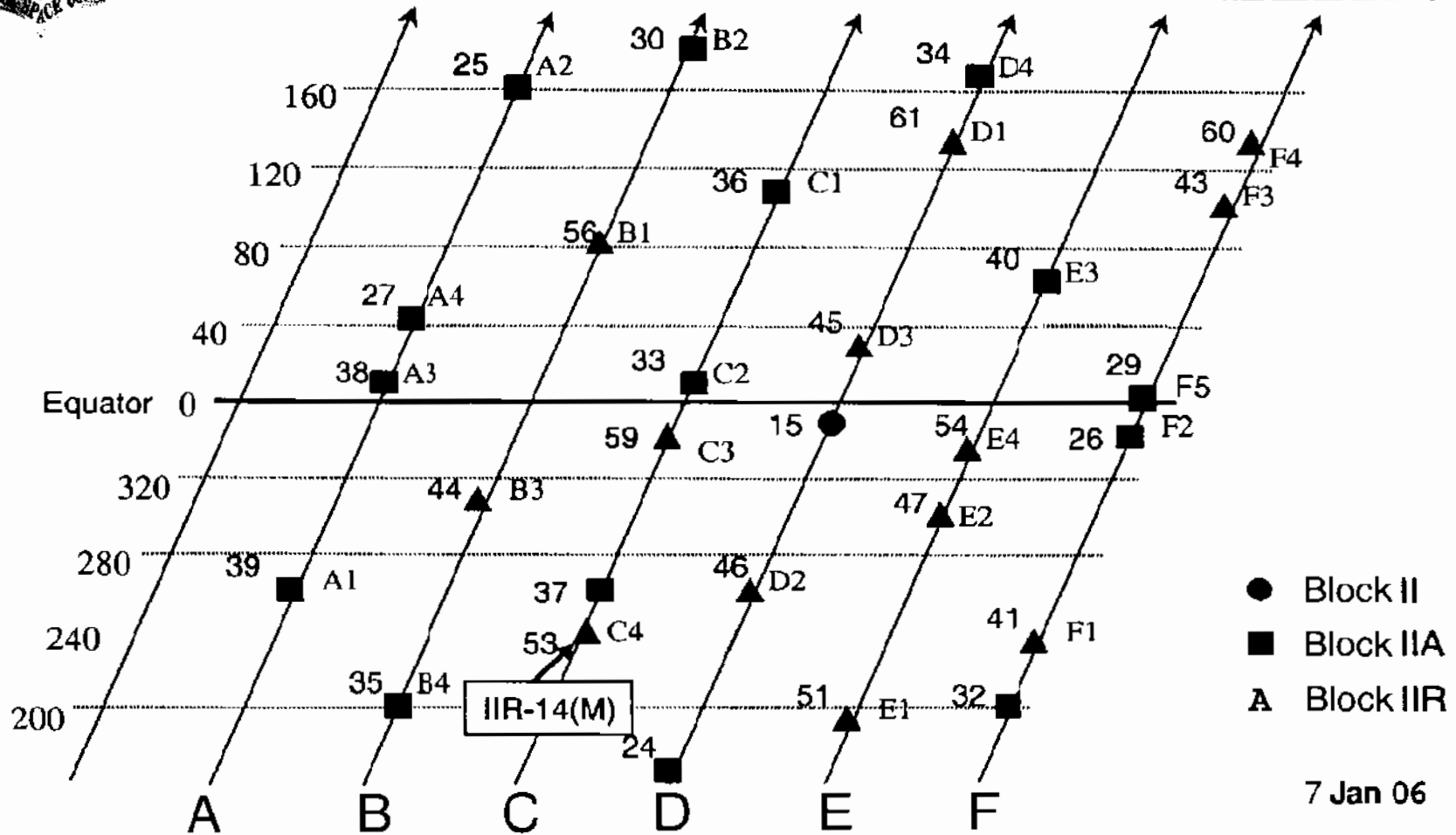


Year 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20





GPS Constellation



2/16
1227
2/1
1902



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

DATE TIME
9:42

ACTION MEMO

FEB 14 2006

720

FOR SECRETARY OF DEFENSE

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

For Stephen L. Jones

SUBJECT: Stem Cell Research

- **On January 12**, a high school mate of yours, Ms. Patricia Buehler, wrote you indicating that stem cell research was important and could improve the health of combat casualties and others (TAB B). She forwarded a CD with slides from a briefing that impressed her given by a Northwestern University researcher. She asked that you call or e-mail her and let her **know** your thoughts.
- Your reply (TAB C) thanked her for the material and indicated that you would have me take a **look** at it.
- The Department is extensively involved in stem cell research within provisions of presidential, congressional, and DoD direction.
- The letter at TAB A notes DoD participation in stem cell research.

RECOMMENDATION That the Secretary of Defense sign the letter at TAB A.

COORDINATION: USD (P&R) *Approved, Chm 15 Feb 06*

Attachments:
As stated

Prepared by: Dr. Cirone, FHP/R, (b)(6) DOCS Open 99472,100734,100737

14 Feb 06

24 Jan 06

508 2/16

MA SD		SMA DSD	
TSA SD		SA DSD	
EXEC SEC	2/16	120	
ESR MA	2/16	107	

OSD 02473-06

11-L-0559/OSD/55894



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

Ms. Patricia H. Buehler

(b)(6)

Dear Pat,

I hope you are enjoying your time in Florida.

You asked for my thoughts regarding stem cell research. We in the Department of Defense fully recognize the exceptional potential of such research to the health of our warfighters, our other beneficiaries, and the general population.

We have a substantial and focused research effort addressing many aspects of the stem cell promise. Dr. Bill Winkenwerder, Assistant Secretary of Defense for Health Affairs, tells me we conduct or sponsor stem cell protocols related to ~~our~~ Breast and Prostate Cancer Research Programs and some of the core research programs sponsored by the U.S. Army Medical Research and Materiel Command.

Thank you, Pat, for your interest in Department of Defense medicine.



11-L-0559/OSD/55895



THE SECRETARY OF DEFENSE
WASHINGTON

Ms. Patricia H. Buchler

(b)(6)

Dear Pat,

Thanks so much for your note and the material. I will have Dr. Bill Winkenwerder here at the Pentagon take a look at it.

I appreciate your thoughtfulness.

With my best wishes for the New Year,

Sincerely,

Office of the Secretary of Defense

COL KACHTEL,

SIC, THE TSA REQUESTED
THAT THIS BE REVISED TO BE
AN INFO MEMO TO THE SD —
NO RESPONSE FROM THE SD TO
THE H.S. NOTE UNLESS DE
WHOMEVER WOULD LIKE TO RESPOND
HIMSELF. THE INFO MEMO SHOULD
ENCAPSULATE SD'S INVOLVEMENT IN
THIS RESEARCH. VC, LTC FOWLER

~~FOUO~~

January 24, 2006
2006 FEB 16 AM 9:42

7200

TO: Bill Winkenwerder

CC: David Chu

FROM: Donald Rumsfeld 

SUBJECT: Letter from Patricia Buehler and Stem Cell Research Info

Attached is some material I received from a person who went to high school with me.

Do you have any thoughts?

Thanks.

Attach: 1/12/06 Letter and CD from P. Buehler to SecDef, *SECDEF NOTE TO BUEHLER*

DHR:ss
012406-07

.....

Please Respond By 02/28/06

24 JAN 06

~~FOUO~~

OSD 02473-06

11-L-0559/OSD/55898

90841.472

Mrs. A.C. Buehler, Jr.

(b)(6)

January 12, 2006

Dear Don,

I recently heard a presentation by Dr. Kessler at Northwestern about stem cell research. He is the preeminent researcher in that field. I am convinced that the future of stem cell research is essential to our country, and that the United States must be a leader in the field.

As we send our troops into Iraq and Afghanistan etc to fight for our country, we owe them the best treatment we can give to replace war damaged limbs, eyes and minds. Stem cell research will help advance these treatments. This same research will help find the cure for life threatening conditions such as diabetes that affect our families in the U.S. Despite reports to the contrary, none of this research is done on aborted fetuses.

I am sending you the power point presentation Dr. Kessler presented, as I was very impressed by it. I compare his research to Galileo's. You might want Joyce to watch it with you; the subject was presented to our discussion group twice (not by Dr Kessler)

Please call or email me to let me know your thoughts on this.

I have moved. My new address is (b)(6) and phone number is (b)(6). I will be in (b)(6) January 16 - June 7. The address there is (b)(6) the phone is (b)(6)

I hope the New Year finds you well, and I look forward to hearing from you soon.

Sincerely,

Pat

Patricia H. Buehler

~~FOUO~~

February 07, 2006

TO: Robert Wilkie
cc: Robert Rangel
FROM: Donald Rumsfeld
SUBJECT: Schoomaker to Governors' Conference

Please think through whether Pete Schoomaker *ought* to go to the Governors' Conference with me and speak before or after me.

Thanks.

DHR.bp
020406-22

.....
Please Respond By February 16, 2006

~~FOUO~~

OSD 02551-06

11-L-0559/OSD/55900



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

UNCLASSIFIED

INFO MEMO

OFFICE OF THE
SECRETARY OF DEFENSE

2006 FEB 17 AM 6:42

February 16, 2006 2:30 PM

FOR SECRETARY OF DEFENSE

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

Robert L Wilkie

SUBJECT: Snowflake Response -- General Schoomaker's participation at NGA Winter Meeting

- You asked us to think through whether General Schoomaker ought to go to the Governors' Conference with you and whether he should speak before or after you.
- I recommend that General Schoomaker not address the NGA prior to your remarks. Rather, I recommend that we work with the NGA to extend an invitation for General Schoomaker to address a later session as a follow up to your remarks.
 - o As Commanders of their Guard units, they need to feel a part of the process and you should use the opportunity to have a frank, candid discussion. We should do everything possible to avoid the appearance of a press conference or hearing setting.
 - o This is the ideal setting to talk about the past GovDels and personally invite the remaining governors to travel to Iraq and Afghanistan. You will be seated at the head table with Governors Mike Huckabee (R-AR) and Janet Napolitano (D-AZ).
- Finally, we recommend that Generals Pace and Schoomaker be invited to attend the lunch and be available, if needed, during the Q & A session.

Attachment:
Snowflake#020406-22

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

11-L-0559/OSD/55901

OSD 02551-06

~~FOUO~~

February 07, 2006

TO: Robert Wilkie
CC: Robert Rangel
FROM: Donald Rumsfeld
SUBJECT: Schoomaker to Governors' Conference

Please think through whether Pete Schoomaker ought to go to the Governors' Conference with me and speak before or after me.

Thanks.

DHR.bp
020406-22

.....
Please Respond By February 16, 2006

~~FOUO~~

11-L-0559/OSD/55902

~~FOUO~~

February 07, 2006

TO: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Governor Visits to Iraq

What do you propose to do to expand the number of Governors getting over to Iraq?

Thanks.

Attach: 2/1/06 ASD (LA) memo to SecDef


DHL
020706-07

.....
Please Respond By March 1., 2006

~~FOUO~~

OSD 02552-06

11-L-0559/OSD/55903

2/2
J200



LEGISLATIVE
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

no
2/7/06

UNCLASSIFIED

SPC
ZPC 001 - 1 000

INFO MEMO

February, 01, 2006, 11:00 AM

FOR: SECRETARY OF DEFENSE

RR
2/6

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

SUBJECT Governor's Delegation to Iraq and Afghanistan January 22nd - 29th, 2006

Governors Doyle (D-WI), Freudenthal (D-WY), Huckabee (R-AR), and Perry (R-TX) traveled to Kuwait, Iraq, Pakistan, Afghanistan and the NAM Mission in Brussels. The schedule allowed them to meet with members of their National Guard and troops from their home states, as well as, seeing the relief effort in Pakistan and discussing the current and future role of NATO.

All four Governors shared the following points:

- The Governors advise caution when discussing withdrawal from Iraq. They worry that DoD will oversell troop reductions in the coming year. They suggested that we focus on the changing role of US forces, but not withdrawal.
- They want you to be aware that they are very skeptical of the National Guard plan, and look forward to discussing it with you in the future.
- All four commented on the high level of morale and the well-defined purpose of mission that the troops displayed.
- They all agreed and strongly recommend that all the Governors travel to Iraq and Afghanistan to see that the results have been worth the effort of our National Guardsmen and women.
- *Iraqi Self Reliance* by the end of 2006 was a topic of many briefings. It was suggested that when discussing this we emphasize that *Iraqi Self Reliance* does not mean that all troops will be coming home by the end of the year.

SPB 2/2

MA SD	2/6	SMA DSD	
TSA SD	2/2/3	SA DSD	
EXEC SEC	1/7/2	OS	2/6/07
EDRAM	1/15/2/06	0702	

Prepared by: Dan Wilmot, OASD (LA) (b)(6)

OSD 01666-06

FOUO

February 27, 2006

333

TO: GEN John Abizaid

CC: Gen Pete Pace
GEN George Casey
LTG Karl Eikenberry
Robert Wilkie

FROM: Donald Rumsfeld



SUBJECT: Governors' Visits to Iraq and Afghanistan

We are offering state Governors an opportunity to visit Iraq and/or Afghanistan this year.

Governor visits conducted thus far have been quite successful. I know these delegations place a burden on theater and airlift forces, but they are important.

There are many favorable things happening in Iraq and Afghanistan that the American people won't see by watching or reading the media. There is a positive message out there for the families and the public. Governors are in a Unique position to help portray a more accurate picture of the situation on the ground.

I ask for your help in providing continued support to these Governor delegations.

Thanks.

DHR.gt
022206-19

27 Feb 06

OSD 02552-06



6/12/2006 4:31:14 PM

7 Feb 06

FOUO

11-L-0559/OSD/55905



THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300
UNCLASSIFIED

OFFICE OF THE
SECRETARY OF DEFENSE

INFO MEMO

2006 FEB 17 AM 6:47

February 16, 2006 3:30 PM

FOR SECRETARY OF DEFENSE

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

SUBJECT: Snowflake Response -- Expanding Governors visits to Iraq

To achieve your objective of having all Governors visit Iraq and Afghanistan this year, I will pursue the following course of action:

- Long Term Schedule: My office will lay out a long term schedule from March - July, working around the congressional recess schedule to avoid visit overload and provide more planning time to people in the AOR.
- Military Aircraft: Use of military aircraft provides a more flexible platform for scheduling purposes and facilitates the Governors need to remain in constant communication with their states. We will continue to pursue use of aircraft in addition to the 89th Airlift Wing's assets to expand our capabilities (for example a KC-10 with VIP Package, a C-17 with Silver Bullet, or other in-theatre assets).
- Two a Month: We want to avoid any conflict with the upcoming mid-term elections and the August recess. Thus, we will target a completion date of July 2006. We may, at times, plan two trips a month vice the current one. If needed, we can complete the remaining travel after the election cycle.
- Personal Interest/Invite: You should send a snowflake to CENTCOM emphasizing the importance of these missions and your personal interest in the success of the GovDels.
- Invitation to Governors: You should mention the successful past trips during your speech at the NGA Winter meeting and personally invite all the Governors to travel to Iraq and Afghanistan.

Attachments:

Snowflake #020706-07

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

11-L-0559/OSD/55906

OSD 02552-06

~~FOUO~~

February 07, 2006

TO: Robert Wilkie
FROM: Donald Rumsfeld *DR*
SUBJECT: Governor Visits to Iraq

What do you propose to do to expand the number of Governors getting over to Iraq?

Thanks.

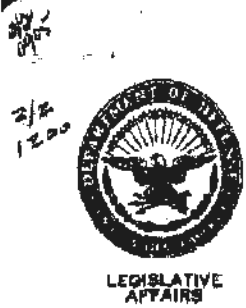
Attach: 2/1/06 ASD (IA) memo to SecDef


DHS
020706-07

.....
Please Respond By March 1, 2006

~~FOUO~~

11-L-0559/OSD/55907



THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1300

AP
2/2
1200

AP
2/2
1200

UNCLASSIFIED

INFOMEMO

February, 01, 2006, 11:00 AM

FOR: SECRETARY OF DEFENSE

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

Robert

SUBJECT Governor's Delegation to Iraq and Afghanistan January 22nd - 29th, 2006

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SPC 2/2

MA SD	2/2	SMA DSD	
TSA SD	2/2	SA DSD	
EXEC SEC	1/7/2	CBSS	2/6/07
ISR MA	1/25/2006	2/2/2	

Prepared by: Dan Wilmot, OASD (LA) (b)(6)

OSD 01666-06

FEB 13 2006
I-06/001057
ES-5225

TO Steve Bucci

CC: Peter Rodman
Eric Edelman

FROM: Donald Rumsfeld

SUBJECT Meeting with Sergey Ivanov 2/10/06 re: Bilateral Defense Meetings
and Briefings I Need

1. When the U.S.-Russia Bilateral Defense Consultative Meetings are held and General Mazurkevich comes to meet with Rodman, I ought to see him at the Pentagon.
2. I need to get briefed on our basing plans in Eastern Europe and on our missile defense plans in that part of the world. I am going to want Peter Rodman to lay all that out for his counterpart from Russia

DHR:ad
021006-1(TS) Doc

* * ~*

.....
Please respond by February 28, 2006

TWO

1-15 0711

OSD 02581-06