

## Features of Thrift Savings Plan for Uniformed Services

- TSP is a voluntary deferred compensation plan for retirement savings.
- TSP accounts are treated like 401(k) plans for tax purposes.
  - Participant contributions are pre-tax dollars, reducing the taxable gross income of the participant for the tax year of contribution.
  - Contributions and earnings grow tax free while in the TSP.
  - Contributions made while serving in a combat zone are tax-exempt and remain tax-exempt when eventually withdrawn. Earnings on combat zone contributions are *tax* deferred and are taxed upon withdrawal.
  - Contributions made while serving in a combat zone do not count against the IRC deferred compensation limit, \$14,000 in 2005. This allows Servicemembers serving in combat zones **to** contribute more to the TSP.
  - Distributions from TSP before age 59 1/2 are taxable income and subject **to** penalty for early withdrawal.
- TSP is a portable investment fund.
  - Servicemembers who leave the military before retirement can keep their TSP account, which will continue to accumulate earnings, roll it over into another retirement fund, or roll it over into an Individual Retirement Account.
  - Servicemembers who remain in the military until retirement have the same options.
- TSP investment funds.
  - G Fund: Government Securities Investment Fund. All contributions go into this fund until the participant elects future allocations.
  - F Fund: Fixed Income Index Investment Fund.
  - C Fund: Common Stock Index Investment.
  - S Fund: Small Capital Stock Index Investment Fund.
  - I Fund: International Stock Index Investment Fund.
  - L Funds: New in 2005; the L Funds are Lifecycle Funds that diversify participant accounts among the G, F, C, S, and I Funds, using professionally determined investment mixes that are tailored to different time horizons.

This document is made available through the declassification efforts  
and research of John Greenewald, Jr., creator of:

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~~FOUO~~

July 21, 2005

**TO:** The Honorable Andrew H. Card Jr.

**FROM:** Donald Rumsfeld 

**SUBJECT:** Possible Presidential Speaking Opportunity at the Secretary of Defense Employer Support Freedom Award Ceremony

On October 15, 2005, the Department of Defense will provide the Freedom Award to 15 employers who provide exceptional support to their Guard and Reserve employees. You may wish to consider the event, which includes a ceremonial dinner at the Omni Shoreham Hotel at 7:30 pm.

This event would be an excellent opportunity to say "thank you" to America's employers for their sustained commitment to the Global War on Terror.

An information paper is attached.

Attachment: Information Paper to the Secretary of Defense Employer Support Freedom Award

DHR:as  
072105-13

001.134

2150105

~~FOUO~~

OSD 14287-05

11-L-0559/OSD/50867

## INFORMATION PAPER

### Secretary of Defense Employer Support Freedom Award

The Secretary of Defense Employer Support Freedom Award was instituted in 1996 under the auspices of the National Committee for Employer Support of the Guard and Reserve (NCESGR). In today's environment of continuous mobilization of Guardsmen and Reservists, America's employers are becoming inextricably linked to the nation's defense. NCESGR recognizes that more employers are being impacted by the War on Terror and the on-going military operations in Iraq. The award recognizes employers who provide the most outstanding support for their National Guard and Reserve employees and is presented annually by the Secretary of Defense. The Secretary of Defense Employer Support Freedom Award is the highest in a series of awards for employers, which also include the Patriot Award, Above and Beyond Award, and Pro Patria.

Secretary of Defense William Perry authorized the first award in 1996 and presented it to Schneider National, a Green Bay, Wisconsin trucking company. In the years since, many companies have received this prestigious award. In 2004, recipients were: The Home Depot; American Express; Bank One Corp.; Colt Safety Fire and Rescue; Coors Brewing CO.; General Electric; Harley-Davidson; Los Angeles County Sheriff's Department; Northrop Grumman Corp.; Fisk Corp./OneSource Building Technologies; Saints Memorial Medical Center; Sprint Corp.; State of Minnesota; Strategic Solutions, Inc.; and Wal-Mart Stores, Inc.


Nominations were submitted on-line. The nomination process was open to all Guard and Reserve personnel and their families. The nominations provided a detailed description of each employer's outstanding efforts in support of their Guard and Reserve employees. This year 1492 nominations were received. Each of the 55 volunteer ESGR Committees (one in each state, the District of Columbia, Guam, Puerto Rico, the Virgin Islands, and Europe) forwarded three nominations to NCESGR. The nominations consisted of one each from three categories: large employer (more than 500 employees), small employer (less than 500 employees), and public office or government employer.

On May 5, 2005, a National Selection Board selected the 2005 employers based on criteria that assesses their company policies, practices, and programs that support their employees who serve in the Guard and Reserve. Special focus was given to what employers do "over and above" what is required by law. The Secretary of Defense will be receiving the list of 15 award recipients who were selected by the National Selection Board to receive the 2005 Secretary of Defense Employer Support Freedom Award.

~~FOUO~~

July 24, 2005

TO: Honorable Andrew H. Card, Jr.

FROM: Donald Rumsfeld 

SUBJECT: Clearances

I really would appreciate it if you would ask the White House personnel shop and the General Counsel shop to give priority on clearances to the Department of Defense and processing. It is just *taking* too long - 70 days is too long for the White House portion of the process.

It is clearly damaging the way the Department is functioning, and there has to be a way to fix it in our fifth year in the Administration.

Thanks.

DHR:dh  
072405-21 TS

38001

2550105

~~FOUO~~

OSD 14288-05

11-L-0559/OSD/50869

FOUO

July 24, 2005

TO President George W. Bush  
 CC: Vice President Richard B. Cheney  
 Stephen J. Hadley  
 FROM Donald Rumsfeld *DR*  
 SUBJECT: Op-Ed on Europe

Europe

Attached is an article that I had not been aware of until today. It is well worth reading. There is a great deal of truth to it.

Respectfully,

Attach.

Dapfner, Mathias. "Europe - Thy Name is Cowardice," *Die Welt*, July 11, 2005.

DHR:dh  
072401-14TS

BY FOI 05

FOUO

OSD 14289-05

11-L-0559/OSD/50870

Date: Mon, 11 Jul 2005 08:22:01 -0400

Mathias Daphner, Chief Executive of the huge German publishing house Axel Springer AG, has written a blistering attack in DIE WELT (The World), Germany's largest daily newspaper, against the timid reaction of Europe in the face of the Islamic threat.

**EUROPE - THY NAME IS COWARDICE**  
Commentary by Mathias Daphner CEO, Axel Springer, > AG)

A few days ago Henry Broder wrote in WELT AM SONNTAG (Sunday World): "Europe - your family name is appeasement." It's a phrase you can't get out of your head because it's so terribly true. Appeasement cost millions of Jews and non-Jews their lives as England and France, allies at the time, negotiated and hesitated too long before they noticed that Hitler had to be fought, not bound to toothless agreements.

Appeasement legitimized and stabilized Communism in the Soviet Union, then East Germany, then all the rest of Eastern Europe where for decades, inhuman, suppressive, murderous governments were glorified as the ideologically correct alternative to all other possibilities.

Appeasement crippled Europe when genocide ran rampant in Kosovo, and even though we had absolute proof of ongoing mass-murder, we Europeans debated and debated and debated, and were still debating when finally the Americans had to come from halfway around the world, into Europe yet again, and do our work for us.

Rather than protecting democracy in the Middle East, European appeasement camouflaged behind the fuzzy word "equidistance," now countenances suicide bombings in Israel by fundamentalist Palestinians.

Appeasement generates a mentality that allows Europe to ignore nearly 500,000 victims of Saddam's torture and murder machinery and, motivated by the self-righteousness of the peace-movement, has the gall to issue bad grades to George Bush... Even as it is uncovered that the loudest critics of the American action in Iraq made \$100 billions, no, TENS of billions, in the corrupt UN Oil-for-Food program. And now we are faced with a particularly grotesque form of appeasement... How is Germany reacting to the escalating violence by Islamic fundamentalists in Holland and elsewhere? By suggesting that we really should have a "Muslim Holiday" in Germany. I wish I were joking, but I am not. A substantial fraction of our (German) Government, and if the polls are to be believed, the German people, actually believe that creating an Official State "Muslim Holiday" will somehow spare us from the wrath of the fanatical Islamists. One cannot help but recall Britain's Neville Chamberlain waving the ignominious treaty signed by Adolf Hitler, and declaring European "Peace in our time".

What else has to happen before the European public and its political leadership get it? There is a sort of crusade underway, an especially perfidious crusade consisting of systematic attacks by fanatic Muslims, focused on civilians, directed against our free, open Western societies, and intent upon Western Civilization's utter destruction.

It is a conflict that will most likely last longer than any of the great military conflicts of the

last century - a conflict conducted by an enemy that cannot be tamed by "tolerance" and "accommodation" but is actually spurred on by such gestures, which have proven to be, and will always be taken by the Islamists for signs of weakness.

Only two recent American Presidents had the courage needed for anti-appeasement: Reagan and Bush. His American critics may quibble over the old War, freeing half of the German people from nearly 50 years of terror and virtual slavery. Anc Bush, supported only by the Social Democrat Blair, acting on moral conviction, recognized the danger in the Islamic War against democracy. His place in history will have to be evaluated after a number of years have passed.

In the meantime, Europe sits back with charismatic self-confidence in the multicultural corner, instead of defending liberal society's values and being an attractive center of power on the same playing field as the true great powers, America and China.

On the contrary - we Europeans present ourselves, in contrast to those "rogue Americans", as the World Champions of "tolerance", which even (Germany's Interior Minister) Otto Schily justifiably criticizes. Why? Because we're so moral? I fear it's more because we're so materialistic, so devoid of a moral compass.

For his policies, Bush risks the fall of the dollar, huge amounts of additional national debt, and a massive and persistent burden on the American economy - because unlike almost all of Europe, Bush realizes what is at stake - literally everything.

While we criticize the "capitalistic robber barons" of America because they seem too sure of their priorities, we timidly defend our Social Welfare systems. Stay out of it! It could get expensive! We'd rather discuss reducing our 35-hour workweek or our dental coverage, or our 4 weeks of paid vacation... Or listen to TV pastors preach about the need to "reach out to terrorists. To understand and forgive".

These days, Europe reminds me of an old woman who, with shaking hands, frantically hides her last pieces of jewelry when she notices a robber breaking into a neighbor's house.

Appeasement? Europe, thy name is Cowardice.



FOUO

Ju 24, 2005

TO: Doug Feith  
 CC: Gen Dick Myers  
 Gordon England  
 GEN John Abizaid  
 Tina Jonas  
 FROM: Donald Rumsfeld  
 SUBJECT: Uzbekistan

Let's quickly make sure we've paid Uzbekistan everything we owe them.  
 Thanks.

DF:dh  
 2405-0273

.....  
 Please respond by August 11, 2005

FOUO

OS 14290-05

UZBEKISTAN

25 5 105

FOUO

Mr. Abell

5/31/05

OFFICE OF THE  
May 31, 2005  
2005 JUN 25 PM 1:14

TO: David Chu  
CC: Gen Dick Myers  
Gen Pete Pace  
FROM: Donald Rumsfeld *D*  
SUBJECT Recognition for Second **Tours**

I think we ought to try to think of some other ways we could provide recognition to the men and women in uniform, possibly some different medals for second tours.

We ought to review **all** the various things that affect their lives and consider ways we might improve them.

Thanks.

DHR:dh  
053105-26

.....  
Please respond by 6/30/05

~~FOUO~~

DSD 14297 - 05

11-L-0559/OSD/50874



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

2005 JUL 25 PM 1:14



INFO MEMO

PERSONNEL AND  
 READINESS

July 22, 2005, 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)

SUBJECT: Recognition for Second Tours

- This responds to your interest in providing recognition for deployment on second tours (Tab A).
- We have made good progress on medals recently, through approval of the Afghanistan and Iraq Campaign Medals, and Global War on Terrorism Expeditionary/Service Medals. The Services recognize members for successful completion of overseas tours and deployments with Overseas Service Ribbons, with devices for multiple tours. But a second award for Department-wide medals is problematic, given the wide cross-service disparity in tour length.
- We have implemented improvements to ameliorate stress on members and families experiencing long or frequent deployment, ranging from improvements in child care, additional support to Reserve and Guard and 24/7 toll-free family assistance services.
- We are also working on a "deployment" pay that would rise with the duration and frequency of deployment. By law, a pay program that would accomplish this was suspended upon declaration of the current national emergency. We are developing an alternative that would pay during the emergency.
- We continue to conduct surveys and to work with the Services, in particular the Senior Enlisted Advisors, identifying further opportunities for improvement. And we will work with the Joint Staff on additional ideas.

cc: CJCS

Prepared by: LTC Thomas Casciaro, ODUSD (MPP) OEPM, (b)(6)



~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE  
JUN 23 2005  
2005 JUL 25 PM 1:38

TO: Fran Harvey  
David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: Peter White's Program

Please **look** over the attached letter from Peter White, which suggests using the material from a regional studies program he has developed for the Air Force ROTC for the other Services as well. If you think it makes sense, please meet with him and see what you think about **his** proposal.

Thanks

Attach.  
6/14/05 Peter White Letter to SecDef  
6/22/05 SecDef Letter to Peter White

DER:ss  
062205-10

Please respond by 7/21/05

*CF:*  
*USA*  
*CSA SMA*  
*JCSA*  
*DAS*  
*ECC*

~~FOUO~~

OSD 14300-05

11-L-0559/OSD/50876

THE SOUTHERN CENTER FOR INTERNATIONAL STUDIES

Sent via facsimile (b)(6)

June 14, 2005

The Honorable Donald Rumsfeld  
Secretary of Defense  
Department of Defense, Room 3E860  
Washington, DC 20310-1000

Dear Mr. Secretary:

It was great to talk to you on Monday. As you know, the Center has developed a unique multi-media education series called the *World in Transition*. Each of the teaching packages in this eight-part series is made up of chapters which cover the history, religion, politics, economics and culture of a region of the world.

Designed originally for social studies classroom teachers, it is being used in undergraduate and graduate university programs.

In the late 1990s the Air Force embedded the series in their ROTC curriculum. Sixteen hours of study are required as part of the core curriculum for the senior level AFROTC course. The AFROTC curriculum division is currently in the process of developing a plan to expand its regional studies program. In 2003 the Southern Center was retained by the Air Force to develop a textbook currently in its second edition. This volume is now the primary textbook used by the Air Force ROTC and in the Officers' Basic Training Course at the Air university.

Starting as early as 1995, with Doc Cooke running interference, we approached the other services regarding their interest. Thus far we have been unsuccessful. The former curriculum director at TRADOC, Dr. Larry Brown, did his best with the Army, but his efforts also failed. As recently as May 18<sup>th</sup>, I discussed the subject with General Dan McNeill, the FORSCOM commander.

It seems to me that these materials fill a critical gap in all the services' ROTC and Junior ROTC programs. The Air Force is considering plans to include the series in their junior program but lacks the funds at this time.

The Air Force purchased these materials because they found, as we have, that the K-12 program in this country has failed to provide even the most basic information to American students on world affairs. Depending on a student's major, little is added at the university. In the current era, for a world power this level of ignorance among its citizens is unacceptable. The Center's *World in Transition* series is a valuable beginning to remedy the situation. The attached letter from Kofi Annan suggesting that the package on Africa might be used to teach Africans about Africa was unsolicited.

I would be delighted, as you suggested, to meet personally with Dr. David Chu, at a time and place of his convenience.

Yours sincerely,

  
Peter C. White  
President

P.S. The responsible person at the Air University is Dr. Charles Nath (b)(6)

Attachment



320 W. PACES FERRY RD., N.W.  
ATLANTA, GEORGIA 30305  
TELEPHONE: 404 / 261-0849  
FAX: 404 / 261-0849  
E-MAIL: scis@scis.org  
http://www.scis.org

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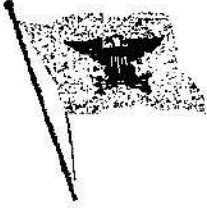
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11-L-0559/OSD/50877



THE SECRETARY OF DEFENSE  
WASHINGTON

JUN 22 2005

3266

Mr. Peter C. White  
President  
The Southern Center for International Studies  
320 W. Paces Ferry Rd., NW  
Atlanta, GA 30305

Dear Peter,

It was nice to speak with **you** recently. As I mentioned in the phone call, I have passed your ideas on the Air Force ROTC regional studies material along to Dr. David **Chu** here in the Pentagon. He is the right fellow to evaluate it.

I appreciate **your thinking** of the Department, and value your support.

All the best,

22741105

OSD 12057-05



SECRETARY OF THE ARMY  
WASHINGTON

OFFICE OF THE  
SECRETARY OF THE ARMY  
2052D05207795 1A98:21

INFO MEMO

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: "World in Transition" – Peter White's Program for Cultural Awareness

- This responds to Secretary of Defense's Snowflake dated June 23, 2005, Subject: Peter White's Program (Tab A).
- Training and Doctrine Command reviewed another version of the "World in Transition" (WIT) **part** of the Southern Center for International Studies (SCIS) program in the late 1990s and concluded it would not add value to their instruction. Army ROTC focuses on leader understanding of culture and how culture affects Army operations. Cadet Command's current ROTC curriculum addresses culture in the third and fourth years of study and uses materials available from the Reimer Library.
- A representative from Cadet Command has spoken with Mr. White and requested a copy of the SCIS program. Training and Doctrine Command will determine if the proposed program adds value to the current curriculum and whether it meets Army goals. One possibility they may consider is purchasing the program on DVD and making it available to cadets. **4** full evaluation will take **six** to eight weeks to complete.

COORDINATION: None

Attachments:  
As stated

Prepared By: B. Tony Zamojda, (b)(6)

FOUO

OFFICE OF THE  
SECRETARY OF DEFENSE  
2005 JUN 25 PM 2:01  
June 7, 2005

**TO:** Gordon England  
Fran Harvey  
Mike Dominguez  
Gen Mike Hagee

**CC:** Gen Dick Myers  
David Chu  
ADM Vern Clark  
GEN Pete Schoomaker  
Gw John Jumper

**FROM:** Donald Rumsfeld 

**SUBJECT:** Joint Foreign Area Officers Program

Attached is an interesting article from Proceedings comparing the Service's FAO programs. I know you have been thinking about this as well. Please give me a sense of what your Service is doing to energize its approach - this is a critical area of concern throughout the Department.

Thanks.

Attach  
06/05 Proceedings article "Behind the Curve in Culture-Centric Skills"

DHR:ss  
060705-26 (TS)

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

FOUO

CF:  
USA  
CSA  
VCSA  
DAS  
SMA  
ECC

11-L-0559/OSD/50880

OSD 14302-05



# Behind the Curve in Culture-Centric Skills

Lieutenant Commander Steven C. Boraz, U.S. Navy

Proceedings, June 2005

The Navy must re-invigorate **its** FAO program to better deal with future threats.

Two of the most important topics in the Navy today are Human Capital Strategy (HCS) and how the military can better transition to and from hostilities. Both received ample coverage in a *Proceedings* article written by retired General Robert Scales. Scales's article discusses building military capacity for culture-centric warfare through "a cadre of global scouts."<sup>1</sup> The Department of Defense (DoD) also recognizes the importance of culture-centric warfare. In October 2004, Secretary Donald H. Rumsfeld released a memo stating "foreign language skill and regional and cultural expertise are essential enabling capabilities for DoD activities in the transition to and from hostilities." DoD recently released the Defense Language Transformation Roadmap which highlighted these same issues.<sup>2</sup>



U.S. MARINE CORPS (JONDJUR FERKELL)

Foreign Area Officers (FAOs) are at the heart of this culture-centric issue. FAOs are also at the convergence of Human Capital Strategy and improvement of the Navy's transition capabilities. While General Scales never specifically mentions the FAO program, the DoD memo did. In April 2005, Deputy Defense Secretary Paul Wolfowitz asked the services to provide him with detailed FAO action plans by 30 June.<sup>3</sup>

The Navy must overhaul the FAO program to address the issue of how to improve the Navy's culture-centric warfare skills. An improved program can significantly contribute to transitions to and from hostilities as well as support DoD plans to improve human intelligence capabilities and strategic communications.

## DoD FAO Programs

The Defense Department requires all services to maintain FAO programs but each service manages its program differently. Officers are normally assigned to key positions in the defense attache system, security assistance organizations, the joint staff, State Department, combatant commands and defense agencies, the service staffs, and military service schools

## Navy

The Navy program, which was instituted in 1997, is designed to:

(Ensure) selected officers develop the skills required to manage and analyze politico-military activities with an in-depth understanding of underlying economic, social, cultural, psychological and political factors. Using their unique combination of professional military skills, regional expertise, language competency, and pol-mil awareness, FAOs will advance the U.S. interests in a country or region, and enhance the effectiveness of Navy interactions with foreign navies, military, and foreign affairs organizations.\*

Accession: Officers, who must be at least lieutenants, are designated following selection by a non-competitive board based on their language aptitude or proficiency and a regionally-focused postgraduate degree, regional experience, or a previously attained subspecialty code.

Training: There is no specific training or sustainment program in the Navy for FAOs. Some lieutenant designees are sent to postgraduate school.

Placement: They are assigned only "when not serving in billets essential to their officer community."<sup>5</sup> There is no career path for them because they are beholden to the career path of their parent community. For this reason, an officer will usually serve in only one regional assignment and then return to his or her community in order to stay competitive for promotion.

While the Navy has only one FAO-coded billet, there are approximately **250** billets that are regionally focused and could be coded for such officers.<sup>6</sup> The placement officer does attempt to put personnel with at least a regional subspecialty into these assignments.

## Army

The Army has the best program for training and managing their FAOs within DoD and FAO is a designated separate career field. Army FAOs compete only against Army Acquisition Corps officers for promotion.'



DEFENSE LANGUAGE INSTITUTE/PRESIDIO OF MONTEREY PUBLIC AFFAIRS OFFICE ARCHIVES

The Defense Language Institute in Monterey, California. Foreign area officer candidates from the Army, Air Force, and Marines generally spend 6-18 months at the school to complete their language training.

**Accession:** The Army holds a board to select FAOs. However, candidates must have served at least five years in a specific career field and must have held a company command or equivalent. The Army does not designate its officers as FAOs until they are majors.

**Training:** Army training consists of 6-18 months of language training, 12 months in-country training, and 12-18 months of graduate school. Some of this training can be waived depending on an officer's experience.

**Placement:** The Army has around 700 FAO billets and more than 1000 designated officers.<sup>8</sup> Officers serve almost exclusively in designated billets

and tend to spend about twice as much time overseas as they do stateside.

## Marine Corps

The Marine Corps program is part of the International Affairs Officer Program (IAOP), which also governs Regional Affairs Officers (RAO). The regional officer is essentially one who desires FAO qualification but does not possess language skills.

**Accession:** The Marine Corps designates FAOs through both a study and experience track. Selection for the study track is done through an annual competitive board and unrestricted first lieutenants through majors with no less than three and no more than 11 years of service are eligible. The Marine Corps also holds a quarterly board to select officers requesting a FAO designation based upon prior experience.

**Training:** Training consists of 12 months at Naval Postgraduate School, 6-15 months of language training at the Defense Language Institute (DLI) and then 12 months of in-country training.

**Placement:** The international affairs program manager has 48 foreign area officer and six regional billets. There are an additional 160 positions for which international affairs officer skills are desired. All FAOs/RAOs are dual-tracked and must maintain proficiency in their primary specialty. Marine FAOs/RAOs typically alternate between assignments in their region of expertise and their primary specialty. The Marine Corps tracks FAO promotion and retention rates.<sup>10</sup>

## Air Force

The Air Force FAO program was recently reconstituted under the International Affairs Specialist (IAS) program. There are two IAS categories, the Regional Affairs Specialist (RAS) and the Political-Military Affairs Strategist (PAS), both of which are secondary Air Force Specialty Codes (AFSCs).

Accession: The Air Force has not yet implemented the IAS program. However, it will hold an annual competitive board to designate IAS officers. The first board is scheduled for August 2005. Ideally, each program will accept experienced officers, with 7-10 years for RAS officers and 9-10 for PAS officers.<sup>7</sup>

Training: Regional affairs officers will complete a 3-year program, earning an advanced degree in international or national security studies, attending language training at DLI with follow-on cultural immersion. Political-military officers only need a similar advanced degree.

Placement: The Air Force has identified approximately 320 RAS and 330 PAS billets. The intent is to have RAS officers alternate between assignments in their primary and secondary AFSCs. PAS officers will also alternate between their primary and secondary AFSC, however, assignments in their primary AFSC will emphasize positions focused on their region of expertise.

In summary, each of our sister services has now developed a program with FAO as either a primary or secondary specialization and a plan for tracking and using FAOs. The Navy is the exception—as most of the people I spoke with regarding the Navy FAO program noted, “What FAO program?”<sup>12</sup>

## **Recommended Changes**

As noted, Navy FAOs are assigned only when their community allows it. Relegating the program to a secondary role in the assignment process doomed the program before it got off the deck. Community managers rarely release personnel to these billets because they have too many unfilled essential billets. Most officers don't want to work outside of their community because of the negative effect on promotion. Those officers who do work outside their community do so generally because they are no longer competitive.

If the Navy wants personnel to become global scouts, it must create a FAO community and career path that will allow competitiveness and promotion. The best way to achieve this goal is through a separate FAO career designator headed by a flag officer.<sup>13</sup> Current FAO strength is about 900 officers. A fully implemented program should probably include between 500 and 750 officers. Anything short of a stand-alone community would not only be less effective but would likely result in a failed program—as happened with the current program and its predecessor, the Country-Area-Regional Specialty (CARS).



DEFENSE LANGUAGE INSTITUTE PRESIDIO OF MONTEREY (GRANT PROBST)

Language students in class at DLI. The Navy should reinstate continuous pay to provide an incentive to achieve and maintain language proficiency. Without proficiency, understanding of a foreign culture is virtually impossible.

the Navy Staff, and in Joint Intelligence Centers (JICs) during their career progression.<sup>16</sup> Further, while there may be some duplication of effort between FAOs and intelligence officers, FAOs should serve as intelligence force multipliers by enhancing the information that intelligence officers, who are normally assigned based on factors other than regional expertise, provide to their commanders.

The Navy must also provide an incentive to achieve and maintain language proficiency. While some accurately note that simply knowing a language does not provide awareness of a foreign

culture, achieving cultural understanding is virtually impossible without language proficiency. When the current FAO program was instituted in 1997, it provided for continuous language pay, whether in a language coded billet or not. Due to funding priorities, that practice ended in 2000. Continuous pay should be reinstated and officers possessing skill in more than one language should earn pay for each one. However, pay could be reduced when not in a coded billet. Table 1 recommends updates to the Foreign Language Proficiency Pay (FLPP) structure for FAOs. As an example, a FAO with Hebrew (CAT III) and Spanish (CAT I) capability could earn up to \$400 if in a coded billet.

The argument against any new officer community is typically that the Navy cannot afford to give up operators to fill staff functions. However, not everyone needs to be a trigger-puller to be considered a war fighter. Ralph Peters points this out forcefully. "A single officer fluent in the local language and aware of cultural nuances can be far more valuable to our military than entire squadrons of F/A-22s."<sup>14</sup>

The Naval Intelligence community probably has the most to lose from the creation of a FAO career field. Many FAOs are intelligence officers who may decide to leave the intelligence community. Intelligence and FAO missions can overlap. These issues could be mitigated. FAOs could and should be assigned to intelligence organizations at operational fleets,<sup>15</sup>

**Table 1: Recommended FLPP Scale for FAOs**

Language Level <sup>17</sup>	Mar FLPP (Coded Billet)	Max FLPP (Non- Coded Billet)
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CAT III	\$300	\$150
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Continuous pay is important because it ensures that personnel trained in a specific language have both a requirement and an incentive to maintain proficiency.

### **Complete a Zero-based Review**

The 245 billets that the placement officer manages run the gamut in which FAOs normally serve. As noted, regional experts rarely fill these billets. For example, there are 78 Navy defense attache officer (DAO) billets and it is the "extreme exception" that these billets are filled by FAOs. In fact, "neither previous experience nor designation as a FAO is required in most cases" for DAO selection. The attaché placement officer does not track which DAOs are FAOs.<sup>18</sup> Personnel filling these billets are the senior representatives of the Navy in their respective countries and ought to have regional expertise, rather than just a desire to do the job. A review will help ensure the proper billets are in the right locations and determine the appropriate end-strength and regional focus in an overhauled FAO program.

### **Eliminate Up-or-Out**

Doing away with the up-or-out policy is a Human Capital Strategy problem without an easy solution. The military creates a financial incentive to leave the service after 20 years. In the business world, companies are doing all they can to retain personnel with similar experience and knowledge.

Eliminating up-or-out makes sense in the FAO program for a number of reasons. There should be some benefit to the Navy for the time and expense required to train an officer. Over a number of years and in-country assignments, a FAO will develop personal contacts and cultural fluency. Longer service time will allow greater development of both. Finally, and perhaps most important, most foreign nations have a great appreciation for the wisdom that normally comes with maturity. Older, more experienced officers would have enhanced credibility. A recent RAND study on DoD personnel programs notes that these factors suggest "replacing established FAOs with new, younger officers undermines the strength of the program."<sup>19</sup> Even if eliminating up-or-out is not achievable, the statutory service time for commanders and lieutenant commanders serving as FAOs should be raised to 30 years.

### **Proposed FAO Career Path**

Simply stating that the Navy should create a separate community doesn't address key issues required in a new community.

**Table 2: Recommended FAO Career Path**

Years of Service	Assignment	Career Milestones
6-9	Training Curriculum	
9-12	In-country <sup>22</sup>	O-4 promotion window at 11 years of service
12-14	Within N2 or N5 of an Operational Command	
14-17	In-country	
17-19	Staff <sup>23</sup>	O-5 promotion window at 17 years of service and command equivalent screen
19-22	In-country	O-6 promotion window at 23 years of service and Special Assistant Screen
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27-30	In-country	
30-40 years	Staff or in-country	

The *mission* assigned to FAOs quoted previously should add the following: "In addition, FAOs serve a critical role in the development and red-teaming of operations plans, serve in intelligence assessments, contribute to DoD human intelligence programs, and serve as political-military advisors to operational Navy staffs."

*Accession* should consist of an annual competitive board with specific allocations based on staffing needs. Applicants should possess at least five years of service and no more than eight and come from all officer communities.<sup>20</sup>

*Training* for new accessions should consist of 18 months of postgraduate education, 6-15 months of language training

and between 6-12 months of in-country training.<sup>21</sup>

*Placement* should ensure a mix of in-country, operational, and staff assignments. The most common criticism of Army FAOs is that they lost touch with Army issues because they stay in-country too long. Adding operational and Navy staff positions to the FAO career path will help ameliorate this concern while keeping officers employed in positions within their regional expertise will ensure competencies and skills are maintained.

*Career Milestones* will reflect those in other communities, with screening boards for senior in-country positions at the commander level (command equivalent) and for the post of Special Assistant for Regional Affairs to an Operational Commander at the captain level (major command equivalent), which would be an assignment designed to approximate a combatant commander's political advisor. Additionally, FAO promotion should be 1-2 years behind Navy averages due to the long training time involved. (See Table 2.)

## Conclusion

The post-cold war environment has shown time and again that DoD needs culture-centric expertise for the planning and execution of various military operations. FAOs provide the regional and linguistic skills to support those operations. The Navy is correctly focusing on Human Capital Strategies that improve our warfighting capability and a revamped FAO program must be part of that process. Reconstituting the FAO program will create regional experts who can improve operational planning, intelligence, and strategic communications. Put simply, an overhauled FAO program will provide human capital and a long-term strategy for the Navy to better deal with the threats it is sure to face in the future.

1. Robert H. Scales Jr., "Culture-Centric Warfare," U.S. Naval Institute *Proceedings*, September 2004, pp. 32-36. [back to article](#)
2. Secretary of Defense Memo, "Defense Capabilities to Transition to and from Hostilities," 8 October 2004. The "Roadmap" is at <http://www.defenselink.mil/news/Mar2005/d20050333Oroadmap.pdf>. [back to article](#)
3. DoD Directive 315.17, "Military Department Foreign Area Officer Programs," 28 April 2005. [back to article](#)
4. OPNAVINST 1301.10, 23 April 1997. [back to article](#)
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6. Billets include assignments in the Personnel Exchange Program (PEP), Office of Defense Cooperation (ODC), Military Group (MILGP), Military Advisory Group (MAG), Joint U.S. Military Advisory Group (JUSMAG), Military Liaison Office (MLO), Security Assistance Organization (SAO), and as Defense Attache Officers (DAO). [back to article](#)
7. See Eric L. Metz, "Transformation Study at <http://www.defenselink.mil/prhome/docs/diftask2.doc>," 22-23 [back to article](#)
8. In-country training can consist of an officer being "home-based" by an embassy and given a budget to manage his or her travel in the region. This sounds like a 12-month boondoggle, but the FAO works with the host nation to make this the most valuable part of the training because it is not only language immersion but also immersion as [back to article](#)
9. *Cf. cit.* [back to article](#)
10. *Ibid.* [back to article](#)
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13. Aside from being the Senior Navy FAO, a Foreign Officer could compete for flag officer positions at embassies in China, France and Russia, and for N5/J5 positions at the Navy Staff, Combatant Commands, or Joint Staff. [back to article](#)
14. Ralph P. B. "A Gift to the Navy," *Armed Forces Journal* (April 2005), p. 36. [back to article](#)
15. I mean NAVSOUTH, I CNFK, all numbered fleets COMPAFLT and C. [back to article](#)
16. This is routinely the case with Navy FAOs. [back to article](#)
17. A list of language category codes is at <http://www.navy.mil/NavStudy/MCO7220>. [back to article](#)
18. Interviews by author with PERS 4411C (25 January 2005) and PERS 4411C (26 January 2005). Also see Attaché Placement Officer "Frequently Asked Questions" at <http://www.npc.navy.mil/NR/rdonline/135-004232-B9FB-42B7102E85CA/0/FAQsaboutAttacheAssignments.htm>. [back to article](#)
19. Sullivan et al., *New Paths to Success: Determining Alternatives for 1 Grade Officers* (Series on Career Development Cooperation 2004) p 35. This study also recommends a "up-or-out" for Army FAOs. [back to article](#)



20. One of the N51 proposals is to accept only URLs as FAOs — that could adversely limit the available personnel from which to choose. [back to article](#)
21. The Navy can probably accept 6 months of in-country training for FAOs with specialization in CAT I and CAT II languages but CAT III and CAT IV trained FAOs need the full 12 months in-country to improve language skills. [back to article](#)
22. In-country assignments include those listed in [note 6](#) above. [back to article](#)
23. Navy Staff, Combatant Command or Joint Staff (including DIA) assignments. [back to article](#)

Lieutenant Commander Boraz is a Western Hemisphere FAO and a 15-year veteran of Naval Intelligence. He is a distinguished graduate of the Naval Postgraduate School in Monterey and is currently a Federal Executive Fellow at the RAND Corporation in Santa Monica, CA.



SECRETARY OF THE ARMY  
WASHINGTON

OFFICE OF THE  
SECRETARY OF THE ARMY

2005-07-22 12:40 \$3

INFO MEMO

FOR: SECRETARY OF DEFENSE  
FROM: Francis J. Harvey, Secretary of the Army  
SUBJECT: Army Foreign Area Officer Program

- This responds to Secretary of Defense's Snowflake dated June 7, 2005, Subject: Joint Foreign Area Officers Program (Tab A).
- In his article (Tab B), Lieutenant Commander Boraz states, "The Army has the best program for training and managing their FAOs within DoD..." The Army agrees and is fully committed to maintaining the program's preeminence. In fact, to better support Army Transformation and the War on Terror we have redoubled our efforts to further enhance our model program. Details will be provided separately in the Army FAO Program Action Plan, as required by Deputy Secretary of Defense Memorandum dated April 28, 2005 (implementing Department of Defense Directive 1315.17). Suspense for this action was June 30, 2005.
- To clarify Army policy addressing "Accession," the Army is moving to formally implement an accessions process at the seven-year time-in-service (TIS) point for FAOs, vice the current ten-year TIS point. This will allow prospective FAOs to benefit from a solid grounding in basic branch skills for at least seven years (as opposed to the "five years" inaccurately cited in the article) prior to accession, while ensuring that all FAOs enter into training in sufficient time to maximize utilization at the grade of major.
- One endnote mischaracterizes the fundamental nature of the In-Country Training (ICT) phase of the Army Program. An ICT Program is closely supervised and typically built around a dedicated host nation military or civilian academic experience, complemented by extensive regional travel. Duty with the host nation military is the preferred option and can entail staff college attendance, assignment to a host nation military unit, etc. In addition to the benefits cited by the author, the ICT Program also provides officers important exposure to U.S. embassy country team(s) and other U.S. agencies operating in the region.

SUBJECT: Army Foreign Area Officer Program

- “Up or out” does not accurately describe the Army’s current retention policy. The selective continuation policy allows fully qualified majors, who have not been selected for promotion to lieutenant colonel, two additional opportunities to serve until 24 years of TIS. Lieutenant colonels can serve up to 26 years TIS with a possible extension of two additional years.

COORDINATION: NONE

Attachments:

As stated

Prepared By: MAJ Brian Lamson, (b)(6)

# Tab A

FOUO

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 JUN 25 PM 2:01

June 7, 2005

TO: Gordon England  
Fran Harvey  
Mike Dominguez  
Gen Mike Hagee

CC: Gen Dick Myers  
David Chu  
**ADM** Vem Clark  
GEN Pete Schoomaker  
Gen John Jumper

FROM Donald Rumsfeld 

SUBJECT Joint Foreign **Area Officers Program**

Attached is **an** interesting article from Proceedings comparing the Service's FAO programs. I know you have **been** thinking about this **as** well. Please give me a sense of what your Service is doing to energize its approach - **this is a critical** area of concern throughout the Department.

Thanks.

Attach  
06/05 *Proceedings* article "Behind the Curve in Culture-Centric Skills"

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040705-26 (TS)

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

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11-L-0559/OSD/50893

OSD 14302-05

# Tab B

# Behind the Curve in Culture-Centric Skills

**Lieutenant Commander Steven C. Boraz, U.S.Navy**

**Proceedings, June 2005**

The Navy must re-invigorate its FAO program to better deal with future threats.

Two of the most important topics in the Navy today are Human Capital Strategy (HCS) and how the military can better transition to and from hostilities. Both received ample coverage in a Proceedings article written by retired General Robert Scales. Scales's article discusses building military capacity for culture-centric warfare through "a cadre of global scouts." The Department of Defense (DoD) also recognizes the importance of culture-centric warfare. In October 2004, Secretary Donald H. Rumsfeld released a memo stating "foreign language skill and regional and cultural expertise are essential enabling capabilities for DoD activities in the transition to and from hostilities." DoD recently released the Defense Language Transformation Roadmap which highlighted these same issues.<sup>1</sup>



Foreign Area Officers (FAOs) are at the heart of this culture-centric issue. FAOs are also at the convergence of Human Capital Strategy and improvement of the Navy's transition capabilities. While General Scales never specifically mentions the FAO program, the DoD memo did. In April 2005, Deputy Defense Secretary Paul Wolfowitz asked the services to provide him with detailed FAO action plans by 30 June.<sup>3</sup>

The Navy must overhaul the FAO program to address the issue of how to improve the Navy's culture-centric warfare skills. An improved program can significantly contribute to transitions to and from hostilities as well as support DoD plans to improve human intelligence capabilities and strategic communications.

## **DoD FAO Programs**

The Defense Department requires all services to maintain FAO programs but each service manages its program differently. Officers are normally assigned to key positions in the defense attache system, security assistance organizations, the joint staff, State Department, combatant commands and defense agencies, the service staffs, and military service schools

## Navy

The Navy program, which was instituted in 1997, is designed to:

(Ensure) selected officers develop the skills required to manage and analyze politico-military activities with an in-depth understanding of underlying economic, social, cultural, psychological and political factors. Using their unique combination of professional military skills, regional expertise, language competency, and pol-mil awareness, FAOs will advance the U.S. interests in a country or region, and enhance the effectiveness of Navy interactions with foreign navies, military, and foreign affairs organizations.<sup>4</sup>

**Accession:** Officers, who must be at least lieutenants, are designated following selection by a non-competitive board based on their language aptitude or proficiency and a regionally-focused postgraduate degree, regional experience, or a previously attained subspecialty code.

**Training:** There is no specific training or sustainment program in the Navy for FAOs. Some lieutenant designees are sent to postgraduate school.

**Placement:** They are assigned only "when not serving in billets essential to their officer community."<sup>5</sup> There is no career path for them because they are beholden to the career path of their parent community. For this reason, an officer will usually serve in only one regional assignment and then return to his or her community in order to stay competitive **for** promotion.

While the Navy has only one FAO-coded billet, there are approximately 250 billets that are regionally focused and could be coded for such officers.<sup>6</sup> The placement officer does attempt to put personnel with at least a regional subspecialty into these assignments.

## Army

The Army has the best program for training and managing their FAOs within DoD and FAO is a designated separate career field. Army FAOs compete only against Army Acquisition Corps officers for **promotion**.<sup>7</sup>





DEFENSE LANGUAGE INSTITUTE/PRESIDIO OF MONTEREY PUBLIC AFFAIRS OFFICE ARCHIVES

The Defense Language Institute in Monterey, California. Foreign area officer candidates from the Army, Air Force, and Marines generally spend 6-18 months at the school to complete their language training.

and tend to spend about twice as much time overseas as they do stateside.

## Marine Corps

The Marine Corps program is part of the International Affairs Officer Program (IAOP), which also governs Regional Affairs Officers (RAO). The regional officer is essentially one who desires FAO qualification but does not possess language skills.

*Accession:* The Marine Corps designates FAOs through both a study and experience track. Selection for the study track is done through an annual competitive board and unrestricted first lieutenants through majors with no less than three and no more than 11 years of service are eligible. The Marine Corps also holds a quarterly board to select officers requesting a FAO designation based upon prior experience.

*Training:* Training consists of 12 months at Naval Postgraduate School, 6-15 months of language training at the Defense Language Institute (DLI) and then 12 months of in-country training.

*Placement:* The international affairs program manager has 48 foreign area officer and six regional billets. There are an additional 160 positions for which international affairs officer skills are desired. All FAOs/RAOs are dual-tracked and must maintain proficiency in their primary specialty. Marine FAOs/RAOs typically alternate between assignments in their region of expertise and their primary specialty. The Marine Corps tracks FAO promotion and retention rates.<sup>10</sup>

## Air Force

The Air Force FAO program was recently reconstituted under the International Affairs Specialist (IAS) program. There are two IAS categories, the Regional Affairs Specialist (RAS) and the Political-Military Affairs Strategist (PAS), both of which are secondary Air Force Specialty Codes (AFSCs).

*Accession:* The Army holds a board to select FAOs. However, candidates must have served at least five years in a specific career field and must have held a company command or equivalent. The Army does not designate its officers as FAOs until they are majors.

*Training:* Army training consists of 6-18 months of language training, 12 months in-country training, and 12-18 months of graduate school. Some of this training can be waived depending on an officer's experience.

*Placement:* The Army has around 700 FAO billets and more than 1000 designated officers.<sup>9</sup> Officers serve almost exclusively in designated billets

*Accession:* The Air Force has not yet implemented the IAS program. However, it will hold an annual competitive board to designate IAS officers. The first board is scheduled for August 2005. Ideally, each program will accept experienced officers, with 7-10 years for RAS officers and 9-10 for PAS officers.<sup>11</sup>

*Training:* Regional affairs officers will complete a 3-year program, earning an advanced degree in international or national security studies, attending language training at DLI with follow-on cultural immersion. Political-military officers only need a similar advanced degree.

*Placement:* The Air Force has identified approximately 320 RAS and 330 PAS billets. The intent is to have RAS officers alternate between assignments in their primary and secondary AFSCs. PAS officers will also alternate between their primary and secondary AFSC, however, assignments in their primary AFSC will emphasize positions focused on their region of expertise.

In summary, each of our sister services has now developed a program with FAO as either a primary or secondary specialization and a plan for tracking and using FAOs. The Navy is the exception—as most of the people I spoke with regarding the Navy FAO program noted, "What FAO program?"<sup>12</sup>

## **Recommended Changes**

As noted, Navy FAOs are assigned only when their community allows it. Relegating the program to a secondary role in the assignment process doomed the program before it got off the deck. Community managers rarely release personnel to these billets because they have too many unfilled essential billets. Most officers don't want to work outside of their community because of the negative effect on promotion. Those officers who do work outside their community do so generally because they are no longer competitive.

If the Navy wants personnel to become global scouts, it must create a FAO community and career path that will allow competitiveness and promotion. The best way to achieve this goal is through a separate FAO career designator headed by a flag officer.<sup>13</sup> Current FAO strength is about 900 officers. A fully implemented program should probably include between 500 and 750 officers. Anything short of a stand-alone community would not only be less effective but would likely result in a failed program—as happened with the current program and its predecessor, the Country-Area-Regional Specialty (CARS).



DEFENSE LANGUAGE INSTITUTE/PRESIDIO OF MONTEREY (GRANT PROBST)

Language students in class at DLI. The Navy should reinstate continuous pay to provide an incentive to achieve and maintain language proficiency. Without proficiency, understanding of a foreign culture is virtually impossible.

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### **Proposed FAO Career Path**

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17. A list of language category codes is at [http://www.usna.edu/LangStudy/MCO7220\\_52D.pdf](http://www.usna.edu/LangStudy/MCO7220_52D.pdf). [back to article](#)
18. Interviews by author with PERS 4411C (25 January 2005) and PERS 442C (26 January 2005). Also see Attache Placement officer "Frequently Asked Questions" at <http://www.nDc.navy.mil/NR/rdonlvres/iA5CF0D3-3014-4232-B9FB-42B7102E85CA/0/FAQsaboutAttacheAssignments.htm>. [back to article](#)
19. Schirmer et al., *New Paths to Success: Determining Alternatives for First Grade Officers* (Santa Monica, CA: RAND Corporation, 2004), p. 35. This study also recommends eliminating up-or-out for Army FAOs. [back to article](#)

20. One of the **N51** proposals is to accept only URLs as **FAOs** — that could adversely limit the available personnel from which to choose. [back to article](#)
21. The Navy can probably accept 6 months of in-country training for **FAOs** with specialization in **CAT I** and **CAT II** languages but **CAT III** and **CAT IV** trained **FAOs** need the full 12 months in-country to improve language skills. [back to article](#)
22. In-country assignments include those listed in [note 6](#) above. [back to article](#)
23. Navy Staff, Combatant Command or Joint Staff (including **DIA**) assignments. [back to](#)

Lieutenant Commander Boraz is a Western Hemisphere FAO and a 15-year veteran of Naval Intelligence. He is a distinguished graduate of the Naval Postgraduate School in Monterey and is currently a Federal Executive Fellow at the RAND Corporation in Santa Monica, CA.

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE  
July 18, 2005  
2005 JUL 25 PM 3:51

TO: Dan Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Doc Long

Please **look** up "Doc Long," and find out who he was in the 1980s. He was a senior Appropriations Committee Member. I think he was Chairman of the Defense Appropriations Committee.

Please see if you can find a photo and information on him (i.e. what state he represented).

Thanks.

DHR:ss  
071805-17

.....  
*Please Respond By July 25, 2005*

OSD 14324-05

~~FOUO~~  
11-L-0559/OSD/50904





LEGISLATIVE  
AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1300

OFFICE OF THE  
SECRETARY OF THE  
DEFENSE

INFO MEMO

2005 JUL 25 PM 3:51

July 25, 2005, 5:00 p.m.

FOR SECRETARY OF DEFENSE

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

SUBJECT: Response to SECDEF regarding information on Doc Long.

The following information is provided in response to your request to look up "Doc Long" to find information on him, especially during the 1980's.

- Clarence Dickinson Long (1908-94) served as a Democratic Congressman from Maryland's 2nd District for twenty-two years (1963-1985). After he received his Ph.D. in Economics from Princeton in 1938, he was often addressed as "Doc Long" by friends and colleagues.
- He served as Chairman of the House Appropriations Subcommittee on Foreign Operations from 1977 until his defeat in 1984. In 1978, he introduced a resolution to veto a \$4.8 billion arms sales package to the Middle East as disruptive of peace negotiations. His major work in the House of Representatives centered on his commitment to seek a firm U.S. policy to halt the spread of nuclear weapons and on a reform in the foreign aid program.
- As a Representative with a largely liberal Jewish population he stated, "Long ago I decided that I'd vote for anything that the American Israel Public Affairs Committee wants. I didn't want them on my back...I made up my mind I would get and keep their support." He received a lot of criticism as many of his votes reflected this loyalty.
- Chairman Long is referenced in *Charlie Wilson's War* by George Crile, as an integral player in funding the Mujahideen in their fight against the Soviets. He, "personally committed himself, the entire Appropriations Committee, and the government of the United States to pouring hundreds of millions of dollars in aid to Pakistan and, specifically, to providing those marvelous Afghan warriors with the weapons they needed." (p. 192)

Attachments:

1. Snowflake#0701805-17
2. Photos of "Doc" Long

Prepared by: James Davis, Research Director, OASD-LA (b)(6)

11-L-0559/OSD/50905

OSD 14324-05

**FOUO**

OFFICE OF THE  
SECRETARY OF DEFENSE  
July 18, 2005  
2005 JUL 25 PM 3:51

TO: Dan Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Doc Long

Please look up "Doc Long," and find out who he was in the 1980s. He was a senior Appropriations Committee Member. I think he was Chairman of the Defense Appropriations Committee.

Please see if you can find a photo and information on him (i.e. what state he represented).

Thanks.

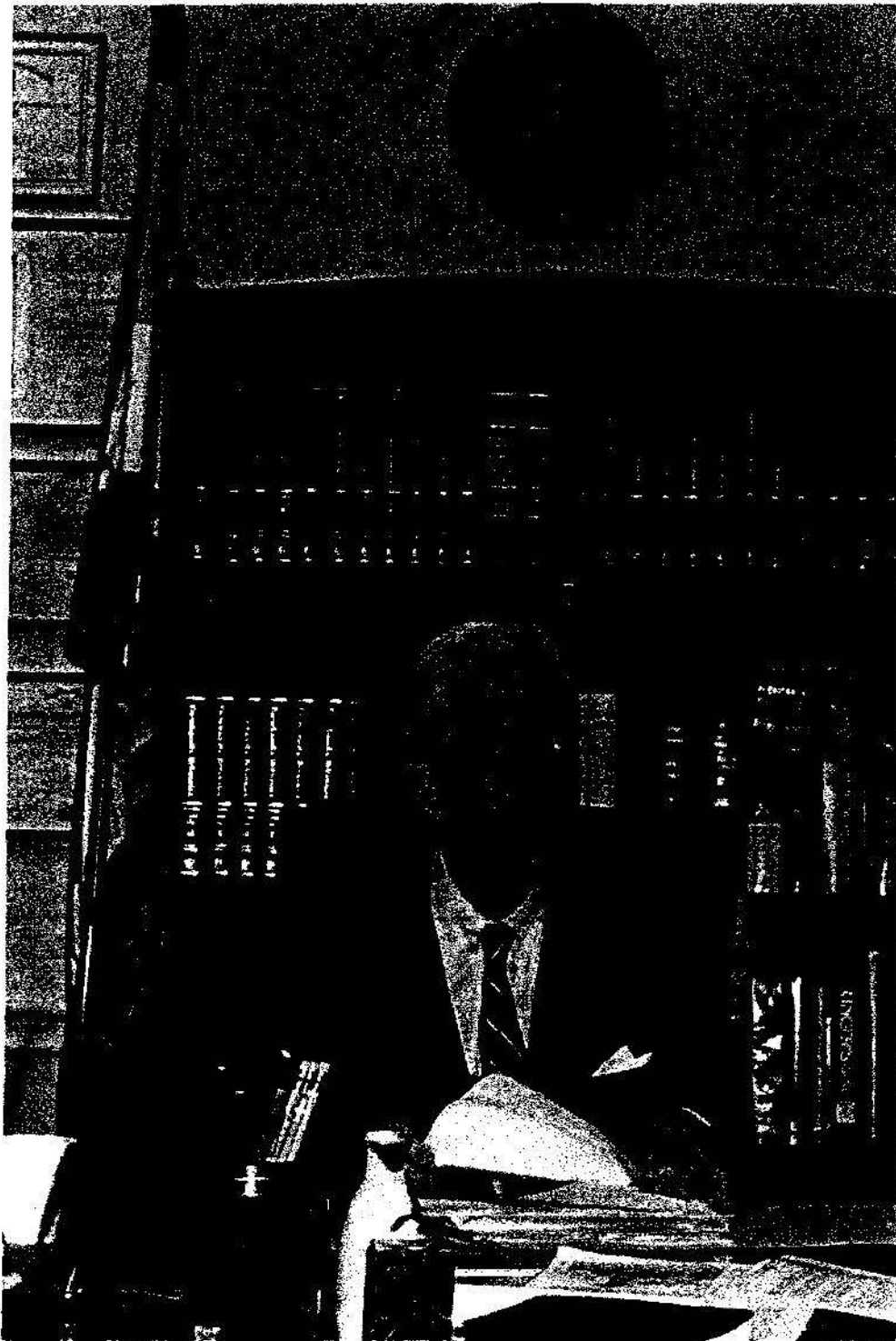
DHR.ss  
071805-17

.....  
*Please Respond By July 25, 2005*

**OSD 14324-05**

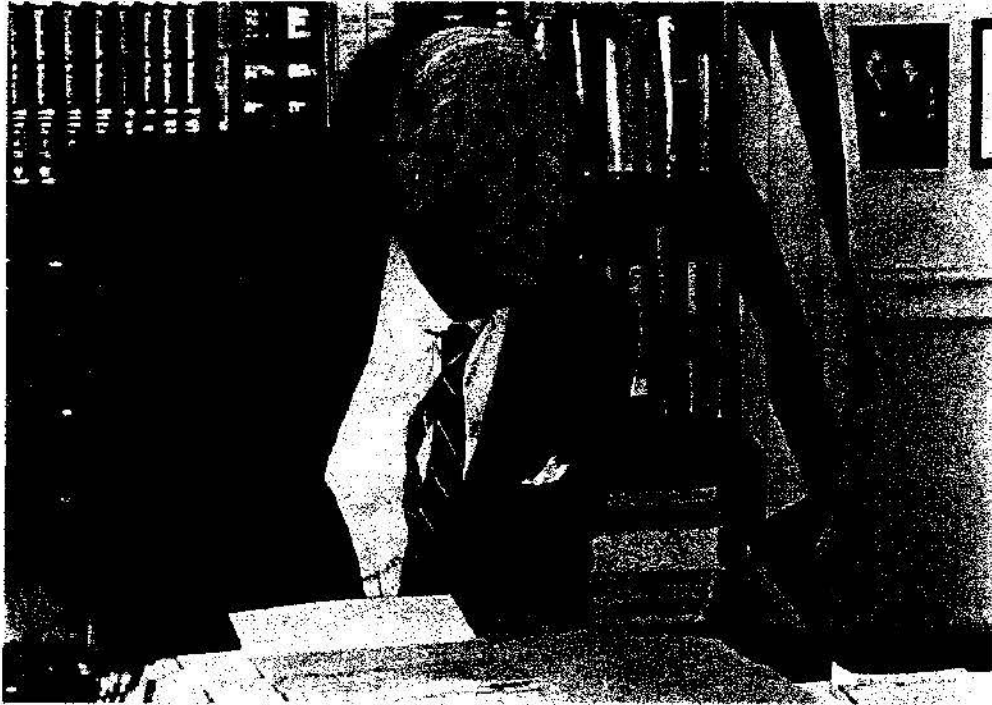
**FOUO**

11-L-0559/OSD/50906



"Them that have the gold, makes the rules." -- Congressman "Doc" Long

11-L-0559/OSD/50907



Congressman Long, the Chairman of the House Appropriations Subcommittee on Foreign Operations, sitting behind his desk in the 1980's.

11-L-0559/OSD/50908



PERSONNEL AND READINESS

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



2005 JUL 23 PM 12:55

**ACTION MEMO**

July 22, 2005 - 5:00 PM  
DepSecDef Action \_\_\_\_\_

FOR: SECRETARY OF DEFENSE  
FROM: David S. G. Chu, Under Secretary of Defense (Personnel and Readiness)  
SUBJECT: 2005 Secretary of Defense Employer Support Freedom Awards

- The 2005 Secretary of Defense Employer Support Freedom Awards will recognize 15 outstanding employers of the National Guard and Reserve.
- It is requested that you invite the President to speak at the award ceremony and ask the President to host the 15 recipients at the White House prior to the awards ceremony. (TAB A)
- Request you also invite the Vice President to speak if the President is unavailable. (TAB B)
- The ceremony will take place October 15, 2005, at the Omni Shoreham Hotel in Washington, D.C.

RECOMMENDATION: That you sign the attached memoranda.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

COORDINATION: None *Discussed with Army DEP. & - no comment*

Attachments:  
(As stated)

Prepared by Dave Patel, (b)(6)

MA SD		SMA DSD	
TSA SD	12/21	SA DSD	
EXEC SEC	M/17	0951	
ESR MA	MBS 7/27	0415	

001114

22 Jul 05





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

MEMORANDUM FOR THE VICE PRESIDENT

SUBJECT: Speaking Opportunity at the 2005 Secretary of Defense Employer  
Support Freedom Award Ceremony

On October 15, 2005, we will recognize 15 employers who provide exceptional support to their Guard and Reserve employees. The Freedom Award ceremonial dinner will be held at the Omni Shoreham Hotel at 7:30 p.m. If the President is not available to provide remarks, we would be honored if you would attend on his behalf.

This event would be an excellent opportunity to say "thank you" to America's employers for their patriotic commitment to the global war on terror.

Attachment:

Information Paper – Secretary of Defense Employer Support Freedom Award



11-L-0559/OSD/50910

## INFORMATION PAPER

### Secretary of Defense Employer Support Freedom Award

The Secretary of Defense Employer Support Freedom Award was instituted in 1996 under the auspices of the National Committee for Employer Support of the Guard and Reserve (NCESGR). In today's environment of continuous mobilization of Guardsmen and Reservists, America's employers are becoming inextricably linked to the nation's defense. NCESGR recognizes that more employers are being impacted by the Global War on Terror and the on-going military operations in Iraq. The award recognizes employers who provide the most outstanding support for their National Guard and Reserve employees and is presented annually by the Secretary of Defense. The Secretary of Defense Employer Support Freedom Award is the highest in a series of awards for employers, which also include the Patriot Award, Above and Beyond Award, and Pro Patria.

Secretary of Defense William Perry authorized the first award in 1996 and presented it to Schneider National, a Green Bay, Wisconsin trucking company. In the years since, many companies have received **this** prestigious award. The 2005 recipients are Alticor, Inc., Citizens Financial Group, Eaton Corporation, Enterprise Rent-a-Car Co., IDACORP, Los Angeles Police Department, Louisiana Dept of Public Safety & Corrections, Pioneer Financial Services, Ryland Homes, Sears, Roebuck and Co., South Dakota State University, State of Delaware, Toyota Motor Sales, USA, Inc., USAA, and the Wachovia Corporation.

Each of the 55 volunteer ESGR Committees can submit three nominations - one large employer (more than 500 employees), one small employer (less than 500 employees), and one public office or government employer. The nomination process is open to all Guard and Reserve personnel and their families. Applications are submitted on-line to NCESGR.


The nominations provide a detailed description of each employer's outstanding efforts in support of their Guard and Reserve employees. On May 5, 2005, a National Selection Board met to judge nominations based on criteria that assessed employer policies, practices, and programs that support their employees who serve in the Guard and Reserve. Special focus was given to what employers do "over and above" the support required by law. Fifteen award recipients were selected by the National Selection Board to receive the 2005 Secretary of Defense Employer Support Freedom Award.

For more information about the Secretary of Defense Employer Support Freedom Award, or other ESGR programs and services designed to help Guard and Reserve members and their employers, contact ESGR at 1-800-336-4590 or [www.esgr.mil](http://www.esgr.mil).

~~FOUO~~

JUL 25 2005

TO: The Honorable Andrew H. Card Jr.

FROM: Donald Rumsfeld 

SUBJECT: Possible Presidential Speaking Opportunity at the Secretary of Defense Employer Support Freedom Award Ceremony

On October 15, 2005, the Department of Defense will provide the Freedom Award to 15 employers who provide exceptional support to their Guard and Reserve employees. You may wish to consider the event, which includes a ceremonial dinner at the Omni Shoreham Hotel at 7:30 pm.

This event would be an excellent opportunity to say "thank you" to America's employers for their sustained commitment to the Global War on Terror.

An information paper is attached.

Attachment: Information Paper on the Secretary of Defense Employer Support Freedom Award

HR:s  
1105-13

001.1 EAH

25 JUL 05

50105

~~FOUO~~





OFFICE OF THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000



JUL 28 2005

MEMORANDUM FOR THE DEPUTY ASSISTANT TO THE PRESIDENT AND  
DIRECTOR OF THE WHITE HOUSE MILITARY OFFICE

SUBJECT: Presidential Speaking Opportunity at the Secretary of Defense Employer  
Support Freedom Award Ceremony

On October 14 and 15, 2005, we will formally recognize 15 employers who  
provide exceptional support to their Guard and Reserve employees. These events would  
be an excellent opportunity for the President to say "thank you" to America's employers  
for their patriotic commitment to the global war on terror.

If the President's schedule permits, he may wish to meet with these employers at  
the White House on October 14, 2005, to thank them for their support of the Guard and  
Reserve.

On October 15, 2005, Secretary Rumsfeld will be hosting the Freedom Award  
ceremonial dinner at the Omni Shoreham Hotel. This event would provide another  
excellent opportunity for the President to provide brief remarks. The dinner begins at  
7:30 p.m.

If the President's schedule does not permit him to participate, we would be  
honored to have the Vice President attend either or both of these events in his stead.

William P. Marriott  
Executive Secretary

Attachment:

Information Paper — Secretary of Defense Employer Support Freedom Award

001.1 WH

28 Jul 05

22 Jul 05



## INFORMATION PAPER

### Secretary of Defense Employer **Support** Freedom Award

The Secretary of Defense Employer Support Freedom Award was instituted in 1996 under the auspices of the National Committee for Employer Support of the Guard and Reserve (NCESGR). In today's environment of continuous mobilization of Guardsmen and Reservists, America's employers are becoming inextricably linked to the nation's defense. NCESGR recognizes that more employers are being impacted by the Global War on Terror and the on-going military operations in Iraq. The award recognizes employers who provide the most outstanding support for their National Guard and Reserve employees and is presented annually by the Secretary of Defense. The Secretary of Defense Employer Support Freedom Award is the highest in a series of awards for employers, which **also** include the Patriot Award, Above and Beyond Award, and Pro Patria.

Secretary of Defense William Perry authorized the first award in 1996 and presented it to Schneider National, a Green Bay, Wisconsin trucking company. In the years since, many companies have received this prestigious award. The 2005 recipients are Alticor, Inc., Citizens Financial Group, Eaton Corporation, Enterprise Rent-a-Car Co., IDACORP, Los Angeles Police Department, Louisiana Dept of Public Safety & Corrections, Pioneer Financial Services, Ryland Homes, Sears, Roebuck and Co., South Dakota State University, State of Delaware, Toyota Motor Sales, USA, Inc., USAA, and the Wachovia Corporation.

Each of the 55 volunteer ESGR Committees can submit three nominations - one large employer (more than 500 employees), one small employer (less than 500 employees), and one public office or government employer. The nomination process is open to all Guard and Reserve personnel and their families. Applications are submitted on-line to NCESGR.

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For more information about the Secretary of Defense Employer Support Freedom Award, or other ESGR programs and services designed to help Guard and Reserve members and their employers, contact ESGR at 1-800-336-4590 or [www.esgr.mil](http://www.esgr.mil).

~~FOUO~~

July 07, 2005

TO: Gordon England  
Fran Harvey  
Mike Dominguez

CC: David Chu  
Gen Dick Myers  
Gen Pete Pace

FROM: Donald Rumsfeld *DR*

SUBJECT: Energizing Stress on the Force

220.2

We've made some progress in Stress on the Force issues, but I am convinced this is an area that needs direct, personal, and energetic engagement by each of the Services.

We still have too many jobs in this Department that are done by military people (at well over \$110,000 per year average cost), as opposed to civilian equivalents (which we could probably fund at less than half of those costs). We have too many of our folks in places like think tanks, Congressional liaison, Administration organizations outside the Department, and other ancillary jobs that do not contribute to combat readiness in a direct or functional way.

I have asked David Chu to prepare a report every two weeks pulling together the details of your work in the Stress on the Force initiatives, to include specifically:

- Number of military billets that have been converted to civilian positions.
- Number of billets you will discontinue supporting outside the Department (fellowships, legislative support, administration, etc.)
- Initiatives and ideas you are undertaking to reduce Stress on the Force.

7542-05

~~FOUO~~

OSD 14397-05

11-L-0559/OSD/50915

**FOUO**

David Chu will continue to work the overall effort for the Department, and will serve to share good ideas back and forth between the Services; but **I am** looking to each of you to drive this home in your individual areas of responsibility. I would like each of you to schedule a meeting with me within 20 days to lay out your specific plans.

**Thanks.**

DHR.dh  
070705-05

.....  
*Please Respond By July 28, 2005*

**FOUO**


11-L-0559/OSD/50916

2

July 26, 2005

33  
2

MEMO TO: SECARMY  
 SECAF  
 UNSECNAVY

FROM: Gordon England 

SUBJECT: Military to Civilian Conversion

This is a follow up to our discussion last Monday morning regarding the importance of re-energizing our military to civilian conversions. This was addressed by SECDEF in a July 7 snowflake, "Energizing Stress on the Force". Reference his snowflake, he is looking for Dr. Chu to put together a report every two weeks on plans and progress in this area. Accordingly, I would like to understand your approach in following through on this initiative.

By this memo, I am asking David Chu to provide me the draft presentation for our joint discussion prior to meeting with SECDEF.

On another subject, we discussed outsourcing initiatives which have been largely dormant for the past several years. I would also appreciate your approach regarding this issue. Thanks.

Cc: Dr. Chu

26 JUL 05


7 JUL 05

OSD 14397-05

11-L-0559/OSD/50917

FOUO

July 27, 2005

TO: Honorable Dr. Condoleezza Rice  
CC: Stephen J. Hadley  
FROM: Donald Rumsfeld   
SUBJECT: Ambassador Young

I understand that Ambassador Steven Young, our ambassador in Kyrgyzstan at the present time, is a possible candidate for Taiwan. He seems to have a good background for it. He certainly has done a good job in Kyrgyzstan.

DHR:dh  
072705-16TS

CHINA (NAAS)

87 JUL 05

FOUO

OSD 14458-05

11-L-0559/OSD/50918

~~FOUO~~

July 27, 2005

TO: Honorable Dr. Condoleezza Rice

CC: Stephen J. Hadley

FROM: Donald Rumsfeld 

SUBJECT: Ambassador Young

I understand that Ambassador Steven Young, our ambassador in Kyrgyzstan at the present time, is a possible candidate for Taiwan. He seems to have a good background for it. He certainly has done a good job in Kyrgyzstan.

DHR:dt  
072705-16TS

~~FOUO~~

OSD 14458-05

11-L-0559/OSD/50919

~~FOUO~~

July 27, 2005

TO: Steve Hadley

FROM: — Donald Rumsfeld



SUBJECT: Invitation to President of Kazakhstan

I think it would be a good idea for the President to consider inviting the President of Kazakhstan to stop by and see him when the President of Kazakhstan comes to the UN General Assembly meeting.

It is an enormously important country, and there was the Shanghai Cooperation Organization meeting where Russia and China were trying to push the US out of Central Asia.

I think a meeting would be a good thing for our country. If it is to occur, I would like to be present.

Thanks.

DHR:dh  
072705-0278

KAZAKHSTAN

~~FOUO~~

OSD 14460-05

27 JUL 05

11-L-0559/OSD/50920



FOUO

JUL 27 2005

TO: Honorable Andrew H. Card, Jr.

FROM: Donald Rumsfeld 

SUBJECT: Pete Geren

I am told Pete Geren's name has been at **the** White House to be named Acting Secretary of the Air Force since June 22, which is about 34 days.

My understanding is that the President approved it. Since Pete is already working at the Pentagon, and it is not a permanent position, I can't imagine **what is taking** so long.

Could you please check and let me know? We haven't had a Secretary of the Air Force functioning for months and months.

I am told DoD prepared the supporting documentation and submitted it to the Presidential Personnel Office the same day, June 22.

Thanks.

DHR:dh  
072605-03TS

~~FOUO~~

OSD 14461-05

11-L-0559/OSD/50921

080 AF

8750205

FOUO

July 27, 2005

TO: Steve Hadley  
FROM: Donald Rumsfeld *DL*  
SUBJECT: Inauguration in Kyrgyzstan

The folks in Kyrgyzstan are anxious to learn who the US is going to send to attend the August 14 inauguration of their new President. You might want to give some thought to that.

One possibility would be Carlos Gutierrez. They are very interested in getting their economy to grow.

Thanks.

DHR:dh  
072705-01TS

*Kyrgyzstan*

FOUO

OSD 14462-05

*27 JUL 05*

11-L-0559/OSD/50922

FOUO

JUL 25 2005

TO: Doug Feith  
CC: Gen Dick Myers  
Gordon England  
GEN John Abizaid  
Tina Jonas  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Uzbekistan

Let's quickly make sure we've paid Uzbekistan everything we owe them.  
Thanks.

R.03  
1403-0275

.....  
Please respond by August 11, 2005

FOUO

OSD 14473-05

11-L-0559/OSD/50923



COMPTROLLER

UNDER SECRETARY OF DEFENSE  
1 100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1 100

INFO MEMO

July 27, 2005, 12:00 PM

FOR: SECRETARY OF DEFENSE

FROM: Tina W. Jonas 

SUBJECT: Uzbekistan

- You asked that we make sure we've paid Uzbekistan everything we owe them (Tab A).
- Yesterday, Gordon England approved a \$23 million payment to Uzbekistan, and signed letters informing Congress of the payment.
  - Law requires a 15-day congressional notification and wait period before we move funds.
  - This coalition support payment reimburses Uzbekistan for Karshi-Khanabad airfield support and border security provided from January 2003 through March 2005.
  - The Government of Uzbekistan submitted claims totaling \$43 million, but the U.S. Embassy in Tashkent and U.S. Central Command validated only 523 million.
  - This payment brings total Uzbekistan coalition payments to just under \$39 million (\$16 million paid in April 2003).
- The FY 2005 supplemental extended coalition support authority received in previous legislation, and provided \$1.22 billion in authority and funding. This is the first payment using the FY 2005 authority.

COORDINATION: None

Attachment:

As stated

Prepared by: Robert J. Henke, PDUSD(C), (b)(6)

cc: Under Secretary of Defense (Policy), Doug Feith  
Acting Deputy Secretary of Defense, Gordon England

OSD 14473-05

11-L-0559/OSD/50924

**TAB**

**A**

~~FOUO~~

JUL 25 2005

TO: Doug Feith  
CC: Gen Dick Myers  
Gordon England  
GEN John Abizaid  
Tina Jonas  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Uzbekistan

Let's quickly make sure we've paid Uzbekistan everything we owe them.

Thanks.

DHR:dh  
072405-0273

*DR* use respond by August 11, 2005

FOUO

OSD 14473-05

11-L-0559/OSD/50926

~~FOUO~~

2005 JUL 27 PM 4:57  
JUL 25 2005

TO: Mike Wynne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Advice on BRAC

We probably ought to get ready to provide some advice to the President, if that is legal and appropriate, once the BRAC Commission decides to send him whatever their additions or subtractions might be.

Before making a decision as to whether or not he wants to send it back to the Commission, the President would probably want to know why we did what we did, and then compare it to why they did what they did. As I recall, that is his legal right.

In any event, we ought to be getting ready to do whatever is proper for the Department of Defense to do, because time is getting short.

Thanks.

DR:dy  
072405-0578

.....  
*Please respond by August 11, 2005*

~~FOUO~~

OSD 14498-05

11-L-0559/OSD/50927



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010  
INFO MEMO

2005 JUL 27 PM 4:57

July 27, 2005

TO: SECRETARY OF DEFENSE  
ACTING DEPUTY SECRETARY OF DEFENSE

FROM: MR. MICHAEL W. WYNNNE

SUBJECT: Base Realignment and Closure (BRAC) Update

This is an update on the BRAC Commission's activity. I intend to provide you with weekly updates similar to those I provided to you earlier in the BRAC process.

Timeline: 43 days remain until the BRAC Commission recommendations are due to the President (September 8, 2005).

- The President has until 23 September to accept or reject the recommendations.
- Congress has 45 legislative days from receipt of the recommendations from the President to enact a joint resolution of disapproval or the Commission's recommendations become binding.

Potential Commission changes: In the snowflake at TAB A, dated July 25, 2005, you asked about providing information to assist the President in deciding whether to accept or reject the BRAC Commission's recommendations.

- As I indicated in my report to you last week (TAB B), the Commission formally voted (using the required super majority of seven of nine) to consider a small but significant number of additions to, or expansions of, the Department's recommendations. TAB C lists the additions and expansions under consideration. The statute requires another super majority vote to approve any of these as recommendations.
- Additionally, the Commission is reviewing all of our recommendations for rejection or modification (requires only a simple majority). TAB D lists those recommendations that we speculate are at risk for modification or rejection, based on information we have gathered during staff-to-staff interaction.
- We are developing a detailed strategy for expressing our views to the Commission on each of these actions.

Upcoming events:

- August 4 – Commission Hearing on NAS Oceana in Washington, DC.
- August 8 – Commission Regional Hearing in Monterey, CA.
- August 10 – Commission Regional Hearing in Washington, DC.
- August 11 – Commission Hearing on environmental issues.

11-L-0559 OSD/50928

OSD 14501-05



- August 11 – Commission Hearing on the Air National Guard recommendations.
- August 20 – Commission Hearing giving the Department one last opportunity to provide information directly in support of our equities.
- August 24-27 – Commission mark-up hearings and votes on recommendations.

Significant issues:

- Senator Thune introduced an amendment to delay implementation of the BRAC recommendations until one year after the last of the following is completed: implementation of the Overseas Basing Commission's recommendations, return of substantially all major combat units from Iraq; transmission of the quadrennial defense review; development and implementation of the National Maritime Security Strategy and the Homeland Defense and Civil Support directive; and submittal of a report assessing military installation needs in light of the above.
  - Senators Lieberman, Snowe, Lautenberg, Johnson, Dodd, Collins, Corzine, Bingaman, and Domenici were co-sponsors.
  - Senators Warner and Levin asked for the Department's views. DepSecDef's response (TAB E) provides both the rationale for completing BRAC without delay and indicates that if the President is presented a bill that weakens, delays, or repeals the BRAC authority, the Secretary of Defense will recommend the President veto the bill.
- Air National Guard Recommendations: The recommendations affecting the Air National Guard have engendered much opposition from Governors and their Adjutants General (TAGs). Complaints from the Governors and TAGs that they were not consulted appear to be resonating with the commissioners. As noted above, the Commission has scheduled another hearing on these recommendations and we expect them to ask for representatives from the Department of Homeland Security. We are working to provide the Air Force with the best opportunities possible to make their case before the Commission but much remains to be done. Additionally, the states of Pennsylvania and Illinois have sued the Department over recommendations that affect their Air National Guard in their states, alleging that the Department violated the law by not first obtaining the Governor's consent. The Commission has asked the Department of Justice, Office of Legal Counsel (OLC), for its opinion on the Department's authority to make and implement recommendations affecting the National Guard, which when issued, will govern the Commission's deliberations. The Office of the General Counsel of the Department of Defense has provided its views on and analysis of this question to OLC. We understand OLC may issue its opinion on or about August 1, 2005.

Attachments: as stated

cc: USD (AT&L)

# TAB

# A

~~FOUO~~

SECRET  
SECURITY CLASS

2005 JUL 27 PM 11:57

JUL 25 2005

TO: Mike Wynne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Advice on BRAC

We probably ought to get ready to provide some advice to the President, if that is legal and appropriate, once the BRAC Commission decides to send him whatever their additions or subtractions might be.

Before making a decision as to whether or not he wants to send it back to the Commission, the President would probably want to know why we did what we did, and then compare it to why they did what they did. As I recall, that is his legal right.

In any event, we ought to be getting ready to do whatever is proper for the Department of Defense to do, because time is getting short.

Thanks.

DEK:q  
072405-0578

.....  
Please respond by August 11, 2005

~~FOUO~~

OSD 14498-05

**TAB**

**B**

**Update on Base Realignment and Closure (BRAC) Actions  
July 19, 2005**

- DoD submitted 222 recommendations on May 13<sup>th</sup>, based upon quantitative and qualitative judgment to improve military value.
  - Affect 837 locations (33 major closures, 29 major realignments, 775 lesser actions)
  - Save \$57B over 20 years (NPV), \$5.5B annually.
- BRAC Commission memo of July 1<sup>st</sup> raised several issues, revealing potential additions to or expansions of DoD recommendations (TAB A). Department responded (TAB B) and testified at Commission hearing on July 18<sup>th</sup>.
- Commission voted July 19<sup>th</sup> to formally consider the following additions to or expansions of DoD recommendations by super majority - some we had considered and rejected:
  - Close rather than realign Naval Air Station, Brunswick, ME.
  - Close Navy Broadway Complex, San Diego, CA.
  - Close/Realign NAS Oceana, VA, and develop options for repositioning the air wing
  - Close/further realign Pope AFB to transfer total operations to the Army
  - Close Galena Forward Operating Location, AK.
  - Close the remaining Defense Finance and Accounting Service sites, then re-accomplish the analysis to do the planned consolidation at presumably different sites.
  - Close/Realign the Naval Post Graduate School and the Defense Language Institute, Monterey, CA, Air Force Institute of Technology, Wright Patterson AFB, into a Consolidated Professional Development Location (to be determined).
  - Realign Service Medical Commands, and tri-service Command into a Joint or Co-located Medical Commands at one location in NCR (Closing Potomac Annex)
- Commission will consider other changes, deletions from the DoD list at a later hearing which require only a simple majority to accomplish. Those that have been noted are:
  - Commission taking issue with 35 Air National Guard recommendations based upon strong opposition from the state adjutants general and some governors who also question the legality of the recommendations (lawsuit filed by Senator Specter and Governor Rendell). The Commission wants settlement with the Air Guard.
  - Commission questions the rationale for closing Portsmouth Naval Shipyard, specifically focused on a review of the declared Excess Capacity
  - Reconsider the consolidation of DARPA, and other research operations **as** to location
  - Commission questions the consolidation of the 26 Defense Finance and Accounting Service sites to 3, citing its difficulty.

**Current Status:** Commission continues analysis of our recommendation as well **as** above additions/expansions. May require data calls to the field. Needs to be completed quickly.

**Next Steps:** Final Commission hearings and votes expected mid August for changes – DoD may be asked to testify. Commission report due Sep 8; President accepts/rejects Sep 23; Congress has 45 legislative days to reject or they become binding.

**TAB**

**C**

**Additions to and Expansions of DoD Recommendations**  
(Commission voted by super majority to consider)

Additions

1. Close/Realign Naval Air Station Oceana, VA, and develop options for repositioning the carrier air wing.
2. Close/Realign the Naval Post Graduate School, the Defense Language Institute, Monterey, CA, and the Air Force Institute of Technology, Wright Patterson AFB, OH and create a Consolidated Professional Development Location (to be determined).
3. Realign Service Medical Commands, and tri-service Command into a Joint or Co-located Medical Commands at one location in the National Capital Region (Closing Potomac Annex).
4. Close Navy Broadway Complex, San Diego, CA.
5. Close Galena Forward Operating Location, AK.

Exuansions

1. Close, rather than realign Naval Air Station, Brunswick, ME
2. Close/further realign Pope Air Force Base, NC, to transfer total operations to the Army
3. Analyze the three Defense Finance and Accounting Service sites that would remain open (Columbus, OH, Indianapolis, IN, Denver, CO) as substitutes for sites that would close per DoD's recommendation.

**TAB**

**D**



**DoD Recommendations At Risk for Modification or Deletion**  
(Based on staff intelligence and speculation)

Army

- Close Fort Monmouth, NJ
- Close Red River Army Depot, TX

DoN

- Close Portsmouth Naval Shipyard, ME
- Realign Naval Air Station Brunswick, ME
- Close Naval Support Activity Corona, CA

Air Force

- Close Ellsworth Air Force Base, SD
- Air National Guard (Various)

Education & Training Joint Cross Service Group

- Net Fire Center, Fort Sill, OK

Headquarters & Support Activities Joint Cross Service Group

- Army Human Resources Command consolidation at Fort Knox, KY
- Consolidate Defense Investigative Services Agency and create Joint C4ISR Development & Acquisition
- Consolidate Civilian Personnel Offices
- Co-Locate Miscellaneous Air force leased locations and National Guard Headquarters locations

Industrial Joint Cross Service Group

- Realign Lackland Air Force Base, TX
- Close Hawthorne Army Depot, NV
- Close Riverbank Army Ammunition Plant, CA

Medical Joint Cross Service Group

- Convert Inpatient Services to Clinics (Keesler Air Force Base, MS)
- Joint Medical Training at Fort Sam Houston, TX

Technical Joint Cross Service Group

- Co-Locate Extramural Research Program Managers, Bethesda, MD
- Navy Integrated Weapons & Armaments Research, Development, Acquisition, Test, & Evaluation Center (Point Mugu, CA)
- Maritime C4ISR Research, Development, Acquisition, Test, & Evaluation (Point Mugu, CA)



DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010



JUL 28 2005

The Honorable John Warner  
Chairman, Senate Armed Services Committee  
United States Senate  
Washington, DC 20510

Dear Mr. Chairman:

This letter presents the views of the Department of Defense on Senate Amendment 1389, a proposed amendment to S. 1042, 109th Congress. This amendment would postpone the Base Realignment and Closure (BRAC) recommendations currently under review by the independent BRAC Commission, until completion of the following actions: analysis, consideration, and implementation of the recommendations of the Overseas Basing Commission; return of substantially all major combat units from Iraq; transmission of the quadrennial defense review to the Armed Services Committees; development and implementation of the National Maritime Security Strategy and the Homeland Defense and Civil Support directive; and submittal of a report to Congress assessing military installation needs in light of the above, within one year after the last such action is complete.

The Department of Defense strongly opposes this and any other legislation to weaken, delay, or repeal the authority for the 2005 BRAC round. If the President is presented a bill that weakens, delays, or repeals the BRAC authority, the Secretary of Defense, joining with other senior advisors, will recommend that the President veto the bill.

It is important to proceed with BRAC in order to position our infrastructure to support emerging missions. A well-supported, capabilities-based force structure has infrastructure that is best sized and placed to support emerging mission needs and national security. Any delay in BRAC implementation delays infrastructure realignment supporting transformation of the Armed Forces.

BRAC is integral to the broader global basing transformation. In order to examine its footprint comprehensively and globally, the Department aligned the rationalization of its domestic infrastructure with the Integrated Global Presence and Basing Strategy effort. Through BRAC, the Department selected the sites that will accommodate forces that will return to the United States from overseas. Without BRAC, the efficient flow of personnel from overseas locations will be compromised and the Army, in particular,

11-L-0559/OSD/50938

would be forced to leave units and families in Europe for another 2 to 3 years. This increases the burden on our Army families living in a foreign country while their spouses are fighting overseas. The BRAC authorities permit us to do the job quickly and effectively, while continuing our work in Iraq.

The Department needs the savings that BRAC will bring. A delay would postpone the estimated \$5.5 billion in net annual recurring savings the Department could realize from the recommendations the Secretary forwarded to the independent Commission. Delaying realization of these savings amounts to losing \$5.5 billion that could be reallocated to higher priority requirements for each year of delay. We urge the Senate to preserve current law on BRAC matters, to both protect the interests of American taxpayers and ensure a strong national defense.

The Office of Management and Budget advises that, from the standpoint of the Administration's program, there is no objection to the presentation of this report, and that adoption of Senate Amendment 1389 would not be in accord with the President's program.

Sincerely,



Andrew England  
ACTING

cc:  
Senator ~~Carl~~ Levin  
Ranking Member

July 27, 2005

TO: Gen Pete Pace

CC: Gen Dick Myers  
 GEN John Abizaïd  
 GEN George Casey  
 Gordon England  
 Doug Feith

FROM Donald Rumsfeld *[Signature]*

SUBJECT Distribution of HUMVEEs in Iraq

451

I have heard that Duncan Hunter remains unfulfilled with the explanation concerning the USAAJSMC balance of HUMVEEs. When I was in Iraq, J.R. Vines indicated they have looked at this hard and are satisfied they have it about right.

I'd like to see a high-level, one-page explanation of the issue and why we think we have it right, so I can send it to Duncan.

Thanks.

DER:dh  
 072705-32TS

.....  
 Please respond by August 11, 2005

29 JUL 05

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~~FOUO~~

July 27, 2005

TO: Gen Pete Pace

CC: Gen Dick Myers  
GEN John Abizaid  
GEN George Casey  
Gordon England  
Doug Feith

FROM Donald Rumsfeld 

SUBJECT: Distribution of HUMVEEs in Iraq

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Thanks.

DFR:dh  
072705-3275

.....  
*Please respond by August 11, 2005*

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FOUO

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April 6, 2005

APR 11 11 30

092

TO: Gen Dick Myers  
Doug Feith

FROM: Donald Rumsfeld *D-*

SUBJECT: Advisors from Cabinet Departments for Afghanistan and Iraq

At yesterday's Cabinet meeting I raised the question of getting more advisors out of our Cabinet Departments to help in Afghanistan and Iraq. The President reinforced it, so did Condi.

We need to make a specific request of each Cabinet **Officer**. Please tell me what we should ask of each Cabinet officer and how.

Thanks.

DHR:ss  
040505-17

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Please respond by 4/21/05

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6 Apr 05

FOUO

OSD 14595-05

11-L-0559/OSD/50942

**FOUO**

**INFO MEMO**

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JUL 27 2005

FOR THE SECRETARY OF DEFENSE

**FROM:** Mr. Thomas W. O'Connell, Assistant Secretary of Defense (SO/LIC)

*O'Connell*  
*21 July 05*

092

**SUBJECT** Getting Civilian Experts to Afghanistan from USG Departments and Agencies Other Than Just DoD, DoS, and AID.

- You inquired which Department and Agency heads you might ask to send civilian advisors to Afghanistan and Iraq (see snowflake at TAB A). The following answers Afghanistan; you have received a separate response on Iraq.
- Increasing the number of U.S. civilian experts to assist Afghan reconstruction is critical to creating conditions for victory and the redeployment of U.S. military forces. Few Departments or Agencies robustly responded to Dr. Rice's July 26, 2003 call to send personnel to Afghanistan.
- We contacted Embassy Kabul's Afghanistan Reconstruction Group (ARG) and Combined Forces Command - Afghanistan (CFC-A) to learn what categories and numbers of civilian experts are needed.
  - o Agricultural staff are needed the most -- 31 positions identified.
  - o Urban development and small business expertise is in high demand -- 23 positions identified.
  - o Detailed findings are attached at TAB B.
- No federal mechanism exists today for the rapid recruitment, placement, and sustainment (i.e., funding) of expert civilians from the USG.
  - o The State Department Coordinator for Reconstruction and Stabilization (S/CRS) has declined the task of increasing USG civilian experts in Afghanistan and does not yet have the capacity or funding to carry out such a mission.
- Here are two options for recruiting such expertise:
  - o Option 1: The President and his national security team re-issues a call for Departments and Agencies to ask for volunteers and provide staff from existing resources.

21 Jul 05

6 Apr 05

OSD 14595-05

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**FOUO**

- **Option 2: The President issues an Executive Order:**
  - **establishing an interagency board to recruit personnel,**
  - **specifying the types of deployments,**
  - **requiring metrics on staffing, and**
  - **creating a central account to pay salaries and deployment costs.**
- **A more detailed briefing is provided at TAB C.**

**Coordination: Tab D**

**Attachments: As stated**

**Prepared by: Bailey Hand, SO/LIC Stability Operations, (b)(6)**

**Approved by: Dr. Jeb Nadaner, DASD Stability Operations, (b)(6)**



18 May 2005

**USG Civilian Expertise Needed in Afghanistan**  
(based on input from Embassy Kabul ARG and CFC-A)

<b>Department</b>	<b>Total Required Staff and Location</b>
Agriculture	4 in Kabul 27 at PRTs
Commerce	2 in Kabul
Education	4 in Kabul 4 at PRTs (on a rotational basis)
Energy	2 in Kabul
Health and Human Services	2 in Kabul
Homeland Security	5 in Kabul
Housing and Urban Development	2 in Kabul 10 at PRTs (on a rotational basis)
Interior	1 in Kabul
Justice	3 (from main DoJ) in Kabul
Labor	1 in Kabul
Transportation	1 in Kabul 4 at PRTs (on a rotational basis)
Treasury	4 in Kabul
Veterans Affairs	1 in Kabul
<b>Agency</b>	<b>Total Required Staff and Location</b>
EXIM Bank	1 in Kabul
Federal Aviation Administration	4 in Kabul
Federal Communications Commission	1 in Kabul
Small Business Administration	1 in Kabul 10 at PRTs (on a rotational basis)
US Geological Survey	1 in Kabul

Prepared by: Bailey Hand, SO/LIC Stability Operations, (b)(6)

Approved by: Dr. Jeb Nadaner, DASD Stability Operations, (b)(6)

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***Increasing U.S. Civilian Support to the  
Reconstruction of Afghanistan***

7 June 2005

~~FOUO~~

DRAFT

11-L-0559/OSD/50946

## *Purpose of this Briefing*

---

- Increasing the number of U.S. civilian experts in Afghanistan to help Afghans build their economy and governmental institutions is critical to creating conditions for victory and the redeployment of U.S. military forces.
- Much of that civilian expertise lies in U.S. Departments and Agencies other than DoD and DOS, and in the private sector.
- This briefing outlines the expertise needed to achieve President Bush's goals in Afghanistan and options for garnering it.

## *Issues Covered in this Briefing*

---

- Expertise needed (based on information from the Embassy Kabul Afghanistan Reconstruction Group (ARG) and CFC-A)
- Coordinating the recruitment and deployment of civilian experts
- Security for civilian experts
- Using USG civilian experts vs. contractors: pros and cons of each
- The USG's need for an effective mechanism to recruit, place, and sustain experts

## *Expertise Needed* (based on input from the Embassy Kabul ARG and CFC-A) (1 of 2)

Dept. or Agency	Potential Subject Expertise	Current Staff (at Embassy, <b>ARG</b> , or PRT)	Total Required Staff and Location
Agriculture	Alternative livelihoods, crops, livestock and agribusiness programs, ministry and agricultural college reform	10 currently at PRTs 1 in Kabul	27 at PRTs 4 in Kabul
Commerce	Census support and trade development (imports/exports)	0	2 in Kabul
Education	Literacy programs, ministry reform (Ministries of Education and Higher Education), university assistance	0	4 in Kabul 4 at PRTs (on a rotational basis)
Energy	Power sector and alternative/renewable energy development	0	2 in Kabul
EXIM Bank	Promoting foreign direct investment	0	1 in Kabul
Federal Aviation Administration	Training and capacity building for Afghan Civil Aviation Training Institute	1 (incoming)	4 in Kabul
Federal Communications Commission	Telecommunications policy	0	1 in Kabul
Health and Human Services	Urban and rural healthcare (coordination of efforts)	1 (incoming)	2 in Kabul (with TDYs to PRTs)
Homeland Security	Customs and border control (embedded mentors)	0	5 in Kabul (with TDYs to border posts and PRTs)

## *Expertise Needed* (based on input from the Embassy Kabul ARG and CFC-A) (2 of 2)

Dept. or Agency	Potential Subject Expertise	Current Staff (at Embassy, ARG, or PRT)	Total Required Staff and Location
Housing and Urban Development	Housing programs, municipal services and urban planning	0	2 in Kabul 10 at PRTs (on a rotational basis)
Interior	Establishment and management of reforestation programs and forest management	0	1 in Kabul (with TDYs to PRTs)
Justice	Judicial and legal reform, prosecution/ extradition for major drug cases, mentoring of prosecutors	2 main DoJ 6 DEA (3 FBI incoming)	3 (main DoJ) in Kabul
Labor	Labor and economic statistics	0	1 in Kabul
Small Business Administration	Bottom-up citizen driven entrepreneurial development, business practices development	0	1 in Kabul 10 at PRTs (on a rotational basis)
Transportation	Road, rail, and aviation infrastructure, ministry reform	0	1 in Kabul 4 at PRTs (on a rotational basis)
Treasury	Budget management, macroeconomic policy, financial sector development, and economic analysis	1	4 in Kabul
US Geological survey	Coordinate USGS experts on TDY, ministry mentoring	1	1 in Kabul
Veterans Affairs	Help with disabled veterans healthcare issues	0	1 in Kabul

# *Coordinated Recruitment and Deployment of Civilian Experts*

---

- Civilian experts recruitment and deployment:
  - **Should not** be based on a vague request from the NSC without prioritized requirements.
  - **Should** be coordinated with:
    - The Government of Afghanistan's efforts to build up the country
    - USG advisory structures in Afghanistan -- the Afghanistan Reconstruction Group (ARG) and USAID Mission
    - Combined Forces Command – Afghanistan (CFC-A)
    - Other donor countries

Coordinated USG recruitment and deployment of civilian experts can reinforce the US goal of an independent Afghanistan that has a growing economy and healthy government institutions.

## *Civilian Experts Need Security*

---

- The State Department requires that USG civilians deployed to Afghanistan under Chief of Mission authority have the same security that Foreign Service Officers get. That standard precludes civilian experts from easily traveling in the provinces, or working in ministries or local government offices.
  
- A review of this security standard for USG civilians is timely.
  - It may be possible to relax the standard in some regions.
  - In other places, an increase in deployed civilians will likely require more security, which can be provided by:
    - DoS Diplomatic Security,
    - Contractors, or
    - **US** military forces for area security and *in extremis* support (but US military forces cannot provide personal security details).
  
- The State Department security standards may not always apply to contractors.



## *USG Civilian Experts vs. Civilian Contractors*

---

- Civilian experts can be recruited from within the ranks of the federal, state and local governments, or the private sector. Each category has its own benefits:
- USG civilian advisors:
  - Have government experience.
  - Come with the support of their parent agency/department.
  - Build **U.S.** government-to-Afghan ministry ties.
  - Require no separate hiring process necessary because they are already in the federal personnel system.
  - Are generally less expensive than contractors to deploy.
- State and local government civilians:
  - Have expertise especially useful in the provinces that federal officials and contractors often lack.
- Contractors often:
  - Can be hired in a flexible personnel process.
  - Bring critical skills not easily found in the public sector.
  - May be able to travel and work in the ministries and provinces with less security.

## *Problem*

---

- Few USG Departments or Agencies have robustly responded to calls (e.g. National Security Advisor's memo of July 26, 2003 to Cabinet agencies) to send personnel to Afghanistan.
  - Deployments that have occurred have not been rapid, long-term, or well integrated with other USG initiatives.
  - Short deployments add little value; generally one year deployments are needed.
  
- Most USG Departments or Agencies lack DoD and DoS's "deployment culture." Departments and Agencies:
  - Rarely make it easy or offer incentives for superior personnel to deploy.
  - Do not want to send employees without compensation to fill the vacant **U.S.** positions.
  
- No federal mechanism exists today for the rapid recruitment, placement, and sustainment (i.e., funding) of expert civilians from the USG.

# *Options for Recruitment within the Federal Government*

---

## OPTION 1 :

- The President and his national security team re-issues a call for Departments and Agencies to ask for volunteers and provide staff from existing resources.
  - The new State Department Coordinator for Reconstruction and Stabilization (*SICRS*) or the Afghanistan office at the State Department could coordinate recruitment.

## OPTION 2:

- The President issues an Executive Order:
  - Establishing an interagency board to recruit and place personnel (alternatively, the order could task SICRS);
  - Specifying the types of deployments (subject matter, seniority, and length) needed;
  - Requiring metrics reports on each Department and Agency's fulfillment of the President's order; and
  - Establishing a central account to pay salaries and deployment costs.

**COORDINATION**

ISA/NESA	COL Robert Tregaskis	5 July 2005
Joint Staff/J5 <b>CASA</b>	COL Dan Ball	5 July 2005
Defense Reconstruction <b>Support Office</b>	Anne MacDonald	1 July 2005 Copy Provided

**FOUO**

**COORDINATION**

ISA/NESA	Kapil Gupta	7 June 2005
J-5 Central/South Asia	Col <del>Dan</del> Ball	7 June 2005
Defense Reconstruction and Support Office	Secretary Hoffman	Copy Provided 7 June 2005

Prepared by: Bailey Hand, SO/LIC Stability Operations (b)(6)  
Approved by: Dr. Jeb Nadaner, DASD Stability Operations (b)(6)

~~FOUO~~

April 6, 2005

I-05/004788  
ES-2905

TO: Gen Dick Myers  
Doug Feith

**FROM:**

**SUBJECT** Advisors from Cabinet Departments for Afghanistan and Iraq

At yesterday's Cabinet meeting I raised the question of getting more advisors out of *our* Cabinet Departments to help in Afghanistan and Iraq. The President reinforced it, so did Condi.

We need to make a specific request of each Cabinet Officer. Please tell me what we should ask of each Cabinet officer and how.

Thanks.

DHR:ss  
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Please respond by 4/21/05

~~FOUO~~

~~FOUO~~

INFO MEMO

DSD  
PDUSE *R* JUL 27 2005  
I-05/007905-SO  
05/004788  
ES-2905

FOR THE SECRETARY OF DEFENSE

FROM: Mr. Thomas W. O'Connell, Assistant Secretary of Defense (SO/LIC)

*O'Connell*  
*21 July 05*

SUBJECT Getting Civilian Experts to Afghanistan from USG Departments and Agencies Other Than Just DoD, DoS, and AID.

- You inquired which Department and Agency heads you might **ask** to send civilian advisors to Afghanistan and **Iraq** (see snowflake at TAB A). The following answers Afghanistan; you have received a separate response on Iraq.
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- Here are two options for recruiting such expertise:
  - Option 1: The President and his national security team re-issues a call for Departments and Agencies to **ask** for volunteers and provide staff from existing resources.

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- o **Option 2: The President issues an Executive Order:**
  - **establishing an interagency board to recruit personnel,**
  - **specifying the types of deployments,**
  - **requiring metrics on staffing, and**
  - **creating a central account to pay salaries and deployment costs.**
- **A more detailed briefing is provided at TAB C.**

**Coordination:** Tab D

**Attachments:** As stated

**Prepared by:** Bailey Hand, SO/LIC Stability Operations (b)(6)  
**Approved by:** Dr. Jeb Nadaner, DASD Stability Operations (b)(6)



18 May 2005

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US Geological Survey	1 in Kabul

Prepared by: Bailey Hand, SO/LIC Stability Operations, (b)(6)

Approved by: Dr. Jeb Nadaner, DASD Stability Operations, (b)(6)

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*Increasing U.S. Civilian Support to the  
Reconstruction of Afghanistan*

7 June 2005

## *Purpose of this Briefing*

---

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- This briefing outlines the expertise needed to achieve President Bush's goals in Afghanistan and options for garnering it.

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---

- Expertise needed (based on information from the Embassy Kabul Afghanistan Reconstruction Group (ARG) and CFC-A)
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DRAFT WORKING PAPERS

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11-L-0559/OSD/50966

# ***Coordinated Recruitment and Deployment of Civilian Experts***

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    - USG advisory structures in Afghanistan -- the Afghanistan Reconstruction Group (ARG) and USAID Mission
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    - Contractors, or
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  - Come with the support of their parent agency/department.
  - Build U.S. government-to-Afghan ministry ties.
  - Require no separate hiring process necessary because they are already in the federal personnel system.
  - Are generally less expensive than contractors to deploy.
- State and local government civilians:
  - Have expertise especially useful in the provinces that federal officials and contractors often lack.
- Contractors often:
  - Can be hired in a flexible personnel process.
  - Bring critical skills not easily found in the public sector.
  - May be able to travel and work in the ministries and provinces with less security.

## *Problem*

---

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- Few USG Departments or Agencies have robustly responded to calls (e.g. National Security Advisor's memo of July 26, 2003 to Cabinet agencies) to send personnel to Afghanistan.
  - Deployments that have occurred have not been rapid, long-term, or **well** integrated with other USG initiatives.
  - Short deployments **add** little value; generally one year deployments are needed.
  
- Most USG Departments or Agencies lack DoD and DoS's "deployment culture." Departments and Agencies:
  - Rarely make it easy or offer incentives for superior personnel to deploy.
  - Do not want to send employees without compensation to fill the vacant U.S. positions.
  
- No federal mechanism exists today for the rapid recruitment, placement, and sustainment (i.e., funding) of expert civilians from the USG.

# *Options for Recruitment within the Federal Government*

---

## OPTION 1:

- The President and his national security team re-issues a call for Departments and Agencies to ask for volunteers and provide **staff** from existing resources.
  - The new State Department Coordinator for Reconstruction and Stabilization (S/CRS) or the Afghanistan office at the State Department could coordinate recruitment.

## OPTION 2:

- The President issues an Executive Order:
  - Establishing an interagency board to recruit and place personnel (alternatively, the order could task SICRS);
  - Specifying the types of deployments (subject matter, seniority, and length) needed;
  - Requiring metrics reports on each Department and Agency's fulfillment of the President's order; and
  - Establishing a central account to pay salaries and deployment costs.

**COORDINATION**

ISA/NESA	COL Robert Tregaskis	5 July 2005
Joint Staff/J5 CASA	COL Dan Ball	5 July 2005
Defense Reconstruction Support Office	Anne MacDonald	1 July 2005 Copy Provided

~~FOUO~~

**COORDINATION**

ISA/NESA	Kapil Gupta	7 June 2005
J-5 Central/South Asia	Col Dan Ball	7 June 2005
Defense Reconstruction and Support Office	Secretary Hoffman	Copy Provided 7 June 2005

Prepared by: Bailey Hand, SO/LIC Stability Operations, (b)(6)  
Approved by: Dr. Jeb Nadaner, DASD Stability Operations (b)(6)



CHAIRMAN OF THE JOINT CHIEFS OF STAFF OFFICE ~~SECRET~~ **DM-2651-05**  
WASHINGTON, D.C. 20318-9999 **SECRET 28 July 2005**

2005 JUL 29 AM 9:46

*Iraq*

**ACTION MEMO**

*MATT LATIMER*

FOR SECRETARY OF DEFENSE

DepSec Action \_\_\_\_\_

FROM: General Richard B. Myers, CJCS *RBM 7/18*

SUBJECT: Paper on Milestones in Iraq (SF 1057)

- **Answer.** In response to your issue (TAB A), ow suggestions **to** the *summary* on milestones in Iraq are attached (TAB B).
- **Analysis.** The paper is well composed. We offer minor edits for clarity and correctness.

RECOMMENDATION Forward edits at TAB B to Mr. Matt Latimer.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_ Other \_\_\_\_\_

COORDINATION: TAB C

Attachments:  
As stated

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

*28 Jul 05*

MA SD		SMA DSD	
TSA SD		SA DSD	
EXEC SEC			
ESR MA	<i>BH 7/29/05</i>		

*29 Jun 05*

**FOR OFFICIAL USE ONLY**

11-L-0559/OSD/50974

OSD 14596-05

TAB A

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 JUL 29 AM 9:46  
JUN 29 2005

TO: Gen Dick Myers  
Doug Feith  
Larry Di Rita  
Matt Latimer

1057

FROM: Donald Rumsfeld

*M*

**SUBJECT** Paper on Milestones in Iraq

Attached is a **summary** of the discussion we had **regarding** milestones. The first part is what the President says the **terrorists** have **tried** and failed to do. The second part is what **the** President **has** set out **as** a time table and goals, and has achieved. The very bottom shows the next milestones in the plan. It is not a bad construct. I have not tweaked it carefully.

If **you** have any suggestions, let's fix it. Please send your edits **to** Matt Latimer. Matt, take the lead on **this** and give me a consolidated response.

Thanks.

Attach: Milestones in Iraq

DMR.js  
062805-14

.....  
**Please Respond By 07/12/05**

Tab A

~~FOUO~~

11-L-0559/OSD/50975

OSD 14596-05

The terrorists – foreign and Iraqi – have tried and failed to:

- stop the transfer of sovereignty to the Iraqi people;
- break **our** Coalition and force a mass withdrawal by **our** allies;
- incite an Iraqi civil **war**;
- prevent free elections last January;
- stop the formation of the new democratic Iraqi government that represents all of Iraq's diverse population; or to
- stop Iraqis from signing up in large numbers with the Iraqi police forces and the army to defend their new democracy.

The US and the Coalition have had a plan and a timetable, with milestones, from the outset:

- To topple the regime of Saddam Hussein – it was accomplished in record speed.
- To establish an Iraqi Governing Council – it **was** accomplished.
- **To** pass sovereignty to the Iraqis by June 30, 2004 – it was accomplished two days ahead of schedule.
- Holding free and fair elections on January 30<sup>th</sup>, with 8 million Iraqis voting it was **an** historic success.
- For the Iraqis to provide a Transitional Administrative Law pointing towards a Constitution and elections – it **was** provided.
- To internationalize the efforts in Iraq **through** NATO and the UN – it is being accomplished and some 30 nations now have forces on the ground.

These have been the milestones, and each one has been accomplished.

The next milestones include:

- Drafting the new Iraqi Constitution by August 15.
- Holding a national referendum **on** the Constitution by October 15.
- Holding elections under the new Constitution by December 15.

Tab A



JOINT STAFF EDITS TO THE **MILESTONES** IN IRAQ

The terrorist – foreign and Iraqi – have tried and failed to:

- stop the transfer of sovereignty to the Iraqi people:
- intimidate US forces into leaving;
- break our Coalition and force a **mass** withdrawal by our allies:
- incite an Iraqi **civil** war:
- stop the reconstruction of Iraai infrastructure;
- prevent free elections **last** January;
- stop the formation of the new democratic Iraqi government that represents **all** of Iraq's diverse population:
- stop Iraqis from **signing up** in large numbers with the Iraqi police forces and the army to defend their new **democracy**;
- cause a **rift** between the US and Iraai governments: or to
- **win** the hearts and minds of civilized people in Iraa or the world to the cause of violent extremism.

The United States and the Coalition have had a plan and a timetable, with milestones, from the outset:

- To topple the regime of Saddam Hussein – it was accomplished in record speed.
- To establish an Iraqi Governing Council – it was accomplished.
- To pass sovereignty to the Iraqis by June 30, 2004 – **it was** it was accomplished ~~two~~ days ahead of schedule.
- ~~Holding~~ To hold free and fair elections **on** January 30th, with 8 **million** Iraqis voting. It was an historic success.
- For the Iraqis to provide a Transitional Administrative Law pointing towards a Constitution and elections – it was provided.
- To internationalize the efforts in Iraq through NATO and the UN – it is being accomplished and some 30 nations now have forces **on** the ground.
- To expose violent extremism for the nihilistic brutality it is – the terrorists have done a **fine** job of this themselves.

These have been milestones, and each one **has** been accomplished.

The next milestones include:

- Drafting the new Iraqi Constitution by August 15.
- Holding a national referendum **on** the Constitution **by** October 15.
- Holding free and fair elections under the new Constitution by December 15.
- Helping the new constitutionally elected government reach self-sufficiency.
- Reducing the US military presence in Iraa commensurately with increasing Iraa's ability to manage its own security.

**TAB C**

**COORDINATION**

USCENTCOM

Colonel **Boozer**

**8 July 2005**

TAB A

~~FOUO~~

RECEIVED OF THE  
SENATE  
RESPONSE

2005 JUN 29 AM 9:47

JUN 29 2005

TO: Gen Dick Myers  
Doug Feith  
Larry Di Rita  
Matt Latimer

1057

FROM Donald Rumsfeld

*M*

SUBJECT Paper on Milestones in Iraq

Iraq

Attached is a summary of the discussion we had regarding milestones. The first part *is* what the President says the terrorists have tried and failed to do. The second part is what the President *has* set *out as* a time table and goals, *and* has achieved. The very bottom shows *the* next milestones in the plan. It is not a bad construct I have not tweaked it carefully.

If you have *any* suggestions, let's *fix* it. Please send your edits to Matt Latimer. Matt, take the lead on *this* and give me a consolidated response.

Thanks.

Attach: Milestones in Iraq

DHR:ss  
062805-14

.....  
*Please Respond By 07/12/05*

29 Jun 05

Tab A

OSD 14596-05

~~FOUO~~

11-L-0559/OSD/50979

The terrorists –foreign and Iraqi –have tried and failed to:

- **stop** the transfer of sovereignty to the Iraqi people;
- break **our** Coalition and force a mass withdrawal by **our** allies;
- incite an Iraqi civil war;
- prevent free elections last January,
- stop the formation of the new democratic Iraqi government that represents all of Iraq's diverse population; or to
- stop Iraqis **from** signing up in large numbers with the Iraqi police forces and the **army** to defend their new democracy.

The US and the Coalition have had a plan and a timetable, with milestones, **from** the outset:

- To topple the regime of Saddam Hussein – it **was** accomplished in record speed.
- To establish an Iraqi Governing Council – it was accomplished.
- **To** pass sovereignty to **the** Iraqis by June 30, 2004 – it was accomplished two days ahead of schedule.
- Holding free and fair elections on January 30<sup>th</sup>, with 8 million **Iraqis** voting it was an historic success.
- For the Iraqis to provide a Transitional Administrative Law **pointing** towards a Constitution and elections – it was provided.
- To internationalize the efforts in Iraq **through** NATO and the UN – it is being accomplished and some 30 nations now have forces on the ground.

These have been the milestones, and each one **has** been accomplished.

The next milestones include:

- Drafting the new Iraqi Constitution by August **15**.
- Holding a national referendum on the Constitution by October **15**.
- Holding elections under the new Constitution by December **15**.

Tab A

TAB B

JOINT **STAFF** EDITS TO THE MILESTONES **IN IRAQ**

The terrorist – foreign and **Iraqi** – have tried and failed to:

- stop the transfer of sovereignty to the **Iraqi** people;
- intimidate US **forces** into leaving;
- break our Coalition and force a **mass** withdrawal by our allies;
- incite an **Iraqi civil war**;
- stop the reconstruction of Iraqi infrastructure;
- prevent **free** elections last January;
- stop the formation of the new democratic **Iraqi** government that represents **all** of **Iraq's** diverse population;
- stop **Iraqis** from **signing** up in large numbers with the **Iraqi** police forces and the army to defend their **new** democracy;
- cause a rift between the US and **Iraqi** governments; or to
- win the hearts and minds of civilized people in **Iraaq** or the world to the cause of violent extremism.

The United States and the Coalition have had a plan and a timetable, with milestones, from the outset:

- To topple the regime of Saddam Hussein – it was accomplished in record speed.
- To establish **an Iraqi Governing Council** – it was accomplished.
- To pass sovereignty to the **Iraqis** by June **30, 2004**– it was it was accomplished **2two** days ahead of schedule.
- Holding **To hold** free and fair elections **on** January **30th**, with **8 million Iraqis** voting. It was **an historic success**.
- For the **Iraqis** to provide a Transitional Administrative Law pointing towards a Constitution and elections – it was provided.
- To internationalize the efforts in Iraq **through** NATO and the **UN** – it is being accomplished and some **30** nations now have forces **on** the ground.
- To expose violent extremism for the nihilistic brutality it **is** – the terrorists have done a **fine** job of **this** themselves.

These have been milestones, and each one **has** been accomplished.

The next milestones include:

- Drafting the new **Iraqi Constitution** by August **15**.
- Holding a national referendum **on** the Constitution by October 15.
- Holding **free and fair** elections under the new Constitution by December 15.
- Helping the **new** constitutionally elected government reach self-sufficiency.
- Reducing the US **military** presence in Iraaq commensurately with increasing **Iraaq's** ability to manage its **own** security.

TAB C

COORDINATION

USCENTCOM

Colonel Boozer

8 July 2005

11-L-0559/OSD/50982

Tab C

**FOUO**

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 JUN 29 PM 1:02 JUN 27 2005

TO: **Fran** Harvey  
David Chu

CC: Gordon England  
Gen Dick Myers  
Gen Pete Pace

FROM: Donald Rumsfeld *DR*

SUBJECT: Extension of Soldiers Serving in Iraq

We need to tap into the spirit of volunteerism in Iraq and Afghanistan and **see** how we can incentivize our people to take on longer **tours**. Particularly **for** the embedded trainers working day-to-day with the Iraq and **Afghani** Security Forces, keeping **our** folks longer than just a year would be enormously helpful.

Please get back to me fast with a proposal to get **this** put in place.

Thanks.

DHR:js  
062405-05

.....  
***Please Respond By July 14,2005***

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

11-L-0558/QSD/50983

OSD 14626-05



DEPARTMENT OF THE  
**UNDER SECRETARY OF DEFENSE**  
 4000 DEFENSE PENTAGON  
 WASHINGTON, D. C. 20301-4000  
 INFO MEMO



PERSONNEL AND  
 READINESS

July 13, 2005, 11:30 AM

FOR: SECRETARY OF DEFENSE

DEPSEC \_\_\_\_\_

FROM: *David S.C. Chu* 7-28-05  
 David S.C. Chu, USD (P&R)

SUBJECT: Extension of Soldiers Serving in Iraq—SNOWFLAKE

- You asked for a proposal to tap into the volunteerism in Iraq and Afghanistan to incentivize our people to take on longer tours (Tab A).
- We currently have **two** policies that offer extension incentive options for individuals who **volunteer** to extend in Iraq and/or Afghanistan beyond 12 months.
  - Intelligence assets identified by the Combatant Commander shall be offered the following extension incentive options (Tab B).
    - 3-month extension: Special Pass and up to \$750 per month in Assignment Incentive Pay (AIP)
    - 6-month extension: Special Pass and up to \$1,000 per month in AIP
  - The Secretary of the Military Department may offer the following extension incentive options to all other military members (Tab C).
    - 3-month extension: Special Pass and up to \$300 per month in AIP
    - 6-month extension: Special Pass and up to \$600 per month in AIP
    - 12-month extension: Special Pass, 15 days R&R leave, and up to \$900 per month in AIP
- The Department's policy (Tab D) for members who are extended **involuntarily** beyond 12 months in Iraq and Afghanistan mandates payment of **an** additional \$200 in Hardship Duty Pay (HDP) and \$800 in AIP for any month.
- To encourage members to volunteer to extend in Iraq and Afghanistan, we will issue a new policy to maintain the Special Pass concept of the current program, but match the involuntary program dollar-for-dollar for a minimum 3-month extension.
- The program change will maintain the mandatory offer for intelligence assets and leave it optional for Services to offer the monetary incentive to other members.

COORDINATIONS: Tab E

Attachments:  
 As Stated

Prepared by: Lt Col Melissa Applegate, ODUSD(MPP)/Compensation, (b)(6)



**FOUO**

OFFICE OF THE  
SECURITY ASSISTANT  
IN CHARGE

2005 JUN 27 PM 1:02 JUN 27 2005

**TO:** Fran Harvey  
David Chu

**CC:** Gordon England  
Gen Dick Myers  
Gen Pete Pace

**FROM:** Donald Rumsfeld *DR*

**SUBJECT** Extension of Soldiers Serving in Iraq

We need to tap into the spirit of volunteerism in Iraq and **Afghanistan** and see how we can incentivize our people to take on longer **tours**. Particularly for the embedded trainers working day-to-day with the Iraq and **Afghani** Security Forces, keeping our folks longer than just a year would be enormously helpful.

Please get back to me fast with a proposal to get this put in place.

Thanks.

DHR:ss  
062405-05

.....  
*Please Respond By July 14, 2005*

<b>USD</b>	<b>PDUSD</b>
<b>RA</b>	<b>HA</b>
<b>PI</b>	<b>Readiness</b>
<b>MPP</b>	<b>CPP</b>
<b>PLANS</b>	<b>MC&amp;FP</b>
<b>CCO</b>	

11-L-0550/OSD/50985

**OSD 14626-05**



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

MAR 30 2004

PERSONNEL AND  
REACHNESS

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)  
ASSISTANT SECRETARY OF THE NAVY (M&RA)  
ASSISTANT SECRETARY OF THE AIR FORCE (MR)

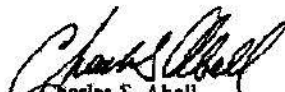
SUBJECT: Extension Incentive Options -- Iraq and Afghanistan

This memorandum amends my memorandum dated February 11, 2004, subject as above, by providing a new framework for providing extension incentive options to intelligence assets, identified by the Combatant Commander and currently serving on a 12-month deployment in Iraq or Afghanistan, who volunteer to extend for 3 or 6 additional months in country.

Extension incentive packages will be structured within the following framework:

- For 3-month extension, member would receive a Special Pass, and would be paid up to \$750/month in Assignment Incentive Pay (AIP).
- For 6-month extension, the member would receive a Special Pass, and would be paid up to \$1,000/month in AIP.

The procedures for qualifying for and receiving extension incentive options are set out in the February 11, 2004 memorandum, which remain in effect.

  
Charles S. Abell  
Principal Deputy

cc:  
Chairman, Joint Chiefs of Staff  
Commander, U.S. CENTCOM  
Assistant Secretary of Defense (Reserve Affairs)  
Director, Defense Finance and Accounting Service  
Commandant (G-WP), U.S. Coast Guard

11-L-0559/OSD/50986



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



FEB 11 2004

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)  
ASSISTANT SECRETARY OF THE NAVY (M&RA)  
ASSISTANT SECRETARY OF THE AIR FORCE (MR)

SUBJECT: Extension Incentive Options - Iraq and Afghanistan

The Secretary of the Military Department concerned shall designate all military assignments to duty in Iraq and/or duty in Afghanistan, beyond 12 months, for Assignment Incentive pay (AIP) under 37 USC §307a, and shall offer extension incentive options within the framework described herein to Intelligence Assets identified by the Combatant Commander, and may offer extension incentive options to all other military members currently serving on a 12-month deployment in Iraq or Afghanistan, who volunteer to extend for 3, 6 or 12 additional months in country.

Extension incentive packages will be structured within the following framework:

- For 3-month extension, member would receive a Special Pass, and would be paid up to \$300/month in Assignment Incentive Pay (AIP).
- For 6-month extension, the member would receive a Special Pass, and would be paid up to \$600/month in AIP.
- For 12-month extension, member would receive a Special Pass, 15 days R&R Leave (chargeable) with accompanying round-trip transportation to an authorized Aerial Port of Debarcation<sup>3</sup> and then onward to the airport nearest the member's R&R leave destination, and would be paid up to \$900/month in AIP.

To qualify for an incentive offered under the above framework, a member serving in Iraq or Afghanistan must have been deployed to Iraq (to include staging time in Kuwait) and/or Afghanistan for a combined deployed time of 12 consecutive months, or 12 months within a 15-month period (365 days out of 450 days).

Please forward for approval your Department's extension incentive program prior to announcement of such extension incentive offers. Please also include assignments or skills you plan to target with the incentives, the rationale, the level of monthly payment contemplated and budget projections.

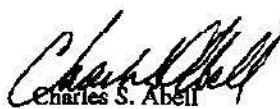
<sup>3</sup> Authorized Aerial Ports of Debarcation (APOD) in the Continental United States (CONUS) are Atlanta, Georgia; Dallas/Fort Worth, Texas; Los Angeles, California; and Baltimore, Maryland. The authorized APOD outside CONUS is Frankfurt, Germany.



Written agreements for AIP are to be worded as follows: "I volunteer to extend in \_\_\_\_\_ (*Iraq or Afghanistan, as applicable*) for \_\_\_\_\_ months (3, 6, or 12, as applicable) beyond my scheduled rotation date of \_\_\_\_\_, and I agree to accept Assignment Incentive Pay of \$\_\_\_\_\_ per month for each full month of extension I serve in country." (The scheduled rotation date in the service agreement is to be filled in by the unit personnel official.)

Under 37 U.S.C. 307a(f), authority to enter into AIP agreements expires on December 31, 2005.

AIP will be paid the month in which the member's AIP is commenced, and the month in which the member departs the country to return to the member's permanent duty station or for reassignment to a new permanent duty station.

  
Charles S. Abell  
Principal Deputy

cc:  
Director, Joint Staff  
Assistant Secretary of Defense (Reserve Affairs)  
Director, Defense Finance and Accounting Service  
Commandant (G-WP), U.S. Coast Guard



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

JUN 24 2005

PERSONNEL AND  
READINESS

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)  
ASSISTANT SECRETARY OF THE NAVY (M&RA)  
ASSISTANT SECRETARY OF THE AIR FORCE (MR)

**SUBJECT:** Incentive Options: Members Extended Involuntarily Beyond 12 Months  
Boots-on-the-Ground (BOG) in Iraq, Afghanistan, or Certain Theater Units (Extra  
Hardship Duty Pay (HDP) and Assignment Incentive Pay (AIP))

This Directive-type memorandum continues and expands the current pay incentives authorized by my earlier memoranda dated April 12 and April 22, 2005, same subject as above.

To ensure we maintain the appropriate level of security and troop strength in Iraq and certain theater units (units that routinely conduct operations or support units that conduct operations in Iraq but are not based in Iraq), it has been necessary since early 2004 to extend involuntarily certain units past their normally scheduled 12-month rotation return date. This Directive-type memorandum continues the pay incentives currently in effect for those involuntary extensions of units, and expands the program to include Afghanistan and to include any individual member involuntarily extended beyond 12 months BOG, even though the member's unit may rotate from Iraq, Afghanistan, or certain theater units.


Effective immediately, a military member deployed to Iraq (to include staging in Kuwait), Afghanistan, or certain theater units who has been involuntarily extended beyond 12 consecutive months BOG or 12 months within a 15-month period (365 days out of 450 days), will be paid a flat \$800 in AIP and an additional \$200 in HDP for any month (or partial month). To qualify for these incentives, a member currently serving in Iraq (to include staging time in Kuwait) and/or Afghanistan and/or certain theater units must have been deployed to these areas for 12 consecutive months, or 12 months within a 15-month period (365 days out of 450 days).

Members must be provided a written statement that specifies the period of the approved involuntary extension for which the incentive pay will be paid to the member. In accordance with USD(P&R) policy memorandum dated March 30, 2005, subject: "Boots on the Ground (BOG)," only the Secretary of Defense can involuntarily extend a unit or an individual deployed in the CENTCOM area of responsibility beyond 365 days.

By this memorandum, duty served in Iraq (to include staging in Kuwait), Afghanistan, and certain theater units beyond 12 months BOG, as specified above, is designated as hardship duty for hardship duty pay purposes under section 305 of title 37, United States Code, and for Assignment Incentive Pay under section 307a of title 37, United States Code. This Directive-type memorandum rescinds the following memoranda: April 12, 2004, "Incentive Options: Member Serving in Units in Iraq Extended Involuntarily Beyond 12 Months (Extra Hardship Duty Pay

11-L-0559/OSD/50989

**(HDP) and Assignment Incentive Pay (AIP));” and April 22,2004, subject “Incentive Options: Member Serving in Iraq Extended Involuntarily Beyond 12 Months (Extra Hardship Duty Pay (HDP) and Assignment Incentive Pay (AIP)).”**

  
Charles S. Abell  
Principal Deputy

cc:  
Assistant Secretary of Defense (Reserve Affairs)  
Joint Staff/J1  
Director, Defense Finance and Accounting Service  
Commandant (G-WP), U.S. Coast Guard

### Coordination Page

SUBJECT: Extension of Soldiers Serving in Iraq—SNOWFLAKE

<b><u>Office</u></b>	<b><u>Name</u></b>	<b><u>Date</u></b>
Office of Deputy General Counsel	Ms. Ann Mitemeyer	11 Jul 05
Joint Staff/J1	<del>Rear</del> Admiral Donna L. Crisp	8 Jul 05

~~FOUO~~

JUL 29 2005

TO: Bill Luti  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Hamadi

The chairman of the committee drafting the constitution in Iraq, Hamadi, asked to be remembered to his "friend, Bill Luti," which by this note I am doing.

We missed you on the trip, my friend. Next time come along. It was a terrific day.

DHR:dh  
072705-40TS

*Iraq*

*29 Jul 05*

~~FOUO~~

OSD 14640-05

11-L-0559/OSD/50992



FOUO

June 16, 2005  
2005 JUN 22 01 4: 21 ES-3529

05/008326

TO: Mira Ricardel  
CC: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: MOD Reid's Comment on Afghanistan Plan

Afghanistan

Please discuss with Doug Feith MOD Reid's comment about developing an overall plan for Afghanistan. We have got to figure out how we handle that.

Thanks.

DHR:sp  
061505-24

.....  
Please respond by 6/30/05

16 Jun 05

~~FOUO~~

11-L-0559/OSD/50993

OSD 14653-05

~~FOUO~~

SECURITY OFFICE  
DEFENSE  
JUN 29 2005  
2005 JUN 29 PM 4: 21

051008904  
ES-3625

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: MOD Reid's Letter on Afghanistan

Afghanistan

Please come back to me with a proposal as to how we work this Afghan plan out with the Brits.

Thanks.

Attach: 6/28/05 Letter ~~from~~ MOD Reid to SecDef

DHR:ss  
062895-12

.....  
*Please Respond By July 20, 2005*

29 Jun 05  
24 Jun

~~FOUO~~  
11-L-0559/OSD/50994

05-28-05 11:05 AM  
OSD 14654-05



SECRETARY OF STATE

MINISTRY OF DEFENCE  
SECRETARY OF DEFENSE

2005 JUN 27 PM 4:21

MINISTRY OF DEFENCE  
FLOOR 5 ZONE D MAIN BUILDING  
WHITEHALL LONDON SW1A 2HB

Telephone: 020 7216 9000 (Switchboard)

MSU 4/5/3K

24 June 2005

*Handwritten signature*

*Afghanistan*

Thank you for your letter of 15 June, I also enjoyed our positive discussions, including those on Afghanistan earlier this month. The international community has achieved much since the fall of the Taliban, but more remains to be done and it is important that the United Kingdom and the United States remain engaged and provide leadership. As we discussed in Brussels, a key element of future international commitment will be to ensure that there is a comprehensive plan for the future of Afghanistan in the post-Bonn era.

The Prime Minister has asked me to draw up a plan to ensure optimum coordination of the UK government effort in Afghanistan, and to enable weight of effort to be applied to those areas in most pressing need of attention. I am very keen that such a plan dovetails with overall international community activity in Afghanistan, but particularly with that of the United States.

A high-level UK team is meeting with inter-Agency colleagues in Washington on 5-6 July to discuss this and other Afghan issues, and I would hope that this meeting will initiate a more concerted approach between our respective departments on this issue. In particular, I understand that that the DOD may

*24 Jun 05*

The Hon Donald Rumsfeld  
Secretary of Defense  
United States of America



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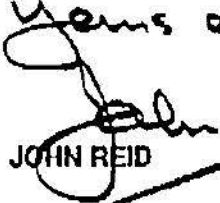
11-L-0559/OSD/50995

OSD 14654-05

be considering a planning approach to Afghanistan similar to that now established in the Assessment and Integration Centre for Iraq.

Generating a strategic plan for Afghanistan remains one of my highest priorities, and I look forward to further UK and US co-operation on this.

Thank you too for your kind words following the loss of UK servicemen in Iraq. I would like to pass my own sincere, personal condolences to the families + colleagues of the men + women of the U.S. Forces who have lost their lives in the line of duty, especially in the recent incident in Fallujah. I hope our claims will get us meet in D.C. before long.

Yours eye  
  
JOHN REID

Ps Well done on Fox News on Sunday + in front of our friends on the Hill!

12

**Copy to:**  
**PS/Minister(AF)**  
**PSO/CDS**  
**PS/PUS**  
**MA1/DCDS(C)**  
**Policy Director**  
**ACDS(Ops)**  
**DG Op Pol**  
**D Strat Plans**  
**DJC Mil & Pol**  
**PDRN**  
**FCO - Hd of Afghan Group**  
**Cabinet Office - Mr Fergusson**  
**UKDEL NATO - Mr Flaherty**  
**HBDS Washindon**

11-L-0559/OSD/50997

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 JUL 32 AM 7:05 JUL 19 2005

TO: **Dan** Stanley  
FROM: Donald Rumsfeld   
SUBJECT: Number of Ethics Offices in the Executive Branch

Please have one of the **Congressman**, or someone, **ask the** Library of Congress how many people **work** in Ethics offices **in** the Executive Branch **of** the U.S. Government. **There is an** Ethics office in every **Department**. There **are** Ethics officers in the Office of Public Ethics. **Someone** told me there were 6,000 overall.

Let's see if **we** can get someone **to ask the** Library of **Congress** to come up with the number.

Thanks.

DHR.ss  
071805-25

.....  
*Please Respond By 08/09/05*

FOUO

OSD 14673-05

11-L-0559/OSD/50998



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

INFO MEMO 2005 JUL 22 AM 7:04

July 22, 2005 (8:42am)

FOR: SECRETARY OF DEFENSE

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

*D. J. Dell'Orto*  
7/29/05

SUBJECT: Number of Ethics Officials in the Executive Branch (Snowflake 071805-25)

- As of December 31, 2004, there were 416 ethics officials in the Executive Branch who worked on ethics issues full-time, and 6,036 personnel who **served as** part-time ethics officials.
- This data was provided by the Office of Government Ethics.

COORDINATION: None

Prepared by Steve Epstein (b)(6)

~~FOUO~~

SEP 19 2005 JUL 30 AM 7:05  
CLASSIFIED BY: [unclear]  
DATE: [unclear]

TO: ~~Dan~~ Stanley  
FROM: Donald Rumsfeld   
SUBJECT: Number of Ethics Offices in the Executive Branch

Please have one of the ~~Congressman~~, or someone, ask the Library of Congress how **many** people **work** in Ethics offices in the Executive Branch of the U.S. Government. There is an Ethics office in every Department. There **are** Ethics officers in the Office of Public Ethics. Someone told me there were 6,000 **overall**.

Let's see if we can get someone to ask the Library of Congress to come **up** with the number.

Thanks

DHR,ss  
071805-25

.....  
*Please Respond By 08/09/05*

~~FOUO~~

**OSD 14673-05**

11-L-0559/OSD/51000




~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

JUL 08 2005

2005 AUG -1 AM 9:35

ES-3697  
05/009247

TO: Doug Feith  
CC: Jim Haynes  
Dan Stanley  
FROM: Donald Rumsfeld   
SUBJECT: Authority to Turn Over Bases

Do we have legal authority from Congress to turn over Iraqi and Afghan bases, locations and facilities to the Afghans and the Iraqis? It appears that is what people have in mind.

Thanks.

DHR.dh  
070705-27

.....  
*Please Respond By July 28, 2005*

00-01-05 00:23 14

~~FOUO~~

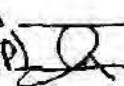
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OSD 14683-05

~~FOUO~~

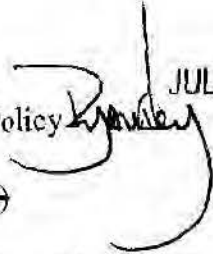
INFO MEMO OFFICE OF THE  
UNDER SECRETARY OF DEFENSE

2005 JUL -1 AM 9:35

NSD  
20 USDP  


ES-36097  
051009247

FOR SECRETARY OF DEFENSE

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

JUL 30 2005

SUBJECT: Snowflake Response — Authority to Turn over Bases (~~FOUO~~)

- *You* asked whether we have the legal authority from Congress to turn over Iraqi and Afghan bases, locations, and facilities to the host nations (Tab A).
- It is lawful for U.S. forces to return Iraqi and Afghan bases, locations and facilities to the host nations. The following points pertain to property, non-movable structures and infrastructure improvements made by U.S. forces that cannot be moved with the forces. (different rules apply to movable property):
  - We do not have agreements with either country that address return to the host nation of property currently being used by the U.S.
  - For U.S. leases of property, return would be accomplished in accordance with the terms of the lease.
  - Real property, non-movable structures, and other infrastructure we have built and cannot take with us (e.g., buildings, sewage lines) would be returned to host nation authorities.
    - There is no legal requirement that we seek residual value from the Governments of Afghanistan or Iraq for improvements made. Existing DoD guidance on the return of overseas sites and recovery of residual value exempts facilities built during combat or stability operations.
  - Removable property must be removed by departing U.S. forces or disposed of in accordance with appropriate regulations (see Tab B).
- We are not aware of any requirement to notify Congress of the return of non-movable structures and other infrastructure in Afghanistan or Iraq.

Prepared by Lesley Young, ODASD, Strategy //HY6Y

~~FOUO~~

11-L-0559/OSD/51002

03-0 -01 20050731  
OSD 14683-05

~~FOUO~~

ES-36097  
051009247

Coordination:

JS: CDR Pat McCarthy, attorney, OCJCS/LC 7113105

Colonel Keith Walker, Chief, Iraq Division, J-5 7/13/05

OGC: Mr. Dan Dell'Orto, Deputy General Counsel, DoD 7/21/05

NESA: Mr. Paul Hulley, Principal Director, NESA 7/12/05

~~FOUO~~

11-L-0559/OSD/51003

~~FOUO~~

SECURITY INFORMATION  
2005 JUL -1 AM 9:35

JUL 08 2005

ES-3687

05/009247

TO: Doug Feith

CC: Jim Haynes  
Dan Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Authority to Turn Over Bases

Do we have legal authority from Congress to turn over Iraqi and Afghan bases, locations and facilities to the Afghans and the Iraqis? It appears that is what people have in mind.

Thanks.

D:FR.dh  
070705-27

.....  
*Please Respond By July 28, 2005*

00-01-01 10-033 19

~~FOUO~~

11-L-0559/OSD/51004

OSD 14683-05



DEPUTY UNDER SECRETARY OF DEFENSE FOR  
LOGISTICS AND MATERIEL READINESS  
3500 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3500

JUN 15 2005

MEMORANDUM FOR DIRECTOR, JOINT STAFF  
DEPUTY CHIEF OF STAFF FOR LOGISTICS, US ARMY

SUBJECT: Delegation of Authority to Determine that Specific Transfers of Certain Types of U.S. Property to Iraqi Security Forces (ISF) is in the Interests of the United States

*This responds to your memorandum of May 24, 2005, which requested authority for the Commander, Multi-National Force-Iraq (MNF-I) to determine that specific transfers of certain types of Foreign Excess Personal Property (FEPP) to ISF for substantial benefits is in the interests of the United States.*

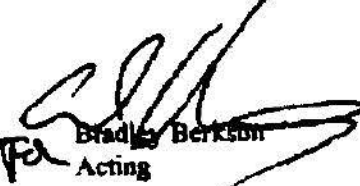
I have determined that, in general, transfer of the types of property described in your memorandum is in the interests of the United States in order to further the mission in Iraq. The State Department has concurred that such transfers conform to the foreign policy of the United States. Accordingly, under the authority of E.O. 12812, 40 U.S.C. 701(b)(3) and DoD 4140.1-R "DoD Supply Chain Materiel Management Regulation," I delegate to the Commander, MNF-I and the MNF-I Deputy Chief of Staff for Sustainment the authority to determine that transfers to ISF of specific property at Forward Operating Bases in Iraq for substantial benefits is in the interests of the United States. Such transfers must be documented by an arrangement, memorandum of understanding, or similar document as required by DoD 4160.21-M, chapter 9, para. D.3.c. and must include a determination that individual transfers are in exchange for substantial benefits in accordance with 40 U.S.C. §704. Attached is a format for an arrangement that would satisfy the requirement of DoD 4160.21-M. If such an arrangement is used to document the specific transfer, the excess property need not be transferred to the Defense Marketing Reutilization Service and no further action under DoD 4160.21-M, "Defense Materiel Disposition Manual," will be required. This delegation does not apply to transfer of items requiring demilitarization or trade security controls items (i.e., items appearing on the U.S. Munitions List of the International Traffic in Arms Regulation, or "dual-use" items under the Commerce Control List of the Export Administration Regulations). MNF-I shall retain a list of all items transferred to ISF for audit purposes, and shall forward a copy, through appropriate channels, to the DLA J-3.

If a specific transfer for substantial benefits will differ significantly, either in the types of property to be transferred or the types of benefits to be received, from those described in the attachment or your memorandum of May 24, 2005, then DoD 4160.21-M and all other departmental policies and guidance shall be followed and approval to dispose of that property



11-L-0559/OSD/51005

will be processed through normal channels. This authority may be used for up to 23 Forward Operating Bases and is limited to \$2 million for any single Forward Operating Base.

  
Bradie Berkson  
Acting

Attachment:  
As stated

## Forward Operating Base Excess Property Exchange Arrangement

In view of the pending departure of Multi-National Force - Iraq elements from Forward Operating Base (FOB) Independence [include grid coordinate of FOB geographic center], the Department of Defense of the United States of America and the Ministry of [Defense/Interior] of Iraq hereby execute this Arrangement regarding the transfer of excess personal property of the United States presently at FOB Independence.

Multi-National Force - Iraq hereby transfers the property listed in the annex, without warranty, to the Ministry of [Defense/Interior] of Iraq. The senior commander of Iraqi Security Forces at FOB Independence assumes responsibility for the property, which shall be for the exclusive official use of Iraqi Security Forces, and acknowledges that receipt is without warranty.

In exchange for this transfer of property, Iraqi Security Forces will occupy the premises and use the property for the purpose of bringing security to Iraq. The intent is that the ISF will relieve Multi-National Force - Iraq of responsibility for providing security in the surrounding area. There will be a deliberate and orderly transition of security responsibilities in the vicinity of FOB Independence, which will preclude use of the FOB by hostile elements and promote force protection. The property is not hazardous waste. MNF-I has determined that the property cannot cost-effectively be used by U.S. forces elsewhere in Iraq. Multi-National Force - Iraq has also determined that the exchange is in the interests of the United States and will result in substantial benefits for the United States.

This Arrangement is intended to set forth the understandings of the Participants and is not intended to create any binding obligations under international law.

FOR THE DEPARTMENT OF DEFENSE  
OF THE UNITED STATES  
OF AMERICA

FOR THE  
MINISTRY OF DEFENSE/INTERIOR  
OF IRAQ

\_\_\_\_\_  
Major General Gerald P. Minetti  
Deputy Chief of Staff-Sustainment  
Multinational Force-Iraq  
[Location]  
[Date]

\_\_\_\_\_  
[Name]  
[Title]  
[Location]  
[Date]

Annex - U.S. Property to Remain at FOB Independence Upon MNF-I Departure on [date]  
(note that if value of property listed in Annex for any single FOB exceeds \$2 million, the procedures of DoD 4160.21-M and all other DoD policies and guidance shall apply, and approval to dispose of property identified for transfer or other disposition shall be proposed through normal channels) U.S. Property to Remain at FOB Independence Upon MNF-I Departure on [date]





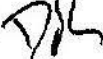
## Tab B

- Under 40 U.S.C.704, as implemented by DoD 4140-R "DoD Supply Chain Material Management Regulation," DoD can transfer Foreign Excess Personnel Property to a host nation for "substantial benefit" when DUSD (L&MR) determines that transfer is in the interest of the United States.
- Examples of this type of property include air conditioners, electrical generators, furniture, appliances and similar items.
- The DUSD (L&MR) has delegated to the CDR MNF-I and the Deputy Chief of Staff for Sustainment the authority to determine that transfer of certain types of Foreign Excess Personal Property to Iraqi Security Forces (ISF) at Forward Operating Bases in Iraq for substantial benefit is in the interest of the United States. (see attached DUSD (L&MR) memorandum, Subject: Delegation of Authority to Determine that Specific Transfers of Certain Types of U.S. Property to ISF is in the Interest of the United States, dated June 15,2005).
- Transfer of weapons, munitions and significant military equipment are governed by the Foreign Assistance Act and the Arms Export Control Act.

~~FOUO~~

AUG 0, 1, 2005

TO: LTG Karl Eikenberry

FROM: Donald Rumsfeld 

SUBJECT: *Charlie Wilson's War*

General,

If you have not read *Charlie Wilson's War*, you may want to. It is a fascinating story. I don't know how much of it is true, but you will see a lot of familiar names and faces.

Regards,

DHR:ss  
072905-01

.....

335 SD

1 AUG 05

OSD 14699-05

~~FOUO~~

11-L-0559/OSD/51010



## Combined Forces Command Afghanistan

Operation Enduring Freedom

Lt. Gen. Karl Eikenberry, Commanding

Command Sgt. Maj. Cynthia A. Pritchett

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## Commanding General Lt. Gen. Karl Eikenberry



Lieutenant General Karl Eikenberry is the commander of Combined Forces Command-Afghanistan. Prior to his current assignment, he was the director for Strategic Planning and Policy for U.S. Pacific Command at Camp H.M. Smith, Hawaii.

His operational assignments include service as commander and staff officer with mechanized, light, airborne, and ranger infantry units in the United States, Korea, and Europe, most recently as an assistant division commander with the 25th Infantry Division (Light) at Schofield Barracks, Hawaii.

He has served in various strategy, policy, and political-military posts, including as the U.S. security coordinator and chief of the Office of Military Cooperation in Kabul, Afghanistan; as an assistant Army and later defense attaché at the United States Embassy in Beijing, China; as the senior country director for China, Taiwan, Hong Kong and Mongolia in the Office of the Secretary of Defense; and as the deputy director for Strategy, Plans, and Policy on the Army Staff.

He is a graduate of the U.S. Military Academy, has earned master's degrees from Harvard University in East Asian Studies and Stanford University in Political Science, and was a National Security fellow at the Kennedy School of Government at Harvard. He earned an Interpreter's Certificate in Mandarin Chinese from the British Foreign Commonwealth Office while studying at the United Kingdom Ministry of Defence Chinese Language School in Hong Kong and he has an Advanced Degree in Chinese History from Nanjing University in the People's Republic of China.

His military awards and decorations include the Defense Superior Service Medal, the Legion of Merit, the Bronze Star, the Ranger Tab, the Combat and Expert Infantryman badges, and master parachutist wings. He has also received the Department of State Superior Honor Award, the Director of Central Intelligence Award, and Afghanistan's Akbar Khan Award presented by President Hamid Karzai.

He has published numerous articles on U.S. military training, tactics, and strategy, on Chinese ancient military history, and on Asia-Pacific security issues. He was previously the president of the Foreign Area Officers Association and is a member of the Council on Foreign Relations. He has a commercial pilot's license and instrument rating, and also enjoys sailing and scuba diving.



## Combined Forces Command Afghanistan

Operation Enduring Freedom

Lt. Gen. Karl Eikenberry, Commanding

Command Sgt. Maj. Cynthia A. Pritchett

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Source:

## New U.S. Ambassador to Afghanistan Sworn In

By Jim Garamone  
American Forces Press Service

WASHINGTON, July 27, 2005— Saying he has the "ability to work hand in hand" with the U.S. military in the country, the new U.S. ambassador to Afghanistan took his oath of office from Secretary of State Condoleezza Rice here today.

Ronald Neumann, whose father once served as ambassador to Afghanistan, said the struggle against violent extremists is not a clash of civilizations, but "a clash within Islam that seeks to remove our influence, so that it can impose by force a narrow view that would restrict human freedom and progress throughout the Islamic world."

Neumann said Muslim scholars repeatedly have rejected the al Qaeda view of the world. Success in Afghanistan would show the rest of the Muslim world that democracy can flourish, he said. "I am honored to help lead a team of courageous and dedicated civilian and military personnel towards securing Afghanistan's long-term security, democracy and prosperity," he said at the swearing-in ceremony at the State Department.

Neumann follows Ambassador Zalmay Khalilzad, now ambassador to Iraq. "I will be building on much that has been achieved by many others, and I am sure that even with success, much will remain to be done when I eventually hand over to a successor," he said. "I am privileged and honored to take up the work Ambassador Khalilzad and so many others have carried so far."

Neumann served in the Army in Vietnam and received the Bronze Star. He has served as ambassador to Algeria and Bahrain, and most recently in Baghdad with the Coalition Provisional Authority and with the U.S. Embassy there.

He said the recent bombings in Egypt and England highlight the importance of international cooperation and "staying the course" against terrorism. Success in Afghanistan, he said, will ensure the country will never again be a safe haven for terrorists. "It is pivotal to our overall success in the global struggle with terrorism," he added. Neumann will take office as President Hamid Karzai's government holds parliamentary and provincial elections in September. "Nearly 6,000 candidates are running in this September's parliamentary election, among which 10 percent are women," he said. "The country has adopted one of the most enlightened constitutions in the Islamic world - an amazing accomplishment, given that the Taliban ruled Afghanistan just four years ago with an Islamic absolutism that denied fundamental

human rights, particularly to women."

Neumann ticked off the signs of progress in Afghanistan. He said warlords are disbanding militias and the militiamen are turning in their weapons. Militarily outmatched Taliban and al Qaeda remnants are attacking "soft targets" in hopes of ruining the September elections.

With 24,000 soldiers, the Afghan National Army has won acceptance from Afghans for its fight against insurgents and tribal factions. NATO's command of the International Security Assistance Force has steadily expanded. If all moves forward as planned, NATO will have responsibility for all of Afghanistan in 2006. Reconstruction efforts are helping to rebuild a country torn apart by decades of war and poverty.

"But while significant challenges remain, especially in fighting narcotics, establishing the rule of law and enhancing security, I'm optimistic about the future of Afghanistan," he said.

The ambassador said he looks forward to working with Army Lt. Gen. Karl Eikenberry, the commander of Combined Forces Command Afghanistan. "I am humbled to be able to work with American men and women, both in and out of uniform, in bringing freedom and stability to the Afghan people," he said. "I pledge that I will do all in my power to keep the people in my charge safe, their morale high, and ensure that they receive all the support they deserve."

**Biographies:**

[Condoleezza Rice](#)

[Lt. Gen. Karl Eikenberry, USA](#)

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**ACTION MEMO**

2005 MAY 11 AM 1:57

DSD  
USDP  
I-05/007190  
ES - 3348

Afghanistan

**Robert Rangel**

FOR: THE SECRETARY OF DEFENSE

FROM: Mr. Thomas W. O'Connell, Assistant Secretary of Defense (SO/LIC)

SUBJECT: U.S. Department of Agriculture (USDA) and Afghanistan

- You wrote we need to get the USDA to help Afghanistan more (TAB B).
- USDA currently has 14 people in Afghanistan: 4 in Kabul, 1 at a Regional Command, and 9 at PRTs.
- USDA requested no funding in FY05 or FY06 specifically for Afghanistan.
  - o The \$5M FY05 cost of the USDA PRT program has been funded from within existing USDA agency budgets. USDA also receives some USAID funding for other Afghan agricultural programs.
- USDA will have to pull back its PRT staff by the end of September unless it identifies an FY06 funding source from within or outside of that department.
- The Defense Reconstruction Support Office (Secretary Hoffmann and Howard Burris) has worked to secure former Deputy Secretary of Agriculture James R. Moseley as an advisor to the Afghan Agriculture Ministry to help develop a strategic agricultural development plan.

RECOMMENDATION: You sign the memo to the Secretary of Agriculture and USAID Administrator at TAB A.

COORDINATION: Tab C

Attachments:  
As stated

MA SD	864	SMA DSD	
TSA SD	M...	SA DSD	
EXEC SEC	M...	1745	
ESR MA	150	8-1-05	1642

Prepared by: Bailey Hand, SO/LIC Stability Operations, (b)(6)

285,105

24 May 05

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11-L-0559/OSD/51015

OSD 14722-05  
A-1793

**COORDINATION**

**ISA/NESA**

**COL Robert Tregaskis**

**5 July 2005**

**Joint Staff/J5 CASA**

**COL Dan Ball**

**5 July 2005**

**Defense Reconstruction  
Support Office**

**Anne MacDonald**

**1 July 2005  
Copy Provided**



~~FOUO~~

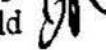
OFFICE OF THE  
SECY OF DEFENSE

May 24, 2005

2005 MAY -1 PM 1:57 I-05/007190  
ES-3348

Afghanistan

TO: Doug Feith

FROM: Donald Rumsfeld 

SUBJECT: U.S. Department of Agriculture and Afghanistan

We've got to get the Department of Agriculture to help Afghanistan more in the area of agriculture.

Thanks.

DHR:ss  
052305-22

.....

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

24 May 05

~~FOUO~~

05-05-05 13:39 PM

11-L-0559/OSD/51017

OSD 14722-05

**COORDINATION**

**ISA/NESA**

**COL Robert Tregaskis**

**5 July 2005**

**Joint Staff/JS CASA**

**COL Dan Ball**

**5 July 2005**

**Defense Reconstruction  
Support Office**

**Anne MacDonald**

**1 July 2005  
Copy Provided**



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

AUG 8 2005

*Afghanistan*

MEMORANDUM FOR THE SECRETARY OF AGRICULTURE  
THE ADMINISTRATOR, US AGENCY FOR  
INTERNATIONAL DEVELOPMENT

SUBJECT: Increasing U.S. Department of Agriculture Support to  
Afghanistan Reconstruction

USDA experts are important to achieving President Bush's goals in Afghanistan. With approximately 85% of Afghans depending on the rural economy for their livelihoods, a successful agricultural rehabilitation effort would help improve commerce, decrease poppy cultivation and stabilize the country.

I think it is important that we increase the number of USDA personnel in Afghanistan.

Please let me know how we can help.



*8 Aug 05*

*24 May 05*



OSD 14722-05

11-L-0559/OSD/51019

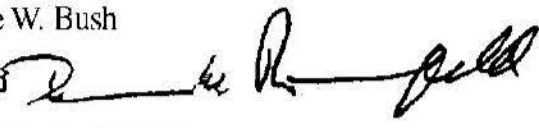
~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 800-2 AM 7:03

August 1, 2005

0005

TO: President George W. Bush  
FROM: Donald Rumsfeld   
SUBJECT: How *to* Characterize the GWOT

Mr. President,

**Thank** you for the heads up this morning on how to characterize the Global War on Terror.

This week I will have three opportunities to carry the message:

- In Dallas **to** the Dallas Chamber of Commerce, and also the **Air** Force Sergeants Association on Tuesday, August 2.
- In Los Angeles to the World Affairs Council on **Thursday**, August 4.

Therefore, I have attached a "draft" of my remarks to the Dallas Chamber of Commerce for your review. Please have someone let me know if you think it is properly calibrated, and any suggestions you might have. I want to get it **right**. **Larry Di Rita** is also sending a copy to Dan Bartlett for his suggestions.

Respectfully,

**Thanks.**

**Attach.**  
SecDef Draft Remarks to the Dallas Chamber of Commerce

DHR:s  
080105-21

~~FOUO~~

1 AUG 05

OSD 14761-05

11-L-0559/OSD/51020

## DRAFT

### REMARKS TO DALLAS CHAMBER OF COMMERCE WESTIN CITY CENTER -- DALLAS, TEXAS TUESDAY, AUGUST 2, 2005 -- 12:30 PM [1947 Words, 14 Minutes]

Thank you Mr. Erle Nye. I'm delighted to be here. Thank you all for joining us on this Texas summer day.

It is always good to get out of Washington and get a fresh perspective. And I know Senator Kay Bailey Hutchison feels the same way.

Senator, if I may, let me take this opportunity to thank you for your truly outstanding leadership and for your solid support of America's men and women in uniform.

I'm told that Senator Hutchison is a Texan whose family's roots here go back to the state's earliest days.

And as it happens, I even have a few ties to Texas myself.

Some five decades ago, I lived in Texas when I was in Naval flight training. Most folks around the country aren't fortunate enough to know first hand what makes Texas such a great state.

But I can tell you that having lived here, and with the boss I have, I don't have that problem. I hear reminders about Texas nearly every day.

President and Mrs. Bush are proud to be Texans. And I am sure I don't have to tell you that Texans can certainly be proud of our Commander in Chief and his gracious First Lady.

I know that many of you represent companies that support employees who serve in the Guard and Reserve. What you do for them says a great deal about the heart of America.

And I want you to know how much we all appreciate the support you give the troops.

They appreciate it, and I appreciate it a great deal.

I was in Iraq and Central Asia last week where I met with many of these outstanding men and women. Despite the difficulties and the heat -- and it is hotter there than here -- they are making solid progress in helping to set the conditions for Iraqis to successfully defend their young democracy.

And once Iraq is safely in the hands of the Iraqi people, and a government they elected under a new constitution, our troops will be able to come home with the honor they have earned.

It has been nearly four years since terrorists launched attacks on our country and murdered thousands of innocent people. The enemies of civilized society remain deadly and determined.

While most of our people remain determined to defend our country and our way of life, a few seem attracted to the idea that we might be able to retreat behind convenient fictions that could obscure the lethality and intention of the enemy.

11-L-0559/OSD/51021

## DRAFT

Today I want to address some of those fictions, talk about the way ahead in the global war on terror and then respond to some questions.

First, there has been comment in the press of late about whether or not we are even engaged in a "war on terror," or whether our purpose might be better explained in a different manner.

Let there be no mistake: we are a nation at war against terrorist enemies seeking our surrender or retreat. This is a war. The President properly determined after 9/11 that the United States no longer could deal with terrorists killing our people as we had in the past, in the traditional law enforcement sense.

Indeed, the only way to defeat terrorism is to go on the attack. And that is exactly what our Coalition is doing in Afghanistan, Iraq and elsewhere around the world.

It is also true that this war cannot be won by military means alone, and the President has emphasized that from the beginning.

As he pointed out, this evil ideology of our adversaries can only be defeated if we successfully employ all elements of national power -- military, diplomatic, financial, intelligence, and law enforcement.

Some also ask, how do we define the enemy?

While al-Qaeda is one face of the terrorists, it is not the only one. The enemy is not any one nation, or any one organization.

Rather it is a shifting network of violent and fanatical adherents to extremist ideologies -- a movement that uses terrorism as their weapon of choice:

- They operate on six continents, and have cells and networks in friendly as well as hostile nation-states;
- They combine medieval views with modern tools and technology;
- They seek to deny women -- one half of their population -- the opportunity to participate in society; and
- They seek to impose their dark vision upon the future of our world.

We have seen the future they envision. They have made their intentions clear.

The cities they would rule would be like Fallujah was last fall -- where any who refused to collaborate with; the terrorists were beheaded and tossed down the Euphrates River.

We have heard their plans. As the cleric in Britain stated after last month's bombings in London:

"I would like to see the Islamic flag fly, not only over Number 10 Downing Street, but over the whole world."

DRAFT

11-L-0559/OSD/51022

## DRAFT

This is not a war between the United States and the Muslim Faith, or between the West and the Muslim Faith. It is a struggle within the Muslim faith.

The targets of these terrorists are more often than not other Muslims -- such as the Iraqi children they murdered last month while *taking candy from American* forces, and moderate Muslims who reject their extremist views as to the overwhelming majority of Muslims throughout the world.

Indeed, their victims include thousands of Muslims in Afghanistan and Iraq -- many killed simply because they had chosen to be *free*.

The people of Iraq and Afghanistan are defying terrorists' threats and condemning their violence.

They choose to reject Jihads against the West and moderate Muslim nations. And they are not alone.

According to a recent poll, an increasing numbers of Muslims are optimistic about the success of democracy in their own countries. They are rejecting the tyranny and the falsehoods offered by the terrorists.

Others, unfortunately, remain confused about the motivations and intentions of the terrorists and about our Coalition's defense of the young democracies in Afghanistan and Iraq.

Some still favor the theory that the recent attacks in London and elsewhere, for example, are in retaliation for the war in Iraq or the so-called occupation of Afghanistan. That is absolute nonsense and is belied by the facts.

The United States and its allies did not provoke the terrorists; the terrorists attacked America.

There was no war in Iraq or Afghanistan when America was attacked on September **11, 2001**. And there was no war in Iraq or Afghanistan when terrorists attacked Americans:

- In the Beirut barracks in **1983**;
- In the Khobar Towers in **1996**;
- At the African embassies in **1998**; and
- On the *USS Cole* in **2000**.

Some try to argue that acquiescing to the terrorists' demands by retreating from Afghanistan and Iraq would put an end to future terrorist attacks. That is also nonsense.

Terrorists do not seek a negotiated settlement with the West or with moderate Muslims,

And they are not appeased by concessions. A car bomb in Saudi Arabia killed 17 and wounded 80 -- **after** American troops began leaving Saudi territory.

Indeed, al Qaeda likely began plotting **9-11** during the height of the Middle East peace process in the late **1990s**.

DRAFT

3

11-L-0559/OSD/51023

## DRAFT

Resolve -- not retreat -- is what is needed in this war -- this test of wills. Courage -- not concession -- is called for. And freedom -- not tyranny -- must be the path we forge together, the future we insist on, and the legacy America and her allies help other nations build.

Our Coalition must win this test of wills, vowing that:

- We will not surrender Iraq and Afghanistan to terrorists;
- We do not apologize for our country's meaning and symbol in the world; and
- We will not betray the principles of freedom that define our nation.

And we recognize that these enemies would not be placated by a surrender, an apology, or a betrayal of our values and of our free way of life.

So what, then, is the task ahead?

Our global Coalition will continue to target terrorist networks and their sanctuaries, and support free governments that join in the fight.

We must acknowledge that the challenges we face come not only from terrorist networks, but also from the radical schools that teach children to be suicide bombers and terrorists. And from extremist clerics who preach violence and demonize our free way of life.

Free nations are best able to counter the lies terrorists use to attract recruits and suicide bombers, in partnership with moderate Muslim leaders.

Our efforts are not without difficulties, as we have seen. Although the Iraqi people remain determined to build a free society, the terrorists are desperate to stop them. But despite their headline-grabbing murders, the terrorists are failing.

Indeed, the murders of Iraqi citizens appear to be hardening the majority of the Iraqi people's determination to defeat al Qaeda and the insurgents, and to build a free country.

More than eight million Iraqis defied the terrorists to vote in the January elections, some walking defiantly to voting places that had been recently bombed by suicide bombers.

A popular Iraqi television show now interviews captured, disgraced terrorists and reveals them for what they are.

And despite the carnage they have inflicted on innocent Iraqi men, women and children, consider the terrorists' record in Iraq thus far:

- They tried to occupy Fallujah and carve out a terrorist safe haven -- and they failed;
- They launched a campaign of violence to stop January's election -- and they failed;
- They sought to intimidate and murder recruits for Iraq's security forces to keep more from enlisting - and they are failing;



## DRAFT

- They sought to force the Coalition to withdraw from Afghanistan and Iraq -- and, with the exception of Spain pulling forces out of Iraq, they have failed;
- They are desperate to stop the forward march of freedom in the Middle East and beyond -- and they are failing at that as well.

As the citizens of more countries seek to live as free people, under free systems, the ideology that fuels hostility to free systems and encourages extremist violence will suffer further blows.

This will be a tribute to moderate Muslim leaders and the millions who have courageously supported them. It is also a tribute to the resolve of the American people, including many here in this room and in this great state.

First Lady Laura Bush has said that what makes Texans special is they have a spirit "born of optimism, legends and heroes."

And over the years, you've given America quite a few famous heroes, folks who have come to our nation's service at a time of war -- names such as:

- Sam Houston;
- Chester Nimitz; and
- Audie Murphy.

There is one hero you may not have heard of -- a 21-year-old machine gunner named Aaron Austin. He was an American and a Texan.

Last year in Iraq, he exposed himself to enemy fire, to hurl a grenade, and to help repel an attack. His Marines were in danger of being overrun. For his actions he was awarded the Silver Star. That honor was presented to the parents who mourn his loss.

His mother, who served in the Army, said "He died for what he believed in, and what we all believe in."

His father said "He was born in Texas. He is Texas."

And, of course, the spirit that defines Texas defines America too. Today's men and women in uniform -- volunteers all -- understand that it is their turn to serve and they are doing so courageously.

The defeats for terrorists and the victories thus far for the Afghan and Iraqi people would not have been possible without the professionalism of our country's military.

Or without the support of their families -- who sacrifice as well; or the support of the American people. The Soldiers, Sailors, Airmen, and Marines will win this war and defeat the terrorists -- let there be no doubt.

May God bless them all. And may God continue to bless our great country.

Now, I'd be happy to respond to some questions.

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

JUL 22 2005

2005 AUG -2 AM 7:26

TO: Dan Stanley  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Program suggested by Ike Skelton

We have to get a program set up to do **what** Ike Skelton suggested.

Please get back to me with a recommendation.

Thanks.

DHR:ss  
072105-06

.....  
*Please Respond By August 04, 2005*

OSD 14762-05

~~FOUO~~

11-L-0559/OSD/51026



LEGISLATIVE  
AFFAIRS

**THE ASSISTANT SECRETARY OF DEFENSE**

WASHINGTON, DC 20301-1300

UNCLASSIFIED

INFO MEMO

SEP 05 05 OF THE  
DEFENSE

2005 AUG -2 AM 7:26

Aug 1, 2005, 5:00 p.m.

FOR: SECRETARY OF DEFENSE

FROM: Daniel Stanley, Assistant Secretary of Defense  
(Legislative Affairs)

SUBJECT: Response to SECDEF Snowflake #072 105-06

You asked that I follow up on Rep. Skelton's recommendation for outreach to the Chairmen and Ranking Members of the HASC Subcommittees.

- There are currently four dates on your schedule (September 9, 20, 22, and 27) to set up breakfasts with the members Skelton suggested.
- Recommend you host these breakfast meetings on the Hill rather than in the Pentagon. We have also scheduled an extra half hour on each of these occasions for you to make office calls as necessary.

I will keep you updated as we schedule the breakfasts with the members concerned.

Attachments:  
SECDEF Snowflake

11-L-0559/OSD/51027

OSD 14762-05

~~FOUO~~

OFFICE OF THE  
ATTORNEY GENERAL  
JUL 22 2005  
2005 JUL -2 AM 7:26

TO: Dan Stanley  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Program suggested by Ike Skelton

We have to get a program set **up** to do what Ike Skelton suggested.

Please get back to me with a recommendation.

Thanks.

DHR:ss  
072105-06

.....  
*Please Respond By August 04, 2005*

~~FOUO~~  
11-L-0559/OSD/51028

OSD 14762-05

10  
5/1420  
5

OFFICE OF THE  
SECRETARY OF DEFENSE

ACTION MEMO 2005 AUG -2 AM 11: 02

DepSecDef  
PO USDP

092

I-05/009643-STRAT  
ES-3733

JUL 30 2005

Robert Rangel

FOR SECRETARY OF DEFENSE

R2  
8/4

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

SUBJECT: Prime Minister Lee's Remarks About China

- Your snowflake (attached) suggests we adopt the Chinese practice of having senior officials hand out relationship-building "deliverables" when visiting foreign countries.
- We have a number of ongoing security cooperation activities like the ones mentioned in your snowflake (fellowships, grants, exchange programs, seminars).
- The Regional Centers are the most responsive and flexible sources you have for these deliverables.
  - The Regional Centers operate on DoD funds, at your direction, and can adjust their programs and invitees on relatively short notice.
- Based on your memo, I recommend having the Regional Centers identify appropriate deliverables in advance of your visits to foreign capitals.
  - I propose updating Policy's standard operating procedures for preparing your trip books to include information on these deliverables.
- In addition, I am exploring the creation of a small number of "Secretary of Defense Fellowships" to be administered by the Regional Centers.
  - These fellowships would carry additional prestige and privileges for the foreign participants and provide opportunities for more extensive contacts.

30 JUL 05

13 JUL 05

598 8/3

MA SD	8/4	SMA DSD	
TSA SD	8/3	SA DSD	
EXEC SEC	8/3	0815	
ESR MA	8/3	8-3-05	6751

08-02-05 08:58 IN  
OSD 14801-05

01-08-05 08:47 IN

11-L-0559/OSD/51029

A-1723

RECOMMENDATIONS:

- That the Regional Centers provide suggested deliverables (invitations to their activities) for you to present at your meetings with foreign officials.

Approve DA Disapprove \_\_\_\_\_ Other \_\_\_\_\_

AUG 8 2005

- That the Regional Centers establish a small number of "Secretary of Defense Fellowships" that would carry addition prestige and privileges for selected foreign participants.

Approve DA Disapprove \_\_\_\_\_ Other \_\_\_\_\_

AUG 8 2005

Attachment: As stated

Prepared by: John Kreul, OSD(P)/Strategy (b)(6)

Coordination:

ISA/Africa: Dan Pike

ISA/Asia-Pacific: Peter Ipsen

ISA/NESA: Claudio Lilienfeld

ISA/WHA: Mike MacMurray

ISP/Europe/NATO: Jim Townsend

ISP/Eurasia: Scott Schless

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

I-OS/009460  
ES-3733

2005 JUL -2 AM 11: 02

July 13, 2005

TO: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Prime Minister Lee's Remarks about China

The Prime Minister of Singapore mentioned to the President that whenever a senior official from China goes to a meeting or country, they end up doing four or five little things: a fellowship; a grant; an exchange program; an invitation to a seminar - something that establishes a relationship; something special that links China to those people. I think we ought to think about doing that in the Department of Defense.

Thanks.

DHR:ss  
071205-10

.....  
*Please Respond By July 28, 2005*

*Sir,  
Response attached.  
YR  
Lt Col Lengyel*

AUG 04 2005

~~FOUO~~  
11-L-0559/OSD/51032

OSD 14801-05

*A-172<sub>2</sub>*



~~FOUO~~

RECEIVED BY THE  
SEC. OF DEFENSE

I-05/009460  
ES-3733

2005 JUL -2 AM 11: 02

July 13, 2005

TO: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Prime Minister Lee's Remarks about China

092

The Prime Minister of Singapore mentioned to the President that whenever a senior official from China goes to a meeting or country, they end up doing four or five little things: a fellowship; a grant; an exchange program; an invitation to a seminar - something that establishes a relationship; something special that links China to those people. I think we ought to think about doing that in the Department of Defense.

Thanks.

DHR:ss  
071205-10



*Please Respond By July 28, 2005*

13 JUL 05

JUN 27 2005

SENT BY JAMES W. GIE  
2005 JUN -3 AM 7:34

210

TO David Chu  
CC Gordon England  
Fran Harvey  
Mike Dominguez  
Gen Dick Myers  
Gen Pete Pace  
Jim Haynes

FROM: Donald Rumsfeld 

SUBJECT: Promotion Board Precepts

We should look into making sure that promotion board precepts are used appropriately to advance our people who are doing the truly hard work in Iraq and Afghanistan. I would think that the combat and reconstruction skills they are building up are vital to our efforts, and they should be advanced accordingly.

What do you think?

Thanks.

DHR:ss  
062405-3

Please respond by JUL 28 2005

27 Jun 05

OSD 14892-05



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

OFFICE OF THE  
SEC  
GENSL  
205 AUG -3 AM 7:34

FOR SECRETARY OF DEFENSE

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

SUBJECT: Promotion Board Precepts

- This responds to your memo dated June 27, 2005, asking that promotion board precepts be revised to ensure that officers who acquire vital combat and reconstruction skills in Iraq and Afghanistan are advanced accordingly.
- Provisions of title 10, United States Code, relating to the promotion of officers grant considerable discretion to the Department's leadership to provide guidance to promotion selection boards to ensure that the officer corps is appropriately shaped to meet future needs.
- My office will work with the Office of the Under Secretary of Defense for Personnel and Readiness to ensure that guidance provided to promotion selection boards is legally supportable.

COORDINATION: None.

cc: SecArmy  
ASecAF  
USD(P&R)  
CJCS  
VCJCS

Prepared By: Jim Smyser, ODGC

OSD 14892-05

11-L-055  SD/51035

FOUO


JUN 27 2005

SEN. J. ROBERTS OF THE  
SENATE

2005 JUN -3 AM 7:34

TO David Chu

CC Gordon England  
Fran Harvey  
Mike Dominguez  
Gen Dick Myers  
Gen Pete Pace  
Jim Haynes

FROM Donald Rumsfeld 

SUBJECT: Promotion Board Precepts

We should look into *making* sure that promotion board precepts are used appropriately to advance our people who are doing the truly hard work in *Iraq* and *Afghanistan*. I would think that the combat and reconstruction skills they are building up are vital to our efforts, and they should be advanced accordingly.

What do you think?

Thanks.

DHR:ms  
062405-3

please respond by JUL 28 2005

OSD 14892-05

11-L-0559/OSD/51036



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

RECEIVED THE DEPARTMENT OF DEFENSE

2005 AUG -4 AM 11:33

CM-2669-05

3 August 2005

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: General Richard B. Myers, CJCS *RM/8/3*

SUBJECT: Promotion Board Precepts

- In response to your question (TAB), I generally agree. The Services' promotion board precepts already encourage application of the "best qualified" standard. There is no doubt that leadership and skills gained in combat are vital to our future. The Army, Navy, Air Force, and Marine Corps have recognized this in their promotion board precepts by emphasizing that strong consideration be given to the officers serving in the warfighting positions, and to those who have demonstrated actual combat leadership.
- Given the above, I do not think it is wise for you to provide additional guidance to the Services. There are many people working very hard who have not yet had the chance to go to Iraq or Afghanistan. Morale of the force and retention could suffer.

COORDINATION: NONE

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

OSD 14892-05

~~FOR OFFICIAL USE ONLY~~

TAB  
FOUO

JUN 27 2005

TO David Chu

CC: Gordon England  
Fran Harvey  
Mike Dominguez  
Gen Dick Myers  
Gen Pete Pace  
Jim Haynes

FROM Donald Rumsfeld 

SUBJECT Promotion Board Precepts

We should look into making sure that promotion board precepts are used appropriately to advance our people who are doing the truly hard work in Iraq and Afghanistan. I would think that the combat and reconstruction skills they are building up are vital to our efforts, and they should be advanced accordingly.

What do you think?

Thanks.

DHR:ss  
062405-3

Please respond by JUL 28 2005

FOUO

OSD 14892-05  
Tab

11-L-0559/OSD/51038



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



INFO MEMO 2005 11 22 01 1:09

PERSONNEL AND  
READINESS

August 15, 2005, 9:13 AM

FOR: SECRETARY OF DEFENSE

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

*David S. C. Chu*  
*15 Aug 05*

SUBJECT: Promotion Board Precepts — SNOWFLAKE

- You asked that we ensure promotion board precepts were being appropriately used to advance our people serving in Iraq and Afghanistan (Tab A).
- To ensure that the Department is appropriately recognizing service in combat, we are drafting a single guiding document for you to issue to the Secretaries of the Military Departments to highlight key interest areas:
  - Service in combat.
  - Language and cultural awareness.
  - Innovation and critical thinking.
  - Equal Opportunity
    - Caution will have to be exercised as recent court cases involving improper selection board equal opportunity precept language resulted in judgements against the Department in excess of \$134M.
    - Improper board precept language includes guidance that appears to increase, rather than equalize, promotion opportunities based on diversity.
    - However, mandating equal treatment for all individuals can be, and is currently, addressed.
- Our intent is to create an annual issuance from your office providing consistent guidance for an entire promotion cycle.

RECOMMENDATION: None. For Information only.

COORDINATION: Tab B

Attachments:

As stated

Prepared by: Col Lernes Hebert, OEPM, (b)(6)



11-L-0559/OSD/51039

OSD 14892-05

JUN 27 2005

TO: David Chu

CC: Gordon England  
 Fran Harvey  
 Mike Dominguez  
 Gen Dick Myers  
 Gen Pete Pace  
 Jim Haynes

FROM: Donald Rumsfeld *DR*

SUBJECT: Promotion Board Precepts

We should look into making sure that promotion board precepts are used appropriately to advance our people who are doing the truly hard work in Iraq and Afghanistan. I would think that the combat and reconstruction skills they are building up are vital to our efforts, and they should be advanced accordingly.

What do you think?

Thanks.

DHR:ss  
 062405-3

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

**JUL 28 2005**

WID	PDUSD
RA	HA
PI	Readiness
MPP	CPP
PLANS	MCAPP
CCO	



**SUBJECT:** Promotion Board Precepts—SNOWFLAKE

Office of General Counsel  
Acting DUSD(MPP)  
PDUSD(P&R)

*D. J. Dell'Orto* received 8/16/05  
*Principal Deputy*  
~~*Charles J. Boyle*~~  
*C. abell 8-29-05*

April 15, 2005

TO: Ken Krieg  
cc: VADM Jim Stavridis  
FROM: Donald Rumsfeld  
SUBJECT: Reorganization Proposal

Steve Bucci (A)

020 002

Your reorganization proposal is excellent. I have asked Jim Stavridis to set a meeting with you, me, Gordon England, Pete Pace and Steve Cambone to talk about it.

One of the pieces, obviously, is to review the Deputy's authorities and get them rearranged, so that it tits whatever we decide to do.

Thanks.

DHR:ss  
041505-2

.....  
Please respond by 5/5/05

15 APR 05

FOUO

April 15, 2005

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Meeting re: Krieg's Reorganization Proposal

*0220 DDD*

We may want to have Paul and Dick Myers in the meeting, but I'm not sure.

Thanks.

DIR:ss  
041505-3

.....  
Please *respond* by 5/5/05

FOUO

*15 APR 05*

OSD 15016-05

11-L-0559/OSD/51043

FOUO

APR 18 2005

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Condolence Letters

0293

I signed these letters, but they are not yet right. They are getting shorter, instead of longer and better. I think they require more attention. I would like somebody to draft some new letters and give them to Larry Di Rita and Matt Latimer to edit.

These letters are important. I have passed along ideas. I think the letters need to be longer and show how much we care and appreciate them, and that they are terrific people who volunteered to do important work.

I would like these done right and well, and we need to **fix** it – FAST

Thanks.

Attach.  
4/11/05 Folder of Condolence Letters for SecDef review.

DHR:ss  
041505-7

.....  
Please respond by 4/21/05

18 APR 05

FOUO

11-L-0559/OSD/51044

OSD 15018-05

THE SECRETARY OF DEFENSE  
WASHINGTON

Mr. Jesus E. Garcia

(b)(6)

Dear Mr. Garcia,

I want to offer my condolences on the loss of your son. I realize no one can fully comprehend the dimensions of the human relationship that once existed, but please *know* that you are in my thoughts and prayers during this difficult time.

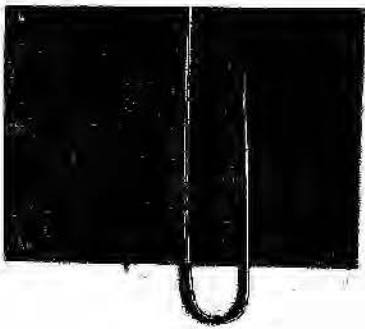
Sergeant Javier Garcia was a dedicated Soldier and gave his all for the cause of freedom. His achievements helped lead the people of Iraq to free elections and onto the path for democracy. We are proud of your son and grateful for his service.

Please accept my heartfelt condolences.

Sincerely,



THE SECRETARY OF DEFENSE  
WASHINGTON



I; Gamble,  
SMA;  
HRC-  
COL, HRC-  
SFC ECC;

Ms. Irasema T. Garcia

(b)(6)

Dear Ms. Garcia,

I was so saddened to learn of the loss of your son, Sergeant Javier Garcia. I know the grief and sense of loss you must feel cannot be shared.

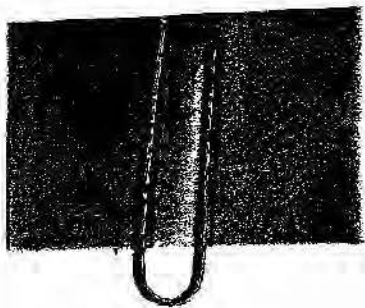
Your son gave his all for the cause of freedom. His service left lasting changes in the Middle East for the 25 million people of Iraq. He made a difference, and you can be very proud.

I extend my heartfelt condolences.

With my deepest sympathy,

64th Armor,  
The Soldier  
Summoned and  
Killed  
SFC F. Garcia  
Garcia  
Dating

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immediately notify



THE SECRETARY OF DEFENSE  
WASHINGTON

Mrs. Glenn J. Watkins

(b)(6)

Dear Mrs. Watkins,

I was so saddened to learn of the loss of your husband, Specialist Glenn Watkins. I **know** the grief **and** sense of loss you must feel cannot be shared.

Your husband gave his **all** for the cause of freedom. His service left lasting changes in the Middle East for the 25 million people of Iraq. He made a difference, and you can be very proud.

I extend my heartfelt condolences.

With my deepest sympathy,

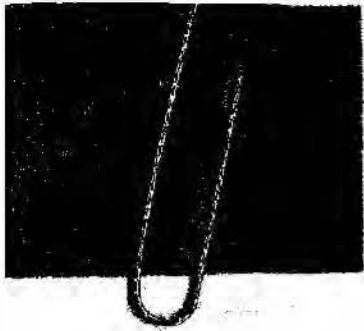
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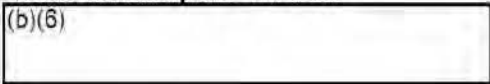
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ormation.



THE SECRETARY OF DEFENSE  
WASHINGTON

Mrs. Christopher W. Dill

(b)(6)



able,  
IA;  
L, HRC-  
ECC;

Dear Mrs. Dill,

I want to offer my condolences on the loss of your husband, Staff Sergeant Christopher Dill. I am sure that no one else can comprehend the dimensions of your personal **pain**, but please know that you are in my thoughts and prayers during this difficult time.

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New York

Your husband gave his all for the cause of freedom. His service left lasting changes in the Middle East for the 25 million people of Iraq. He made a difference, and you can be very proud.

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I extend my heartfelt condolences.

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nformation.

With my deepest sympathy,



THE SECRETARY OF DEFENSE  
WASHINGTON

Mr. and Mrs. James C. Kinchen Jr.

(b)(6)

Dear Mr. and Mrs. Kinchen,

I was so saddened to learn of the **loss** of your son, Lance Corporal Jerimiah Kinchen. I know the grief and sense of **loss** you must feel cannot be shared.

Your son gave **his** all for the cause of freedom. **His** service left lasting changes in the Middle East for the 25 million people of Iraq. He made a difference, and you can be very proud.

I extend my heartfelt condolences.

With my deepest sympathy,



THE SECRETARY OF DEFENSE  
WASHINGTON

2005

Mr. and Mrs. Juan E. Venegas

(b)(6)

Dear Mr. and Mrs. Venegas,

I want to offer my condolences on the loss of your son. I realize no one can fully comprehend the dimensions of the human relationship that once existed, but please know that you are in my thoughts and prayers during this difficult time.

Lance Corporal Juan Venegas **was** a dedicated Marine and gave his **all** for the cause of freedom. His achievements helped lead the people of Iraq to free elections and onto the path for democracy. We are proud of your son and grateful for his service.

ple  
icle

Please accept my heartfelt condolences.

Sincerely,



~~FOUO~~

RECEIVED OF THE  
SECRETARY OF DEFENSE  
2005 APR -3 PM 5:30

April 22, 2005

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: OSE

*322*

Steve Hadley called and asked me where we stood on the review of the Operational Support Elements (OSE). Hadley said he understood you were doing a review of the program. You need to talk to him and see what he is looking for.

Someone mentioned that Doug Feith was working on an Executive Order relative to that.

I am confused. Please see me.

Thanks.

DHR:dh  
042205-2:

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

*22APR05*

~~FOUO~~

OSD 15019-05

11-L-0559/OSD/51051

April 19, 2005

080 2005

TO: Ken Krieg

FROM: Donald Rumsfeld *DR*

SUBJECT: Question for OSD Organizational Study regarding Services and  
 Combatant Commands

One of the things we ought to put in the charter for the study on DoD organization is the question of how rank-heavy the Services are relative to the Combatant Commands. I would be curious to know the number of senior officers for each Service, for each command and for all commands combined, except CENTCOM. Given the war, we should look at CENTCOM separately.

Thanks.

DHR:ss  
041805-5

.....

Please respond by 5/12/05

19 APR 05

OSD 15020-05

11-L-0559/OSD/51052

APR 19 ENT'D

~~FOUO~~

April 18, 2005

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from John Taylor

NATO 110.01

You may want to talk to Van Galbraith about this note from Taylor, if that is what stimulated it.

Thanks.

Attach.

1/24/05 John Taylor letter to USD (P)  
3/16/05 Galbraith letter to John Taylor

DHR:ss  
041805-7

.....  
Please respond by 5/5/05

18 APR 05

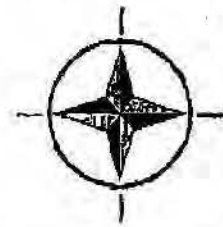
~~FOUO~~

OSD 15021-05

11-L-0559/OSD/51053



U.S. MISSION TO NATO  
BRUSSELS, BELGIUM  
TEL: (b)(6)  
DSN (b)(6)



<b>UNCLASSIFIED FAX</b>		IMC USE	Date Sent: 16Mar05	Time sent: 1400	Initials: <i>AK</i>
<b>To:</b>	NAME: Secretary of Defense Rumsfeld	ORGANIZATION: OSD	UNCLASSIFIED FAX NUMBER (b)(6)		
<b>From:</b>	NAME: Evan G. Galbraith, SECDEFREPEUR & DEFAD	OFFICE/EXTENSION: ODA, US Mission to NATO (b)(6)	USNATO FAX NUMBER (b)(6)		
Precedence: Priority		Receive Deadline	Date: 16MAR05	Time:	
Date: 16 March 2005	Total Number of Pages (Including Cover):	4	Approval:	XO:	ODAXO:
<b>SPECIAL NOTES AND INSTRUCTIONS</b>					

Dear Don,

I'm back in Brussels in action, part time. My advice is to avoid hospitals and you will avoid infections. The enclosed is my first effort since my return.

Thanks for your kind notes!

*Van*  
Van

3/17

SIR —  
Letters from Treasury on Van's idea of "NATO bonds." also Van's next volley. *via Joe*

**UNCLASSIFIED**

SECDEF	CABLE
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EXCSEC	
USDP	
USDI	
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FROM SITE & TREAD

(NON) JAN 24 2005 20:07/ST. 20:07/MO (b)(6)



DEPARTMENT OF THE TREASURY  
WASHINGTON, D.C.

05/001180  
ES-2108

UNDER SECRETARY

January 24, 2005

D  
22 JAN

Douglas Feith  
Under Secretary of Defense for Policy  
The Pentagon  
Washington D.C. 20301

Dear Doug,

Thank you for allowing me to comment on the proposal you sent me regarding NATO's budget. As I understand it, the proposal would be for NATO to float an international bond or bonds that would be guaranteed severally by NATO members. The NATO members would also be responsible for the costs of amortizing the bonds.

This idea is similar, in many respects, to a proposal that the United Kingdom has floated for an International Finance Facility (IFF) that would raise money for official development assistance by selling bonds guaranteed by the developed countries. The amortization of the IFF bonds would likewise be covered by the budgets of the countries providing the guarantees.

We have informed our UK colleagues that the US Government would not participate in their IFF scheme since it would render no benefit to us. This is because any program expenditure must be preceded by a Congressional appropriation, and the cheapest means for raising funds for financing our expenditures is through the sale of US Treasury instruments. Not only would we have to appropriate our entire share of the bond proceeds up front, the sale of international bonds to finance our expenditure ~~and higher interest rates.~~ <sup>incurs transaction costs</sup> We are also generally adverse to the idea of selling bonds for dedicated purposes. Finally, the UK has promoted its IFF proposal as a way around the legislative appropriation process and we believe that this would be inappropriate under our system of government.

Our views with respect to the IFF would apply equally to the NATO bond proposal. I would be glad to discuss this with you further or put you in touch with the people in my office that are handling the IFF issue.

Sincerely,

John E. Taylor  
Under Secretary for International Affairs

Attachment: Incoming Correspondence

Derived by: JHurley  
Derived from: OSD Memo on  
Capitalizing NATO (12/3/04)



OFFICE OF THE SECRETARY OF DEFENSE  
REPRESENTATIVE- EUROPE

~~For Official Use Only~~

March 16, 2005

John E. Taylor  
Under **Secretary** for International Affairs  
Department of the Treasury  
1500 Pennsylvania Ave NW  
Washington, D.C. 20220-0001

~~Dear~~ Under Secretary Taylor,

I **very** much appreciate your letter of January 24, 2005 to Under **Secretary** Douglas **Feith**.

We, representing the Secretary of Defense in Europe, **are trying** to achieve **two** interrelated goals: (1) **To** save the United States government **hundreds of millions of** dollars, **probably** more, by dramatically **lowering** our share of the **expeditionary** and logistic costs the **U.S. now** bears for NATO overseas **operations**, such as **in** **Afghanistan** and **Iraq**. **Italy**, for example, was willing to **send** 5000 troops to Afghanistan for the security of the elections there last September, but the U.S. had to supply **\$2.4** million for airlift and logistical support necessary for the deployment of these **Italian troops**. **If** NATO had had the **funds** the United States could have been relieved of **75 to 80%** of the cost of this burden. **In** **Iraq**, **the U.S. has** by far the largest **cost** of NATO's training **mission**. (2) **Our** Allies often find it politically impossible to provide financing for NATO expeditionary **operations**. **Their** defense budgets **are low** and supplemental funding is not **feasible** politically. **If** NATO **were** capitalized, we are convinced Allied participation in NATO operations **would** be greatly **increased** and that the military and **financial burden now borne** by the **United States** would **be reduced** and shared by our Allies **in** a way that is politically viable. **Unlike** the **IEF** scheme for development assistance **our** proposal is an attempt to save **the United States** a great deal of **money** and reduce its hazardous military **exposure**. **In** another word - leverage - a U.S. **guaranty** of 20-25% of the bonds will **create** leverage by which **the** Allies **assume 75-80% of the** cost of NATO's **operations** and a **larger share** of the military burden.

General **Janes Jones**, Supreme **Allied** Commander, Europe, recently **advised** Secretary Rumsfeld,

*'Common Funding - perhaps NATO's most critical immediate problem. Failure to reform common funding will negatively affect NRF force generation, expeditionary operations, the Iraq mission, and off the shelf acquisition.'*

NATO **bonds** could provide this common funding. The Allies won't do it directly.

I share your view **that we must** appropriate our share of the bond amortization up front. On the other hand, the **amount** of money saved by **the U.S.** if NATO **were**

11-L-0559/OSD/51056



capitalized would dwarf the interest rate differential between U.S. Treasuries and a NATO borrowing; the leverage coming from NATO Allies paying most of the operational costs would be huge.

The repayment of the NATO bonds and interest would probably be covered, as governments with deficits usually do, by future NATO financing, in which case we could of course opt not to participate. We might reduce the interest cost of the bonds to the guarantors by NATO issuing something like the Brady bonds wherein the guarantees of the U.S. and Allies covered only the principle and not the interest. One would have to consult with the bankers about the feasibility and cost of the Brady bond approach by NATO.

I appreciate your time and effort and look forward to your comments in our effort to reduce the cost of our fight against terrorism by enabling our Allies to share our present burdens, financial and military.

Sincerely,

  
EVAN G. GALBRAITH

C C Secretary of Defense Rumsfeld  
USD for Policy D. Feith  
USD for Intelligence (USDI) S. Cambone  
ASD (Acting) M. Ricardel  
DASD I. Brzezinski

~~FOR OFFICIAL USE ONLY~~

4/25  
1502

~~FOUO~~

FILE COPY

SECRETARY OF THE SENATE APR 25 2005

2005 APR -3 PM 5:36

TO: Paul Butler  
CC: Dan Stanley  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Response to Senator Grassley

250

My instinct is to send a note to Senator Grassley saying we received his letter, we certainly share his interest in finding out what the facts are and we have referred the matter to whoever you said we should refer it to.

Then talk to Larry and Jim Haynes, and, if it is appropriate, we ought to alert Schmitz that we have done that.

Thanks.

Attach.  
4/20/05 Grassley letter to SD

DIR:dh  
042205-33

.....  
Please respond by 4/27/05

*Exec Sec.  
Dime. Rep Sec sent letter  
referring this to PCIE.  
Paul*

25 APR 05

~~FOUO~~

Paul Butler

5/23

11-L-0559/OSD/51058

OSD 15022-05

CHARLES E. GRASSLEY, IOWA, CHAIRMAN  
CARIN G. HATCH, UTAH  
DON NICKLES, OKLAHOMA  
TRENT LOTT, MISSISSIPPI  
OLYMPIA J. SNOWE, MAINE  
JON KYL, ARIZONA  
CRAIG THOMAS, WYOMING  
RICK SANTORUM, PENNSYLVANIA  
BILL FRIST, TENNESSEE  
GORDON SMITH, OREGON  
JIM BUNNING, KENTUCKY  
MAX BAUDUS, MONTANA  
JOHN D. ROCKEFELLER IV, WEST VIRGINIA  
TOM DASCHLE, SOUTH DAKOTA  
JOHN BREAUX, LOUISIANA  
KENT CONRAD, NORTH DAKOTA  
BOB GRAMM, FLORIDA  
JAMES M. JEPPES III, VERMONT  
JEFF BINGAMAN, NEW MEXICO  
JOHN P. KERRY, MASSACHUSETTS  
BLANCHE L. LINCOLN, ARKANSAS

KOLAN DAVIS, STAFF DIRECTOR AND CHIEF COUNSEL  
RUSSELL SULLIVAN, DEMOCRATIC STAFF DIRECTOR

# United States Senate

COMMITTEE ON FINANCE  
WASHINGTON, DC 20510-6200

*Self  
file*

April 20, 2005

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

I am writing to raise questions about alleged wasteful activities by the Inspector General (IG), Mr. Joe Schmitz.

In recent weeks, I have received several anonymous fax messages and telephone calls about Mr. Schmitz' direct personal involvement in two questionable and possibly wasteful projects. These reports suggest that Mr. Schmitz has: 1) Coerced the U.S. Army Command in Europe and possibly the Comptroller in your office to spend 5200,000.00 in connection with a statue of Baron von Steuben in Potsdam, Germany; and 2) Approved construction of an executive washroom and shower facility in his suite of offices on Army Navy Drive in Arlington, VA.

After receiving this information, my staff attempted to contact the IG directly to verify the information and to request supporting justification. That was on April 6, 2005. My staff has followed up with telephone calls to the Assistant IG for Legislative Liaison, Mr. John Crane. To date, there has been no response from the IG regarding these issues.

I am told that an inordinate portion of the IG workforce, man-hours, and costly travel are being consumed by the monument project, which is viewed as part of a Joe Schmitz personal crusade. Concerns have been raised that some of this activity may violate Title 26 ethics rules," and the IG's Ethics Advisor, Mr. Jerry Hansen, is allegedly involved in the travel to Potsdam. As for the executive washroom, Mr. Schmitz has been advised by members of his own staff as well as congressional committee staff not to proceed with that project. The toilet facilities in his office are adequate.

To make matters worse, I am told that these two projects have become a major distraction in the IG's office and are now interfering with the IG's primary mission: to conduct investigations and audits.

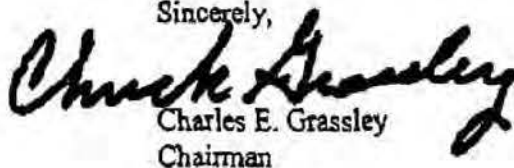
Mr. Secretary, I fear that such wasteful projects could leave the IG's budget vulnerable to cuts by Congress.

11-L-0559/OSD/51059

During a meeting on February 15, 2005, Mr. Schmitz mentioned the monument project to me, but I had no idea it involved the expenditure of \$200,000.00 in taxpayer money. Would you please ask Mr. Schmitz to provide you and me with a full report on these two issues.

Your continued support and cooperation is appreciated.

Sincerely,

  
Charles E. Grassley  
Chairman

FOUO

April 19, 2005

TO: Dan Dell'Orto  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Release of Transcripts

*W  
L  
S*

Regarding the attached memo, what does it mean that I "likely" would be consulted about the release? There ought to be an arrangement where I am consulted.

Thanks.

**Attach.**

- 4/04/05 SecDef Memo to Dell'Orto
- 4/14/05 Dell'Orto Memo to SecDef

DHR:ss  
041905-6

.....  
Please respond by 5/5/05

*19APR05*

FOUO

OSD 15023-05

11-L-0559/OSD/51061

APR 19 ENTID

OFFICE OF THE  
SECRETARY OF DEFENSE  
April 4, 2005

2005 APR 18 PM 5:47

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

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

Thanks.

Attach  
Notice Pursuant to the Privacy Act of 1974

DHR:ss  
040405-18

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

*DR*  
*4/19*  
*Response attached.*

*v/r*  
*Lt Col Langyel*

APR 15 2005

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

*See Job 11  
if requested 4/4*

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

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

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

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

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

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

April 19, 2005

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Keith Eastin

*IRAQ*

I talked to Fran Harvey about Keith Eastin. Why don't you talk to Fran and see if he is comfortable, in which case we can move forward.

If Fran is not comfortable, maybe he can speak with Eastin again.

Thanks.

Attach.  
Eastin File

DHR:ss  
041905-14

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

*19 APR 05*

OSD 15024-05

11-L-0559/OSD/51064

APR 19 ENTD



# KEITH E. EASTIN

Washington - Houston - Baghdad

(b)(6)

Baghdad (US. number) - Email (b)(6)

*Proven track record of success as a corporate officer, a partner in a national law firm, a high-level government official, a consultant for government of Iraq and a director of a Big-Four firm.*

- Diplomatic but forceful negotiator for programs involving international groups and governments
- \* Results-oriented deal-maker and project closer in contentious situations where others have failed
- High-impact manager of people and environmental projects in public and private sector
- Skilled organizer, strategic thinker and communicator in complex situations
- Persuasive advocate before Congress      • Adept media handler and public speaker
- Experienced negotiator in dealing with all levels of federal, state and local government
- Broad-based corporate, securities, legal and finance background

***Current. U.S. Department of State Baghdad Iraq. Senior Consultant to the Ministry of Environment. Act as management consultant to Minister on organization of this new ministry, funding for programs and capacity building, establishment of environmental legal system, baseline and other studies, hazardous waste programs, professional staffing and educational initiatives in the country. Primary outside interface internationally on behalf of Ministry with UNEP, the World Bank and in bilateral relationships; work with USAID and the Iraqi Project Coordination Office (PCO) in U.S. funding for Ministry's programs. Daily interface with those advising Water, Electricity, Oil, Public Works, Construction and other ministries of Iraqi government. Clearance: Top Secret***

## PROFESSIONAL HISTORY

U.S. Department of State, Baghdad Iraq. Senior Consultant to the Ministry of Environment.

U.S. Department of the Interior, Special Counsel. On behalf of the Secretary, managed Billions of dollars of Indian Tribal Trust litigation in 22 separate suits against the Department for accounting and trust asset mismanagement in the Court of Federal Claims and U.S. District Courts. [2003 - 2004]

The Customer Company, Inc., Cigarettes Cheaper! and related entities, Vice President, General Counsel of the largest chain of retail smoke shops in the country. Privately-held. [2000 - 2003]

PricewaterhouseCoopers, Houston, TX, Director. Led Environmental Group. [1998-2000]

Deloitte & Touche LLP, Washington, DC, Director, Environmental Practice Group. [1993-1998]

American Arbitration Association. Member Mediation Panel. [1992-Present]

Guy F. Atkinson Company, San Francisco, CA. Senior Vice President, and Chief Legal Officer of this publicly-traded, major heavy construction company. [1991-1992]

Hopkins & Sutter, Washington, DC. Partner in this 300 attorney national law firm. [1989-1991]

U.S. Department of the Navy, Washington, DC. Principal Deputy Assistant Secretary. Responsible for civilian management of worldwide facilities and military construction.

U.S. Department of the Interior, Washington, DC. Deputy Under Secretary. Earlier, Associate Solicitor, Energy & Resources; Conservation & Wildlife. Managed environmental programs and, separately, Statue of Liberty project. [All Government: 1983-1988]

National Convenience Stores, Inc., Houston, TX. Vice President, General Counsel. NYSE-listed retailer. [1972-1979] Vedder, Price Kaufman & Kammholz, Chicago, IL. Associate in general practice law firm [1966 - 72]

#### EDUCATION

- University of Chicago Law School - JD - 1967
- University of Cincinnati:
  - Graduate School of Business - MBA - 1964
  - College of Arts and Sciences - AB - 1963

#### BAR ADMISSIONS

- Licensed to Practice in Texas, Illinois, California and the District of Columbia.

• • • • •

### APPENDIX to Keith E. Eastin *Curriculum Vitae*

#### Professional Expertise Narrative

##### General Management in Addition to Current Activities

As a high-level public official, relying on innovative techniques, managed significant numbers of government employees as well as volunteer members of not-for-profit organizations. Directed private sector organizations in achieving efficiencies while meeting policy and operational goals within budgets and on time.

As a Director of Environmental Practice Group for PricewaterhouseCoopers. Was Project Director of the largest private sector uranium mill tailings closure (Moab, Utah) then active in the U.S. With oversight from the U.S. Nuclear Regulatory Commission, organized a team of third-party and in-house professionals to develop budget, secure financing, deal with media and state, local and NGO groups and proceed with testing, dewatering and earthmoving at the site. Closure was on-time and within budget when Congressional action stopped project, pending further funding and agency action. Personally developed contact, prepared proposal, bid for and obtained client.

As Principal Deputy Assistant Secretary of the Navy, directed Procurement Support Office with a staff of 135. Managed business operations of Navy military construction program (annual budget: \$2.2 Billion), real property and environment for over 300 installations worldwide. Worked directly with uniformed officer decisionmakers outside line of command, achieving management goals through persuasive skills.

As Deputy Under Secretary of the Interior, conceptualized and created legislatively-ordered regulatory scheme for assessment of damages to natural resources from hazardous waste spills. Organized and directed teams of scientists, economists and attorneys in drafting landmark environmental regulations under Superfund that have survived numerous court challenges.

As Vice President, General Counsel, National Convenience Stores, Inc. (NYSE-listed retailer) organized legal department for newly public company with more than 900 stores and sales in excess of \$ 1 Billion.

As Special Counsel to the U.S. Department of the Interior, and on behalf of the Secretary, had personal defense management of billions of dollars of Indian Tribal Trust litigation in 22 separate suits against the Department for accounting and trust asset mismanagement in the Court of Federal Claims and U.S. District Courts.

As Senior Vice President and Chief Legal Officer, Guy F. Atkinson Company, managed staff of 10 attorneys and supported the work of more than 30 outside law firms. Led in-house and outside service providers to meet cost and operational goals.

As chief environmental lawyer at the U.S. Department of the Interior, supervised staff of more than 45 while representing often-conflicting missions of agencies such as the U.S. Fish and Wildlife Service and the Bureau of Land Management. Motivated the traditionally marginally-motivated and achieved policy goals of Department leadership.

#### Project and Fiscal Management

Exercised full fiscal and managerial responsibility for environmental valuation and other projects for two Big-Four professional services firms including \$25 million toxic waste stabilization project, large groundwater damage cases and vast river contamination matters. Each project accomplished within budget and on time.

As Principal Deputy Assistant Secretary of the Navy, managed near billion-dollar homeporting project for Navy involving construction of more than a dozen new ports for expanded fleet.

As Senior Vice President of Guy F. Atkinson Company directed resolution of \$150 million in construction claims, and in cost-effective use of experts and legal assets, successfully disposed of more than \$60 million in litigation.

As President and Director, Theatre Under the Stars, Inc., managed not-for-profit musical theater company with budget of more than \$20 million and subscriber base in excess of 25,000. Subscriber and financial base grew by more than 40% in service to group.

As General Counsel, National Convenience Stores, Inc. cut outside legal expenses by two-thirds. Designed and implemented sale and leaseback program for financing of 1100 stores.

Consensus Building. As public official, organized staffs of government professionals (often with private "agendas") into cohesive operations, while having little authority to hire or fire, control compensation, or utilize other traditional corporate forms of incentives and discipline.

As Director of the Statue of Liberty - Ellis Island Foundation brought together volunteer board, while integrating fiscal concerns and public sector needs. Foundation created the model for public-private partnership in the development, refurbishment and management of a national monument. Melded significant points of view from the private and fundraising sector to the preservation community and government bureaucracy. To date, Foundation raised more than \$450,000,000.

As Principal Deputy Assistant Secretary of the Navy, resolved constant conflicts between the Navy and public groups concerning naval operations in sensitive marine areas.

As a mediator for American Arbitration Association and as a corporate officer, was instrumental in settlements of \$25,000 to \$25 million in construction and environmental matters.

As Deputy Under Secretary of the Interior, negotiated with state governments, environmental groups, industry and the Department of Justice successfully to settle environmental litigation.

### **Government Relations**

As Senior Consultant to the Ministry of Environment of Iraq, meet, often daily, with officials of Interim Government of Iraq to discuss organization of ministry, public awareness of programs, financing of operations and ministerial survival issues. Also meet regularly with members of United Nations Environmental Programme and World Bank delegations dealing with international assistance. Have successfully negotiated more than \$25 Million of international financing for Ministry.

As Director at PricewaterhouseCoopers, interfaced daily with local, state and federal officials concerning activities involved in very high-visibility stabilization of toxic waste site. As National Director of significant practice at Deloitte & Touche, managed strategic development of all advertising and promotional materials and public appearances for the practice before state, local and tribal officials.

As Principal Deputy Assistant Secretary of the Navy, testified before Congress regularly, and dealt daily with Members of Congress in support of Navy's \$2.2 Billion military construction program. Interfaced with members of Congress and highest-level State officials in advocating Navy's homeporting and environmental programs for new ships. Worked with Congressional staff on regular basis to position and defend programs all in the face of detractors.

As Director Statue of Liberty - Ellis Island Foundation continually dealt with federal government officials and congressional staff, and testified before committees of Congress in support of this public-private partnership.

As Deputy Under Secretary of the Interior, advocated Superfund program before Congress and promoted public support through relationships with Congressional and Interior staff.

As Vice President of National Convenience Stores, directed company dealings with federal, state and local governments and regulatory bodies in environmental, permitting and zoning issues.

### **Public Relations**

- More than 50 television appearances in support of client programs.
- Advise Minister of Environment of Iraq on media relations for U.S. and other visits.
- Principal spokesman on Statue of Liberty project for Department of Interior.
- Periodic spokesman on local broadcasts in support for Navy homeporting, construction and environmental programs.
- Main media contact for corporate public relations.
- Speaker at numerous seminars dealing with environment, military construction and government contracts.
- Author of more than 20 published articles dealing with environmental, government contracting, defense and corporate issues.

## HONORS and OTHER ACTIVITIES

- Recipient, **United States Marine Corps** Commendation for outstanding efforts in advocating Marine Corps programs before Congress and outside community. [1988]
- Recipient, **United States Navy Medal for Distinguished Public Service**. Highest civilian honor awarded by Navy. [1989]
- **Statue of Liberty** – Ellis Island Foundation, New York, **NY**. Director. [1984-Present]
- **Theatre Under the Stars, Inc.**, Houston, TX. Director, former president of this, the largest not-for-profit musical theatre company in the U.S. [1977-present]
- **Member Beta Gamma Sigma**, highest honorary society for Business Schools.
- **Member**, Sovereign Military Order of the Temple of Jerusalem (Knights Templar).



# Secretary of Defense Civilian Personnel Brief

Keith E. Eastin

---

Candidate: Keith E. Eastin  
Recommended BY: White House PPO  
Position Considered For: Assistant Secretary of the Army (Installations and Environment)  
Current Rank for Position: 1

## Biographical Sketch

- Senior Consultant to the Ministry of Environment, IRMO Baghdad (2004 - present)
- Member of the Board, Statue of Liberty - Ellis Island Foundation, Inc
- Special Counsel, U.S. Department of the Interior (2003 - 2004)
- VP & General Counsel, The Customer Company, Inc. (2000 - 2003)
- Director, Environmental Group, PricewaterhouseCoopers (1998 - 2002)
- Director, Environmental Practice Group, Deloitte & Touche LLP (1993 - 1998)
- Senior VP and Chief Legal Officer, Guy F. Atkinson Company (1991 - 1992)
- Partner, Hopkins & Sutter, Washington, DC (1989 - 1991)
- Principal Deputy Assistant Secretary of the Navy (Shipbuilding and Logistics) (1988)
- Deputy Under Secretary of Interior - 1988)
- Associate Solicitor, Energy & Resources; Conservation & Wildlife, Department of Interior (1983)
- VP & General Counsel, National Convenience Stores, Inc. (1972 - 1979)
- Associate, Vedder, Price Kaufman & Kammholz (Chicago) (1966 - 1972)
- JD, University of Chicago Law School (1967)
- MBA, University of Cincinnati, Graduate School of Business (1964)
- AB, University of Cincinnati (1963)

Michael Bayer: Keith Easton is very senior, in his late 60s. He has had a very broad set of experiences in the environmental field from regulating and oversight at the U.S. Department of Interior to client support at



## Secretary of Defense Civilian Personnel Brief

Keith E. Eastin

---

Deloitte Touche. His current work in Baghdad is a direct extension of this base of experience where he is the management consultant to the Minister of Environment. While he has an impressive level of technical understanding, he is somewhat narrow and specialized. Therefore his best matches are in EPA and Interior (where he has been several times). In the DoD, the only logical roles for him would be the Army Assistant Secretary of Civil Works or the DoD AT&L Deputy Under Secretary for Environment. He lacks identifiable skills or experience for the other Assistant Secretariats in the Services.

Ray DuBois:

Eastin has the requisite construction, environmental and base revise experience to make an excellent ASA I&E, especially given the primary challenges in the poor-base area era of property disposal, environmental clean-up and military construction.

Jim O'Beirne:

Keith Eastin is an extremely strong candidate for the Army Installations and Environment position both by virtue of his current service in Iraq and his former government service at Departments of the Navy and the Interior. In addition, his private sector credentials, both legal and environmental, are a very close match for the challenges he would face, especially in a post-BRAC environment. He demonstrates an executive temperament and should be successful in contributing to the proper civil military balance of authority and responsibility in the Army. He is a very well qualified candidate.

Jerry Jones:

Eastin has spent his entire career in the environmental area. He is extremely knowledgeable in all matters dealing with protecting the environment and the elimination of environmental problems. He has served ably for us in Baghdad as a member of the Iraqi reconstruction management office as a senior advisor to the Ministry of the Environment. (The Secretary should be aware that Eastin has a personal presentation tick - but he should not be distracted by it). Recommendation: Appoint this seasoned and personable executive who has served us well to the Assistant Secretary of the Army for Installations & Environment.



# Secretary of Defense Civilian Personnel Brief

Keith E. Eastin

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Candidate: Keith E. Eastin  
Recommended BY: White House PPO  
Position Considered For: Assistant Secretary of the Army (Installations and Environment)  
Current Rank for Position: 1

## Biographical Sketch

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- Principal Deputy Assistant Secretary of the Navy (Shipbuilding and Logistics) (1988)
- Deputy Under Secretary of Interior - 1988)
- Associate Solicitor, Energy & Resources; Conservation & Wildlife, Department of Interior (1983)
- VP & General Counsel, National Convenience Stores, Inc. (1972 - 1979)
- Associate, Vedder, Price Kaufman & Kammholz (Chicago) (1966 - 1972)
- JD, University of Chicago Law School (1967)
- MBA, University of Cincinnati, Graduate School of Business (1964)
- AB, University of Cincinnati (1963)

Michael Bayer: Comments Forthcoming

Jim O'Beirne: Comments Forthcoming





## Secretary of Defense Civilian Personnel Brief

Keith E. Eastin

---

Jerry Jones:

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Fran Harvey:

Comments Forthcoming

~~FOUO~~

SECRETARY OF THE ARMY

April 27, 2005

2005 APR -3 PM 5: 54

DOUSTI

TO: Steve Cambone

CC: Gen Dick Myers  
Jim Haynes

FROM: Donald Rumsfeld *DR*

SUBJECT: Special Program

On that special program, I need you and the Chairman to follow through and see if we really don't want to get that, and anything else like it rearranged. I worry about things that are non-intuitive like that that I have no idea about. The DOMS thing was a bad experience. We need to get it fixed, if it should be fixed.

Thanks.

DHR:ss  
042605-18

.....

Please respond by 5/12/05

ANAPROS

~~FOUO~~

APR 27 ENTD

11-L-0559/OSD/51074

OSD 15025-05

April 19, 2005

3113

TO: SMSgt Calvin Shoulders  
FROM: Donald Rumsfeld  
SUBJECT: Buttons on my Phone

I would like a button on my phone for (b)(6) Please put it down at the bottom, next to the "Mess" button.

Also, you should change the "Wolfowitz" button to read "England," and move it up above the button for Feith.

Thanks.

DHR:es  
041905-15

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

add 4/20

Sir,  
I added the button for (b)(6) and also a button for Sec. England.  
Right now the "England" button will ring in the Sec Nav office; when he moves to the Dep Sec Def offices we will change the programming.  
Have left the button for Sec. Wolfowitz for the time being.

19 APR 05

✓/R

FOUO

APR 20 ENTD

Tom Wedige

11-L-0559/OSD/51075

OSD 15026-05

## 10 BUTTON

(b)(6)	STAVRIDIS
(b)(6)	BUTLER
(b)(6)	(b)(6)
DRIVER	(b)(6)
SECURITY	CABLES

## 24 BUTTON

CAMBONE	CJCS
CHU	VCJCS
DIRITA OSD	DIR JOINT STAFF
ENGLAND	SEC AF
FEITH FEITH	COS AF
HAYNES	SEC ARMY
JONAS	COS ARMY
LATIMER	SEC NAV
McHALE	CNO
STANLEY	CMDNT MARINE CORPS
WOLFOWITZ	KREIG
KISLING	MESS

## EXPANTION UNIT

DIR OMB	PRESIDENT
NMCC	WH COS
WH SIT ROOM	VICE PRESIDENT
WH SIGNALS	V. P. COS
HADLEY	
EROUGH	SECSTATE
DuBOIS	SEC TREASURY
O'BEIRNE	ATT. GEN
AT&T PERSONAL CALLS	FBI
AT&T PIN	SEC HSEC
MARY CLAIRE MURPHY	DCI
HOME	DEPUTY DCI

FOUO

FILE COPY

April 19, 2005

To my hands

340

TO: Fran Harvey

CC: Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Stadium

I need someone to brief me on what is going on with the naming of RFK Stadium.  
I question whether it is appropriate for the National Guard, the Army, or the  
Department of Defense to be sponsoring a stadium.

I need someone to explain to me what is happening.

Thanks.

DHR:sp  
041905-19

-----  
Please respond by 4/22/05

CF:  
USA 20 APR 2005  
CSA  
VCSA  
PAS

*Sir,*  
Response Attached  
*OK 4/28*

*W/R, COLB*  
*4/22*

19 Apr 05

FOUO

OSD 15027-05

11-L-0559/OSD/51077

19 APR 2005



SECRETARY OF THE ARMY  
WASHINGTON

*Handwritten initials and date: 4/28*

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: *Joe* Francis J. Harvey *Ray Dutton* 4/22/05

SUBJECT: Naming of RFK Stadium

340

- This responds to your attached April 19 snowflake in which you questioned “whether it is appropriate for the National Guard, the Army, or the Department of Defense to be sponsoring a stadium.”
- On April 8, to boost recruiting and retention, the Army National Guard, acting through a contractor, forwarded a proposal to the DC Sports and Entertainment Commission (DCSEC) for a three-year sponsorship package at RFK Stadium for \$1.5M for the first year. The DCSEC accepted this offer on April 9.
- I became aware of this issue by reading an Early Bird article on April 9. I was not previously informed of this proposal.
- On April 11, I met with LTG Blum, Chief of the National Guard Bureau (NGB), and directed him to cancel the sponsorship arrangement with the DCSEC for the following reasons:
  - Sponsorship arrangement had a limited target audience and impact.
  - The potential added recruiting and retention value for the amount of money expended is low. Also, naming a commercial, physical structure for the Armed Forces sets a bad precedent (if we do this in DC, do we do it in all states?).
  - Most importantly, sponsorship would send a wrong message to the American public during a time of war.
- Senator Warner (R-VA) hosted a meeting on April 12 with Delegate Norton (D-DC), Mayor Williams (DC), Secretary Abell (PDUSD(P&R)), and LTG Blum to discuss the naming rights issue.
- Consensus was reached among the parties present to take the naming rights “off the table” and that the NGB would renegotiate a separate recruiting and retention package that would permit other Services’ participation.

22 Apr 05

19 Apr 05

OSD 15027-05

11-L-0559/OSD/51078

SUBJECT Naming of RFK Stadium

- The parties communicated this consensus to the media during a press conference after the meeting.
- On April 15, LTG Blum sent a revised recruiting business plan (not through me) to Secretary Abell for his review.
  - The plan includes standard recruiting efforts such as signage, in-stadium recruiting, brochure distribution, and in-stadium recruitment events, similar to other Services' business practices.
  - It will be jointly shared between Army and Air National Guard.
- On April 18, Secretary Abell concurred with the revised proposal as being consistent with the understanding reached during Senator Warner's meeting and that the proposal needs to be well under \$1M per year.
- Subsequent to Secretary Abell's concurrence, NGB forwarded to DCSEC a proposed standard government services contract containing the revised proposal to be negotiated.
- On April 19, Ray DuBois discussed this with Secretary Abell and Jane Matthias, NGB Director of Strategic Communication, and followed with an email to Matthias with copy to me, LTG Blum, Chu, Abell, Paul Butler and Larry Di Rita. The email stated that "at this time there should be no financial relationship between any entity of the DoD, including the NGB/ARNG, and RFK Stadium and the DC Sports and Entertainment Commission and the Washington Nationals."
- On April 20, Ray DuBois followed up his email with a personal call to LTG Blum.
- Given the above sequence of events, including the excessive attention give to them, on April 20 I directed LTG Blum to cease all negotiations with DCSEC, and, under no circumstances, to do any advertising at **RFK** Stadium until further notice.

COORDINATION: NONE.

Attachments: NONE

Prepared By: CW5 Clayton, IOSA (b)(6)

FOUO

OFFICE OF THE  
SECY OF THE ARMY

April 28, 2005

2005 04-28 PM 5:54

TO: Jim O'Beirne  
Larry Di Rita

FROM: Donald Rumsfeld *DR*

SUBJECT: Cliff May

230.02

Please check out this fellow, Cliff May, with Bartlett, McClellan, Karen Hughes, Tome Clarke and Mary Matalin and get back to me as quickly as possible.

Thanks.

Attach.  
4/26/05 Tony Dolan Memo to SecDef & May Background Sheet

DHR:ss  
0428054

.....  
Please respond by 5/5/05.....

28APPROS

FOUO

OSD 15028-05

11-L-0559/OSD/51080




4/24  
4/25

all  
4/26

April 26, 2005

Paul Butler  
4/27 pub

Secretary Donald Rumsfeld

FROM: Anthony R. Dolan 

SUBJECT: Cliff May

Larry said you might have some interest in seeing this.

ARD/bls

Clifford D. May is the President of the Foundation for the Defense of Democracies, a policy institute focusing on terrorism created immediately following the 9/11 attacks on the United States.

He is also the Chairman of the Policy Committee of the Committee on the Present Danger (CPD), an international, non-partisan organization based in Washington D.C. comprised of leading members of the national security community.

Mr. May has had a long and distinguished career in international relations, journalism, communications and politics.

A veteran news reporter, foreign correspondent and editor (at The New York Times and other publications), he has covered stories in more than two dozen countries, including Iran, Pakistan, Sudan, Ethiopia, China, Uzbekistan, Northern Ireland and Russia. He is a frequent guest on national and international television and radio news programs, providing analysis and participating in debates on national security issues. He writes a weekly column that is nationally distributed by Scripps Howard News Service and he is a regular contributor for National Review Online, CNN's American Morning and National Public Radio's Morning Edition.

From 1997 to 2001, he served as the Director of Communications for the Republican National Committee. In that role, he was the Republican Party's staff spokesman, and appeared frequently on national television and radio programs. In addition, he managed all RNC communications activities, including long-range strategic planning; press, radio and television services; online services; TV and radio coaching; speech writing; advertising and marketing. He also served as the Editor of the official Republican magazine, Rising Tide.

After leaving the RNC, he was named Senior Managing Director in the Washington, D.C. office of Weber Shandwick, a firm specializing in public affairs advocacy, public relations and media relations.

Prior to coming to the RNC, Mr. May was the Associate Editor of the Rocky Mountain News in Denver, Colorado. While in Colorado, Mr. May hosted a talk radio program on the dominant station in the region, and produced and moderated an interview program on KRMA-TV (a PBS station). In addition, Mr. May served as host/moderator for the weekly, nationally distributed TCI cable television series, Race for the Presidency, which featured "resident analysts" Dick Lamm, Gary Hart and Don Hodel.

Before moving to Colorado Mr. May spent nearly a decade with The New York Times as a reporter in both New York and Washington, an editor of The New York Times Sunday Magazine and a foreign correspondent. He established the Times' West Africa bureau and, as Bureau Chief, covered more than a score of African nations.

Earlier in his career, Mr. May was the Roving Foreign Correspondent for Hearst newspapers, reporting from a variety of global hotspots. During that same period, Mr. May provided special coverage for CBS Radio News and Bill Moyers' Journal on PBS. Prior to that, Mr. May was Senior Editor of Geo Magazine, and an Associate Editor for international news at Newsweek.

He holds masters degrees from both Columbia University's School of Public and International Affairs and its School of Journalism. He earned his BA from Sarah Lawrence College in Bronxville, N.Y. In addition, he holds a certificate in Russian language and literature from the University of Leningrad.

FOUO

*Steve?*

April 19, 2005

FILE COPY

292

TO: COL Steve Bucci  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from Dr. Henry Betts

Attached is a letter from a friend of mine, Dr. Henry Betts, who is a specialist in rehabilitation. Please take a look at it and tell me what you *think* we ought to do, and where you stand on your project.

Thanks.

Attach.  
3/16/05 Dr. Betts Letter to SecDef (OSD 07172-05)

DHR:ss  
041905-20

.....  
Please respond by 5/5/05

*Sir,  
Response attached  
via  
L Hollenhorst*

19 APR 05

FOUO

OSD 15029-05

A64-3

11-L-0559/OSD/51083

APR 19 2005

3 June 2005

Memorandum for the Secretary of Defense

Subject: Response to Snow Flakes Ref Wounded Internship Program

Sir,

The "internship" project is in full swing. It is called Operation War Fighter, the name originally used by Mr. DuBois's people for their first smaller version, which only placed wounded within DoD.

The smaller project was successful, but has now been subsumed by a much more robust project under USD(P&R). This one places soldiers all across the Government. They have a full time administrator, who worked in Rehab programs for 25 years in the Dept of Labor. He currently has 36 soldiers and marines in various stages of the process.

Mr. Meyer, as the Coordinator for project interviews the service members, solicits slots from each of the Cabinet Agencies (presently has more requests for troops than he has bodies to fill them), places the service members, transports them (he has funds for vans to move them), and monitors their progress. He also, as part of the placement decision, puts the troops into organizations that also have offices near the projected home location of the troops so they have **an** increased possibility of getting a job should they eventually get out of the military.

Mr. Meyer knows Dr. Betts from when Meyer worked rehab issues at Dept of Labor. He immediately recognized his name, identified him as the "Guru of Rehab in America). Mr. Meyer has contacted Dr. Betts. They will speak again in order to provide him with a description of the program and see what suggestions or advice Dr. Betts can offer in improving it.

Mr. Meyer is also coordinating with the VA, so the transition between the program here and the VA programs is as seamless as possible. I will call Mrs. Bodman this coming week and inform her as to the most updated status of the program, and give her Mr. Meyer's contact information in case she gets any ideas that we can add into the process.

V/R, Dr. B



A64-2

11-L-0559/OSD/51084

OSU  
4/19

OFFICE OF THE  
SECRETARY OF DEFENSE

Rehabilitation Institute of Chicago

16<sup>th</sup> March 2005

2005 APR 15 PM 3:49

345 East Superior Street  
Chicago, Illinois 60611-4496  
312-238-1000 telephone  
www.ric.org

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

D.

Dear Don:

(b)(6) who is a great friend of mine -- a patient of mine when I was a resident -- told me that you asked him something about what should be done for the wounded veterans of the Iraqi War.

You can do something major.

The biggest problem for people with disabilities these days is that a very small percentage of them are working. I am not in favor of quotas; I am not in favor of giving them any old job out of sentiment, which inevitably would lead to disappointment on everybody's part.

I feel the missing ingredient has been the private sector, i.e., "CEOs".

The whole employment issue has been very bureaucratized and has been in the hands of vocational counselors (who are not likely to know a great deal about "real" business) and human resource people. Nobody is hearing from the people who really employ the person.

In Chicago, the CEOs I talk to about this (and as you may know, I have had a huge success in raising money from them for the Rehabilitation Institute of Chicago) have been glassy-eyed about the whole thing. Frankly, I gave up and went straight to Mayor Daley, who I must say is passionately interested in getting something done about it. I then got Bill Osborn of the Northern Trust and the two of them are co-chairing an initiative to get people with disabilities employed.

My assumption is that the wounded coming back from Iraq are getting good medical and rehabilitation care. What you must know is that you should not be deluded that the employment part is really being taken care of. As a

A6A-4

QSD 07172-05

11-L-0559/OSD/51085

Physiatrist with a large team of people surrounding me, I can tell you that in some peculiar way the vocational counseling departments of our rehab centers (private, military and the VA) seem somewhat "aside" from the rest. They are not as cohesive with us as team leaders as are occupational and physical therapists, nurses, etc.

I suggest a vigorous effort to consider employment from the time a person is wounded and appears in a rehabilitation setting. Plan to instill the idea from the beginning that a job is going to be a possibility - then see that it is.

This is the greatest favor you could give the wounded veterans.

I was on the "Mission Commission" to improve the VA and saw in detail the results of the fact that employment was not developed early and strongly as it should have been. I found out exactly what it is like now.

Of course, most veterans nowadays are older and not exactly job-oriented. They may now have other problems that take preference.

Do not be misled in thinking that a person who is wounded can go through the rehabilitation process, get the necessary prosthesis and technical help, get all the fancy doctors they want and so on but then be sent home with no consideration of what the future is in the community - which has as a very important component, working.

Except for Mayor Daley and Bill Osborn, I haven't seen any "passion" about this fact on the part of anybody. It is not a simple issue.

Sincerely,



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

HBB/mg

FOUO

~~SECRET//REL TO USA, AUS AND GBR~~  
~~ATTACHMENT~~

April 20, 2005

*Afghan Security*

TO: President George W. Bush  
CC: Vice President Richard B. Cheney  
The Honorable Dr. Condoleezza Rice  
Stephen J. Hadley

FROM: Donald Rumsfeld *D.R.*  
SUBJECT: Afghan Security Forces Update

Dear Mr. President,

Attached is the latest Afghan Security Forces Update, for your information.

Respectfully,

Attach.  
4/18/05 Afghan Security Forces Update

DHR:ss  
041905-27

FOUO

APR 20 2005

~~SECRET//REL TO USA, AUS AND GBR~~  
~~ATTACHMENT~~

*20 APR 05*

11-L-0559/OSD/51087

OSD 15030-05

FOUO



APR 20 2005

334 DSR

TO: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Bill Schneider's Plan for the DSB

Bill Schneider is going to send you the information on his plans for the Defense Science Board for the next year.

I would like you to take a look at it and think it through, and then come back to me with an opinion as to where you think the land mines might be.

Thanks.

DIR:ss  
041905-32

.....  
Please respond by 5/5/05

*5/2  
SECDEF -*

*I reviewed Bill's agenda.  
Two areas of concern that we  
can discuss and I'll discuss  
with Bill*

*20 APR 05*

FOUO

OSD 15031-05

11-L-0559/OSD/51088

MAY 02 ENTD APR 20 ENTD



FOUO

APR 20 2005

300.8

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Schneider Memo

Please take a look at this draft memo developed by Bill Schneider. He said this Stability Operations issue they recommended has been chopped around through the entire Department and the only place it has been stopped is the Joint Staff. Bill recommends I send something like this to break it loose.

What are your thoughts?

Thanks.

Attach.  
Draft Memo by Bill Schneider re: Stability Operations

DHR:ss  
041905-33

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

20 APR 05

FOUO

OSD 15032-05

11-L-0559/OSD/51089

APR 20 2005

008  
4/19

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: BILL SCHNEIDER, CHAIRMAN, DEFENSE SCIENCE BOARD

Subject: Draft DoD Directive on Stability Operations

The draft directive titled "Department of Defense Capabilities for Stability Operations (DOD 3000.ccE)" was significantly revised based on the first round of formal comments during the winter 2004-5. The directive then went out for a second round of formal coordination on 28 February. Comments were due back on 25 March. Most DoD components have responded with the exceptions of Army, OGC, OUSD(I), and a few others. No major difficulties are anticipated from those components, but they are almost a month late on the suspense.

The Joint Staff (JS) non-concurred on the directive on Saturday. The cover letter, signed by Nortie Schwartz, says that publication "of this document would be premature" prior to the conclusion of the QDR. They argue that the QDR will analyze stability operations within its framework. This is highly unlikely. While the QDR will validate the importance of stability operations, it is not designed to address the fundamental issues tackled by the draft directive. The QDR should build on the Directive, but the QDR does not obviate the need for the directive.

OSD(Policy) is addressing this issue within its chain and will try to allay JS concerns. However, the exceedingly long period of time and unnecessary attempt to postpone this effort until after the QDR indicates a retrograde movement in the directive process.

A signed directive would actually inform and help shape Department policy as the QDR addresses stability operations and other issues in the coming weeks.

A snowflake from you directing the readying of the draft for review and possible signature would be very helpful to break this directive loose.

Proposed language:

Last August I directed the drafting of an implementing directive currently known as Department of Defense Capabilities for Stability Operations (DoD 3000.ccE) following a brief on the Defense Science Board 2004 Summer Study on Transition To and From Hostilities. I require the draft directive to be ready for my review and possible signature by Friday, 6 May.

~~FOUO~~

APR 20 2005

D40 DNE

TO: Steve Cambone  
FROM: Donald Rumsfeld DA  
SUBJECT: Kindsvater's Idea

Please talk to Bill Schneider about Larry Kindsvater's idea that the NID be connected to the Defense Science Board, and then give me your recommendation.

Thanks.

DFIR:ss  
041905-34

.....  
Please respond by 5/5/05

~~FOUO~~

20 APR 05

APR 20 ENT D

11-L-0559/OSD/51091

OSD 15032-05

FOUO

APR 20 2005

334

TO: Paul Butler

FROM: Donald Rumsfeld *DR*

SUBJECT: Jim Denny and the Defense Business Board

I thought Jim Denny was added to the Defense Business Board. Is that not correct?

Thanks.

DHR:ss  
041905-35

.....  
Please respond by 4/20/05

FOUO

OSD 15035-05

20 APR 05

APR 20 ENTD

11-L-0559/OSD/51092

~~FOUO~~

April 20, 2005

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

*OSD ISF*

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

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

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

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

Thanks.

DIR:ss  
041905-38

~~FOUO~~

*OSD MEMOS*

OSD 15036-05

11-L-0559/OSD/51093

FOUO

OFFICE OF THE  
SEC. OF DEFENSE

2005 APR -3 PM 6:02

APR 29 2005

TO: Jim Haynes  
FROM: Donald Rumsfeld *DL*  
SUBJECT: Draft Letter on Surety Issue

Attached are edits to the draft letter on the surety **issue**.

Put a list of all the people in office and pending who are affected.

Thanks.

Attach.  
Draft Letter on Surety Issue

DHR:ss  
042805-11

.....  
Please respond by 5/5/05

250

29 APR 05

FOUO

OSD 15037-05

11-L-0559/OSD/51094

DRAFT 21 APR 05

The Honorable John Warner  
Chairman, Committee on Armed Services  
United States Senate  
Washington, D.C. 20510-6050

SECDEF

Harriet Miers and Candi  
Wolf ask that this  
not be sent

Dear Mr. Chairman:

I write in response to your letter of April 18, 2005, in which you and Senator Levin reiterate the view that, as a condition of confirmation, the Department of Defense's most senior leaders who have defined benefit plans with U.S. corporations that may have some mode of relationship with the DoD, must obtain sureties to secure them. I strongly urge that the you urgently ~~the~~ Committee reconsider this position. I believe it to be unnecessary, contrary to good public policy, ultimately ineffective in guarding against conflicts of interest, and decidedly harmful to our attraction and retention of the best people to serve our Government.

W. H. ...  
4/28/05  
the you urgently

Generally, a defined benefit plan of a private corporation provides a set annual payment for life to its former employees and does not include the corporation's stock. Instead, these plans are funded in a variety of ways, such as by operating expenses or other company funds. The corporation is obliged to pay these benefits pursuant to agreements with the former employees. The only way for a corporation to avoid this obligation is insolvency, such that it is unable to pay the benefits.

for a period  
of years  
or

Under 18 U.S.C. section 208, an employee may not participate personally and substantially in a particular matter that has a direct and predictable effect on his or her financial interests. As the Office of Government Ethics has opined, a government official who is the beneficiary of a defined benefit plan triggers section 208 only by making a decision or taking another official action that endangers the corporation's solvency. DO-99-015 (April 14, 1999) (copy enclosed). Such decisions are extremely rare and are best dealt with by the official's refusal. Because it is probable that most Department officials will either never have to recuse themselves or will do so only once or twice, their ability to perform the duties of their offices is not compromised by the refusal approach. It is important to stress that sureties are not required by law. Indeed, as reflected in the Office of Government Ethics guidance, the preferred course of action is refusal.

on

?

It not be

Subject to confirmation

Nonetheless, for many years now at the Committee's behest, confirmed officials in the Department have, at their own expense, purchased sureties for defined benefit plans issued by U.S. corporations. Such sureties protected only against insolvencies resulting from decisions taken while the policyholder is in office. The sureties did not insure against the effect of any decision taken thereafter or even against a decision taken while the policyholder serves in the Department that does not result in insolvency until after he leaves office. This limited protection came until recently at a relatively small cost. As you are aware, however, the insurer that provided most sureties has, as of April 20, discontinued this coverage. As you note in your April 18 letter, the Department has identified another insurer, which will charge dramatically higher

real, but reasonable,

and I would add  
unacceptably,

11-L-0559/OSD/51095

~~only the~~ only the ~~in DoD~~ in DoD

premiums. In one case, the premium would soar from \$2,100 to \$40,000 I believe that it should be clearly unconscionable to subject the patriotic and selfless men and women who leave the comforts and emoluments of private life, to serve a Nation at war to this unnecessary and ~~obviously~~ burdensome financial obligation. That is especially true, since, as demonstrated above, a surety does not begin to insulate an official from conflicts of interest in the narrow and Unique circumstances presented by defined benefit plans. Only refusal - again, a remedy that will be distinguished mostly by its infrequency - can do that. Further, the official may be misled into thinking that by purchasing the surety, any conflicts issues are resolved, but they are not, as discussed above.

In an effort to be responsive to the Committee's concerns, the Department offered a statutory solution which would have permitted the Department, when necessary, to obtain commercial sureties or provide them directly, at a reasonable cost to officials. Unfortunately, the Committee staff rejected this initiative. I would be interested to know if the Committee members might be

I am all that help

Our country, especially at this pivotal time in our history, demands the best civilian leaders for the best armed forces in the history of the world. Imposing sureties as a condition of confirming those leaders ~~will~~ prevent many from serving. I urge the Committee to accept the solution embraced by the Office of Government Ethics and adopted throughout most, if not the rest, of the Executive Branch. ~~of our Federal Government.~~

Sincerely,

Enclosure

cc: Honorable Carl Levin

All members of S.A.C.

Check with G... of equal size to... Please Marv



FOUO

APR 21 2005

230.02

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Conversation with POTUS about nominees

I talked to the President today about our nominees and he is concerned that there are very few minorities, and very few women. We need to do a better job in those areas.

Thanks.

DHR:gs  
042005-13

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

21 APR 05

FOUO

OSD 15038-05

11-L-0559/OSD/51097

FOUO

APR 21 2005

2205

TO: VADM Jim Stavridis

FROM: Donald Rumsfeld *DR*

SUBJECT: Women as Commanding Officers of Patrol Craft

It is okay to go ahead with the idea of women as commanding officers of patrol craft.

Thanks.

DHR:ss  
042005-14

.....

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

A  
05

FOUO

APR 21 2005

11-L-0559/OSD/51098 **OSD 15039-05**

~~FOUO~~

APR 21 2005

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

*013*

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

Any thoughts?

Thanks.

DHR:ss  
042005-16

~~FOUO~~

APR 21 2005


OSD 15040-05

*21 APR 05*

11-L-0559/OSD/51099

~~FOUO~~

APR 21 2005

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

*Afghanistan*

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

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

Thanks.

DHR:as  
042005-20

~~FOUO~~

APR 21 2005

*21 APR 05*

11-L-0559/OSD/51100

OSD 15041-05

FOUO

April 21, 2005

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

*Handwritten note:*  
21 APR 05

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

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

Thanks.

DHR:ee  
04205-21

FOUO

APR 21 2005

*Handwritten note:*  
21 APR 05

11-L-0559/OSD/51101

OSD 15042-05

~~FOUO~~

April 22, 2005

0410 CIA

TO: VADM Jim Stavridis  
COL Steve Bucci

FROM: Donald Rumsfeld *DR*

SUBJECT: CIA Briefs

I will do paper **CIA** briefs for a while until I tell you to the contrary. Any tasking I want to do **will** do through Cambone.

Thanks.

DHR:dh  
042205-6

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

~~FOUO~~

22 APR 05

OSD 15043-05

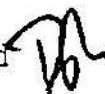
11-L-0559/OSD/51102

April 22, 2005

TO: Gen Dick Myers  
Doug Feith  
Steve Cambone  
Tina Jonas  
Dan Stanley

032

FROM: Donald Rumsfeld



SUBJECT: Testimony

Attached is the testimony I gave back in the 1960s to the Joint Committee on the Organization of Congress that I mentioned in the breakfast we had Thursday morning. I thought you might like to see it.

Thanks.

Attach.  
Testimony

DHR:dh  
042205-7

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

OSD 15044-05

11-L-0559/OSD/51103

22 APR 05

STATEMENT BEFORE THE JOINT COMMITTEE ON THE  
ORGANIZATION OF THE CONGRESS  
Representative Donald Rumsfeld  
13th Congressional District -- Illinois

FOR RELEASE ON DELIVERY  
Expected Wednesday, 6/2/65  
10:30 a.m.

Chairman Monroney, Chairman Madden, members of the Joint Committee on the Organization of the Congress.

I am grateful for this opportunity to discuss some thoughts on the important subject of the organization of the Congress. As one of the sponsors of a resolution (H. Con. Res. 169) to create this Joint Committee, I am naturally enthusiastic about your work and look forward to studying your recommendations in detail.

First, let me acknowledge the difficulty of your assignment. I have great respect for the Congress of the United States. I recognize, however, as you do, that almost twenty years have elapsed since the last substantial improvements in the organization of the Congress by the LaFollette-Monroney Reorganization Act of 1946, and that many changes have taken place in our Nation and the world. Because of these continuing changes, there is obviously a need for the Congress to be alert to ways to sharpen its procedures and to improve the quality of its service to the country as it strives to conduct the public's business efficiently and effectively.

Certainly the legislative solutions drafted by the Congress must be the very best solutions possible if our Nation is to meet the challenges of the coming decades. As a people, we can settle for no less than the very best solutions. Further, for the Congress to succeed in its work, there must be a high level of public respect for Congress and Government. If the Congress is to be able to perform its constitutional responsibilities effectively, it must have the cooperation, the assistance, and indeed the confidence of the people of this Nation.

To undertake this task of historical significance, the Congress has selected to serve on this Joint Committee, individuals of stature, experience, and ability. I congratulate you all for the honor and responsibility which have been given you and wish you well. Your success, the imagination that is shown by this Committee in its recommendations, will in a major way determine the future success of the Congress as an instrument of government.

I have no illusions about my appearance here today. As a relatively junior Member of the House, having had but brief experience as a student of government, as a Congressional staff member, and more recently as a Member of Congress, I am aware that there may be many valid arguments--unseen by me--against the suggestions I will make. My remarks include some specific suggestions as well as an expression of support for some recommendations which I am told may have been made by others.

#### MEMBERS OF CONGRESS

I believe that the policy of encouraging or assisting Members of Congress in the announcement of Federal grants, contracts, or projects in their states or districts should be terminated. If, in fact, a Member of Congress has



successfully achieved Federal support for a legitimate problem in his state or district, this fact will surely become known. However, to encourage or assist Members in making initial announcements of Federal grants, projects, and particularly Federal contracts, leaves at least a shadow of question as to whether or not the contract or project was awarded solely, as it should have been, on factors such as cost, performance, and national interest. I would think that a procurement officer or Corps of Engineers' official, for example, who based his decisions on need, cost, and performance, would not be pleased to see Members' announcements of these contracts or projects leaving the impression that they may have influenced his decision.

2. I recommend that consideration be given to removing Members of Congress of responsibilities involving postmasterships and rural letter carriers, U.S. Service Academy appointments, and private immigration and claim matters.

3. I have been interested in the discussion of the possibility of a 4-year term for Members of the House. To test public sentiment on this question, I included a question in my 1965 questionnaire to residents of the 13th District of Illinois. The response was as follows:

	<u>% YES</u>	<u>% NO</u>	<u>% NO ANSWER</u>
Do you favor the proposed change in length of term from 2 years to 4 years for Members of the U.S. House of Representatives?.....	61.7	34.4	3.9

This, of course, is a complicated question. I will not discuss it in detail other than to simply offer a possible alternative which may not have been suggested thus far. Admittedly, it may have many disadvantages. The suggestion is that Members of the House be phased into a 6-year election schedule, as are Members of the Senate, whereby they would, on a staggered basis, run for a 4-year term, then a 2-year term, then a 4-year term, etc. This would mean that during every 6-year period, each Member would seek re-election twice, and each Member would, over a span of years, run in both presidential election years and in non-presidential election years. I recognize the value of the 2-year term and the desirability of keeping the House responsive to the people of the country. However, at the same time, I recognize the desirability of reducing that portion of a Member's time which is devoted to re-election activities so that Members are permitted to spend a greater portion of their time on the important matters before Congress.

4. I recommend that the Congress adopt rules prohibiting Congressional trips inside or outside the continental limits of the United States by lame-duck Members.

5. I urge that the House and the Senate establish a regular four to six week recess each summer. For many years the possibility of a Summer recess for the House of Representatives has been discussed. With the increasing complexity of the problems facing the Nation in recent years, it has become apparent that the sessions will inevitably run well into the fall, just as they have in 1962--to October 13; in 1963--to December 30; and in 1964--to October 3. A summer recess of a minimum of four weeks, scheduled annually, would be in the best interests of the Congress and the country. Some of the advantages would include: An opportunity--indeed, almost the only opportunity--for Members who are parents to be with their children at a time when the children are not in school. (Family life is not, I would hope, entirely a thing of the past); health of Members; and needed time scheduled in advance for Members to visit their Districts, as was envisioned by the drafters of our Constitution.

#### CONGRESSIONAL STAFFING

1. Minority Staffing: I urge consideration of the need for Minority Members of Committees to have adequate staff assistance. As a member of the House Committee on Science and Astronautics I have joined with other members of the Committee in pointing out, in Additional Views appended to Committee reports on the NASA

authorization bill for 1963, 1964, and 1965, the urgent need for staff members responsible to the Minority members of the Committee, including both professional and clerical help. We have stressed in each of these reports the need for staff members to be available to Minority members of the committee if the House is to be benefited by well-balanced research, conclusions, and recommendations. The present staff is overburdened to the extent that it is difficult for them to be of assistance to Minority members. It is my recommendation that at least one minority staff member be assigned full time for each subcommittee. The Congress, the committees of Congress, and the majority and minority members have an obligation to the people of this country. They fail in that obligation when, because of inadequate committee staff, they are unable to properly discharge their duties. I believe that it would be best if committee staff members were allocated in the same proportion as the party membership on a given committee. I will say also that I will work equally hard for this reform at that point when my party, the Republican Party, is in the majority.

2. Committee Staffing: In the Additional Views on the NASA authorization bills for 1963, 1964, and 1965, Minority Members of the Committee have expressed concern over the total number of staff personnel available to the Committee on Science and Astronautics. In our opinion, it is impossible for the twelve professional and technical staff members to adequately handle the workload associated with the committee's broad responsibilities in the field of science. This committee has one of the largest budgets in Government to authorize and oversee, and one of the smallest committee staffs in Congress to assist in this process. With the present staff, despite their individual competence, we believe the Committee cannot fully perform its responsibilities--to review the National Aeronautics and Space Administration's budget and to assist in evaluating, on a continuing basis, these programs. This situation constitutes a weakness in the system of checks and balances. Here is an instance where the legislative branch of Government, because of inadequate staff, is unable to keep watch on a \$5 billion executive agency. Anyone who has served on this committee and participated in the markup of the NASA authorization bill knows that, while the desire is there and the intentions good, there are instances when many Members must inevitably conclude on a given item that they just don't know with assurance whether or not it is reasonable. The Congress should not continue to fail to exercise its constitutional prerogatives and responsibilities, and run the risk of wasting taxpayers' dollars by failing to insist that sufficient staff be selected to assure reasonable supervision of this budget and efficient handling of the many other responsibilities of the committee.

3. Because of my desire to see a better public understanding of the Congress, I have instituted in my Washington office a Summer Intern Program for college students. After two years of encouraging results with this program, I recommend that consideration be given to finding ways to encourage Members of Congress to utilize the services of summer interns. In addition, colleges and universities increasingly are developing programs whereby students may gain credits towards graduation for work experience. Possibly colleges and universities would be encouraged to include Congressional staff experience in their work-study programs for college credits, if such a program were encouraged by the Congress to permit students' spending semesters or quarters on Congressional staffs during the school year. There is no question in my mind but that those individuals who gain this very valuable experience take with them in their succeeding years, regardless of their future occupations, a better awareness and understanding and, indeed, respect for the Congress, in addition to the contribution they make while working. Action in this area could be a most constructive and imaginative recommendation of this Committee.

4. The Nation's Capitol is naturally and properly a great attraction for visitors. Washington, D. C. is the Capital for every citizen of this country. The Federal Government is their government. The employees of the Federal Government, including policemen, elevator operators, and others, are the employees of these citizens. There is no excuse for lack of courtesy and hospitality by Federal employees to individuals visiting the Nation's Capitol. In view of the fact that there is a surplus of good people available, I would recommend that some procedure be established whereby prompt suspension or dismissal of discourteous Hill employees could be achieved. Perhaps a review board could be set up that would be firm about

discipline in matters of discourtesy. The people of this country should be able to enjoy coming to their Capitol and should not be subjected to harassment. Capitol Hill should set the tone.

5. I urge that the confusing base-pay, gross pay "monkeyshines" be terminated in favor of a gross annual pay scale for staff members which is easily understood by all.

6. I favor a revision of the Congressional Page program to permit college students--freshmen, sophomores, juniors, and seniors--to serve as Pages in addition to high school students.

#### HOUSE OF REPRESENTATIVES

1. I urge that consideration be given to restricting the activity of the first day of the first session of each new Congress to the swearing-in ceremonies and that this be followed by a 2-day recess, so that Members of both parties would have an opportunity to consider any proposed rule changes, possible challenges to the seating of Members, and other matters which may be of immediate importance. The pace is rapid during the first few hours of the Congress, not only for new Members who must find it bewildering, but also for more senior Members who wish to participate in the decisions to be made which they will then have to live with during the succeeding 2 years.

2. I recommend a study to improve the format and content of the Congressional Record. Possibly rules should be adopted to reduce the insertion of extraneous material in the body of the Record. In addition, it might be valuable to insert in the Record clarifying statements, possibly in bold type, and drafted by the Parliamentarian or an appropriate officer of the House, to indicate in layman's terms what is taking place. Such revisions might substantially improve readability, as well as speed up the process of scanning the Record. At the minimum, it would seem that a bold type statement by the Parliamentarian to immediately precede votes and briefly describe what was being voted on, would be valuable. I am aware that the Digest summaries do this to some extent. This might help standardize reporting of the various record votes which take place, whether by the press or other organizations. Certainly it would not prevent any individual or organization from using other words or editorializing further. However, it might encourage more accurate reporting and discussion of these important issues. If there were an official description of the vote, it could be used by the Members in rebuttal to questions stemming from differing descriptions of what a vote was, such as one from a COPE memo of April 19 describing the Motion to Recommit, by Representative John Byrnes of Wisconsin, on the Medicare Bill as a vote for "wrecking the bill." Also, I believe that Members, staffs, and other users of the Record would be saved considerable time if the pages of the Record were perforated to facilitate tearing pages out. I understand that this can be done as part of the normal printing process at no extra cost once the equipment is installed.

3. I urge revision of procedures and rules to facilitate the ease of achieving a Record Vote on major bills. Possibly a Record Vote should be required on all appropriation bills. In the past few weeks, the House passed by voice votes the appropriation bills for the Department of Health, Education, and Welfare totaling \$7.9 billion and for Independent Offices totaling \$14.1 billion. The public's business should be conducted in public, and certainly the people of this country have the right to know how their Representatives are representing them. Possibly, part of this problem could be solved by reducing to 10 or 50, the number of Members now required to stand to gain a Record Vote on a given bill. For example, I can recall the House during the 88th Congress passing by a voice vote the resolution requiring arbitration in the settlement of the railroad labor dispute, because there were only a handful of members on their feet seeking a Record Vote. This was an important piece of legislation. The public should have been permitted to know how their Representatives voted. In addition, I urge consideration of the possibility of permitting votes on titles of bills, such as

might have been desirable on the recently passed "Medicare" bill which had three major bills within one. Conceivably, this would enable Members to record their positions with greater preciseness and reduce the danger of honest misunderstanding or of irresponsible campaign attacks. This country has a serious problem with conaunicatidns. Anything we can do to better clarify what is in the minds of the people charged with the responsibility of conducting governaent will, I believe; raise he level of the dialogue and discussion on government.

4. I urge that the Minority Party be given equal time to debate Conference Reports is a matter of right, rather than at the discretion of the Majority. This has been abused on occasion by the Majority, possibly regardless of which party was in the majority. The issues being resolved by these Conference Reports are not infrequently of major importance to the country. Constructive discussion demands that consideration and opportunity for debate be given to both sides of the issue. This suggestion has been proposed by Mr. Curtis (Mo.) and is contained in my bill, H. Res. 156--89th Congress. Also, in view of the importance of the Reports of Conference Committees, it would seem to me only proper to protect the rights of the minority of the conferees and permit them an opportunity to attach dissenting views to the Conference Reports.

5. I urge that either a germaneness rule be adopted in the Senate or that the House rules be revised to prohibit consideration of measures containing non-germane amendments which have been edged to House bills in Conference committees. The most recent example of this, I can recall, involved the bill providing supplemental agricultural appropriations, to which the Senate added an amendment to bar the use of funds appropriated to the Veterans' Administration to close or reduce services of any veterans' hospital or facility; Earlier this year, I introduced H. Res. 195 to correct this situation and for other purposes.

6. I am hopeful that the Committee will consider some plan providing for annual public disclosure of the financial affairs and business connections of candidates for Congress, Members of Congress, and staff mmbers receiving in excess of possibly \$10,000 annually, and the possibility of an Ethics Review Committee for the conduct of Members and their staffs, or a Joint Committee on Ethics. I have introduced a resolution, H. Con. Res. 260, for this purpose. Public confidence in Congress requires high moral and ethical standards by elected Representatives. H. Res. 773, which I introduced during the 88th Congress and which would enable the House Administration Committee to investigate financial, business, and campaign fund activities of Members and their employees, might be a step in the right direction. Also, I will be interested in your recommendations on possible revision of the Federal Corrupt Practices Act.

7. I believe that it might be advisable to install additional microphones at appropriate locations on the Floor of the House, possibly 2 more on each side of the Chamber, and urge that consideration be given to installing one additional committee table on each side. This, in my opinion, would make the Floor a more usable work area for the Members.

E. Also, I wish to express my interest in proposals to: relieve Congress of some of the burden of legislating for the District of Columbia; abolish or enforce the House rule concerning "qualifying to vote"; permit Members to co-sponsor bills, rather than introduce identical bills to reduce printing costs; permit a reasonable (possibly \$25) income tax credit for individuals who contribute to political campaigns; and to admit former Presidents and Vice Presidents as Members-at-large of the House of Representatives and of the Senate, without voting privileges.

#### CONGRESSIONAL COMMITTEES

1. As a member of the Government Operations Subcommittee on Government Information, I am particularly sensitive to the problem of Government secrecy. I urge that consideration be given to recommendations that legislative hearings, and, particularly, appropriations hearings, be held in open sessions except when

executive sessions are necessary, such as when national security is involved. In view of the Public Records Bill being considered by the Subcommittee on Government Information, which will require, if passed, greater public disclosure by the Executive Branch, it would seem appropriate that the Congress at the same time establish enforceable rules to minimize the number of executive sessions of committees and, in addition, to bring about greater public disclosure of the activities of the Congress generally.

2. Possibly one way to encourage better Committee, and Subcommittee attendance would be to make available to the public attendance records of the Members of Congress in Committee sessions. At the minimum, I urge that the names of all Committee members be printed in every Committee Report that comes to the Floor in connection with a pending piece of legislation, and that the report specifically indicate how each Member voted on reporting the bill. Also, I believe the compelling arguments against the use of proxies in voting on the Floor of the House of Representatives are applicable, also, to Committee action, and urge a prohibition on the use of proxies in Committee votes.

3. I urge that consideration be given to finding ways to bring about a better utilization of the talents of all 435 Members of the House of Representatives. Positions of leadership--in a party, on committee, or in subcommittee--are extremely time-consuming. The results of these leadership activities are of great significance to the country. A rule which provided that a Member could not serve as Chairman or ranking member on more than one committee, joint committee, or subcommittee would bring about a better distribution in workload and conceivably would result in more constructive and better balanced work by the Congress. Certainly, there is a sufficient number of able men in the House of Representatives that could assume responsibility and authority.

4. I favor exploration of some method of modifying the seniority system. I recognize that this is more a matter of party preference and tradition than of the rules of the House. However, I feel that the committee would be providing a service if it would look into the subject. A variety of approaches have been discussed. One proposal involved rotating annually the chairmanship and ranking member position between the two top members of each party, in each Congress. Thus, the senior Member on each side would fill the top position (Chairman or ranking member) during the first session, and the second senior member would fill the top party position during the second session. A second proposal would be that the Chairman and ranking members be elected by secret ballot in party caucus from among the top three members on their side in seniority. Admittedly, this could be done without action by your Committee. However, some action in this area by your Committee to revise the rules to encourage greater diversity of viewpoint in leadership positions would result, I believe, in a broader debate and discussion of the many possible solutions to any given problem.

5. I endorse the proposal offered some years ago by Representatives Robert Griffin (Mich.) and Thomas Curtis (Mo.), both members of this Committee, to the effect that when both the Executive and Legislative Branches of the Federal Government are controlled by the same political party, the Committees on Government Operations in the House and Senate should be under the control of the minority party. Such a revision would be a healthy innovation for the Congress and the country by assuring vigorous probing, challenging and questioning of the conduct of government. To avoid political irresponsibility, which some Members fear, it might be best to have an equal number of members of the Committee from each party, except that the Chairman would be of the minority party, thereby giving the minority party a one-vote advantage.

6. I am hopeful that your Committee will make recommendations with respect to revising and consolidating the number of committees and subcommittees. In this connection, it would seem to be desirable for House and Senate committees to have similar jurisdiction and titles wherever possible. For example, unnecessary confusion frequently results from the fact that the House space committee is called the Committee on Science and Astronautics, whereas, in the Senate, it is called the Committee on Aeronautical and Space Sciences. Also, I see merit in the recommendations for greater use of joint committees as a time saver for representatives of the Executive Branch, as well as to improve Congressional control over such areas as the appropriations process as in the suggestion for a Joint Legislative Budget Committee.

7. Further, I urge that each house develop uniform committee rules with adequate means to insure compliance. Suggestions concerning consolidation of committees as well as questions of committee compliance with the rules of the House have been raised in recent years with respect to various Congressional committees, and, particularly, the House Committee on Un-American Activities. For some time this Committee has been a subject of criticism. Critics have charged that the Committee is unconstitutional (by investigating ideas and beliefs, instead of acts), denies witnesses due process, and has not served a legislative purpose commensurate with its cost. Since criticism of this Committee generally takes the form of challenges to its jurisdiction, its status as a legislative committee, or its interpretations of the rights of witnesses, these charges should be met head on by the Congress. Certainly, a study by this Joint Committee to consider these and other charges against this or other legislative committees could do much to clear the air.

The proper legislative work of the Congress is of great importance to the country and should proceed in an atmosphere conducive to the accomplishment of Congress' Constitutional responsibilities. The protection of the rights of witnesses before Congressional committees is of sufficient importance that charges such as those leveled against the House Committee on Un-American Activities as recently as last week in Chicago, by attorneys as well as in the press, should not go unanswered. If charges against a Congressional committee are valid, the Congress should take steps to avoid recurrence. If invalid, such charges should be exposed as false in the interest of maintaining public confidence in the Congress. In addition, I hope that consideration will be given to the proposals of Representative Thomas Curtis (Mo.) which are embodied in bills I have sponsored (H.R. 4422 and HR 4276) relating to contempt citations in cases of witnesses before Congressional committees and providing declaratory judgment procedures in cases involving refusal of witnesses to testify or produce papers before Congressional committees.

I recognize the jurisdiction of the Rules and House Administration Committees in these areas. However, I raise the question as to whether it might be valuable for each house to have a review committee to consider such charges or citations -- a committee composed of Members not sitting on the particular Committee which may be the subject of an attack or which may have requested issuance of a contempt citation.

Let me emphasize that I specifically am not passing judgment on the propriety of the activities of the House Committee on Un-American Activities or any other committee of Congress, past or present. I do suggest that consideration be given to the questions I have raised.

#### CONGRESS AND U. S. FOREIGN POLICY

Mr. Chairman, in the mid 1800's, Alexis deTocqueville said:

"We have seen that the Federal Constitution entrusts the permanent direction of the external interests of the Nation to the President and the Senate, which tends in some degree to detach the general foreign policy of the Union from the direct control of the people. It cannot therefore be asserted with truth that the foreign affairs of the state are conducted by the democracy."

C.

This quotation and events of recent years raise the question as to whether the balance in our system of Government would be more perfect if the Congress as a whole, and particularly the House of Representatives, had a larger legislative role in the area of foreign policy. Areas for possible consideration in this connection include:

1. The proposal to amend the Constitution to give the House of Representatives, along with the Senate, authority to ratify treaties. This problem was brought to mind with the recent consideration of the International Coffee Agreement which came about as a result of the treaty which had never been considered by the House of Representatives, and yet House action was required to enact the implementing legislation to fulfill U.S. treaty obligations.

2. The proposal to strengthen the role of Congress in the field of national security and foreign policy by the creation of a permanent Joint Committee for National Security with authority to make findings and recommendations to the appropriate legislative committees.

Finally, I am of the opinion that it might be appropriate at this point in history for a study of the nature of the Constitutional authority granted the Congress with respect to foreign and military affairs. For example, at the time the Constitution was drafted, the meaning of the word "war" was reasonably well understood. The United States' position with respect to World War I and World War II was clear. However, more recently, and particularly in Korea, Vietnam, and the Dominican Republic, the United States has pursued military actions which by any reasonable definition constitute warfare. These actions were at the direction of the President and without any official declaration of war by the Congress.

Our Constitution created separate branches of the Federal Government and attempted to establish checks and balances between these branches. Undoubtedly, the Congress was given the power to declare war for a reason. Today the United States is engaged in an undeclared war in Vietnam. This, I believe, raises a number of questions:

- Does the concept of declaring of war need updating?
- What was the original Constitutional Intent?
- Should Congress hold additional hearings on such matters, or merely let the "Teach-ins" serve as a platform for debate on foreign policy?
- If hearings should be held, which committees should be involved?
- What is Congress' proper role today in these areas of foreign policy and undeclared war, in view of the advent of nuclear weaponry and the modern technology of warfare and the need for centralized control and decision making?
- Is the normal authorization and appropriation process sufficient and/or is it being utilized adequately, to fill the desirable Congressional role in this area?
- Is Congress effectively exercising its power of appropriation to involve sufficiently the Representative branch of the Federal Government in the basic issues underlying our foreign commitments--and a declaration of war is only one point on the spectrum in this regard?
- Is the Congressional check on Executive action in the increasingly important area of intelligence, counterinsurgency, and covert military operations adequate?
- With the improbability of wars on the scale of 19th and early 20th century conflicts and the increasing likelihood of so-called "cold war" wars, and the resulting use of programs of counterinsurgency, do we need to define the various war situations that we are likely to face and evaluate the desirable Congressional role--which might vary considerably--in each?

Mr. Chairman and Members of the Committee. The world is constantly changing. Even meanings of words are continuously changing. I do not pretend to know the answers to the questions I have raised. Nor do I make any specific observations or recommendations with respect to current U. S. foreign policy. Rather, I am

STATEMENT OF  
DONALD RUISEFELD, H. C.  
June 2, 1965  
Page Nine

raising these questions in the sincere hope that your Committee will consider, and hopefully shed some light on this question of Congress and its role in the foreign and military activities of the Federal Government--a matter I believe to be of great significance to the Nation and our system of Government.

Mr. Chairman, this concludes my remarks. Let me thank you and the members of this Committee for giving me this opportunity to make these comments concerning the Congress, an arm of Government for which I have such deep respect.

Certainly, the future of the Congress and to a major extent the success of our Government rest in your hands and in the ability of the Members of this Congress to come to grips aggressively and creatively with the problems of our time. The people of the Country will be grateful to you and the Congress for making this effort on behalf of our system of Government.

Congress must be able to do more than merely nod "yes" or "no" to Presidential proposals--whether out of apolike obedience or uninformed obstinacy. For our system to bring forth the best solutions to the increasingly complex national and international problems, Members of Congress must have the assistance to gather and the time to study information on the important issues, relatively free of non-legislative details, as well as the desire, imagination, and courage to enact constructive programs for the Nation.

Mr. Chairman, I will be pleased to discuss these comments further if members of the Committee have questions.



~~FOUO~~

DEPT OF DEFENSE  
2005 APR -4 PM 8:13  
April 29, 2005

100.5

TO: Gordon England  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Financials and Metrics

It seems to me we ought to have some basic financials for this Department that we look at, and some metrics that we track. They do not exist. Please develop them.

Thanks.

DHR:ss  
042905-2

.....  
Please respond by 6/16/05

89 APR 05

~~FOUO~~

OSD 15049-05  
MAY 02 ENT'D

11-L-0559/OSD/51113

April 29, 2005  
2005 APR 29 08:13

0011SD

TO: COL Steve Bucci  
(b)(6)  
Cathy Mainardi  
Trip Coordinators  
LARRY DIRTA  
CC: (b)(6)  
FROM: Donald Rumsfeld *DR.*  
SUBJECT: Forstmann Invitation

On this Ted Forstmann invitation, let's go ahead and plan that I will be in the office on September 16, and maybe leave that afternoon for Aspen. I will plan to speak at the Saturday luncheon with Charlie Rose. We can then decide whether to stay in Aspen Saturday night, and then maybe go on to Taos, where we could stay until Monday, September 19, returning to D.C. on Tuesday, the 20<sup>th</sup>.

Please work with the Forstmann's office to see if my doing the Saturday lunch with Charlie Rose makes sense.

Thanks.

DIR:ss  
027005.12

.....  
Please respond by 5/12/05

*Larry d: -  
Check with  
Legal. ?  
D*

29 APR 05

MAY 02 ENT'D

11-L-0559/OSD/51114

OSD 15050-05

4/12 letter

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

Dear Ted,

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

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

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

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

With my best regards,

Sincerely,



# FORSTMANN LITTLE & Co.

767 Fifth Avenue, New York, New York 10153

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

April 5, 2005

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

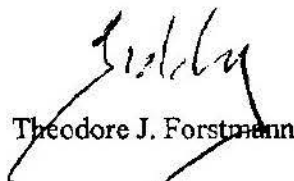
Dear Don:

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

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

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

Best regards,



Theodore J. Forstmann

11-L-0559/OSD/51116

# 2004 FORSTMANN LITTLE ASPEN WEEKEND

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

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

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

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

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

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

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

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

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

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

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

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

Afternoon Golf and various athletic and sightseeing activities available

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

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

Checkout and departure

ALL DISCUSSIONS ARE OFF THE RECORD

# FORSTMANN LITTLE ASPEN WEEKEND

## 2004 CONFIRMED GUEST LIST

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

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

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



~~FOUO~~

OFFICE OF THE  
SECRETARY OF THE  
HOUSE

2005 APR -4 AM 8:13

APR 04 2005

292

TO: COL Steve Bucci  
FROM: Donald Rumsfeld *DR*  
SUBJECT: VA Program to Hire the Wounded

Joyce said she saw an article in the *Washington Post* about a program the VA has to hire the wounded. You might want to check with the VA to be sure we coordinate with them on that project.

Thanks.

DER:ss  
040105-1

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

~~FOUO~~

4 APR 4

OSD 15051-05

11-L-0559/OSD/51121

FOUO

SECRET  
2005 APR 4 11 08:14

APR 04 2005

092.3

TO: Doug Feith  
cc: Peter Rodman  
Roger Pardo-Maurer  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Meeting of Central American MODs

Though I do not recall which MOD sent the letter, I received a suggestion that I call another meeting of the Central American MODs. I think it is a good idea. Let's try to do it in Washington, DC.

Thanks.

DHR:ss  
040105-10

.....  
Please respond by 5/5/05

FOUO

4 APR 2005

11-L-0559/OSD/51122

OSD 15052-05

April 1, 2005

2005 APR --A 08:14

333 SD

TO: COL Steve Bucci  
CC: Cathy Mainardi  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Visit to Walter Reed

Please talk to Lance Smith and get the name of the soldier who wanted me to pin on his Purple Heart. Then arrange for me to go out Walter Reed sometime next week.

I need to go out there for an MRI, anyway. Please work that out with Doctor Baxter, and arrange time for me to see the troops while I am there, and pin on the soldier's Purple Heart.

Thanks,

DHR:ss  
040105-11

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

1 APR 05

OSD 15053-05

11-L-0559/OSD/51123

~~FOUO~~

RECORD OF THE  
SENATE  
CONFERENCE APR 04 2005  
205 113 -4 10 14

20 AF (344)

TO: VADM Staser Holcomb (ret)  
Jim O'Beirne  
CC: Gen Dick Myers  
Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Mike Hayden

The President would like to have Hayden go into the Deputy position at NID as a four-star. Apparently, the way the law is written, they took away the exemption from the CIA military billet, and put it up with NID, so the four-star does not count against DoD's list.

Thanks.

DHR:ss  
040105-16

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

~~FOUO~~

4 APR 05

April 8, 2005

999

TO: Gen Dick Myers  
 Doug Feith

CC: Paul Wolfowitz  
 Larry Di Rita

FROM: Donald Rumsfeld 

SUBJECT: Briefing Schedule: Italian Friendly Fire

ITALY

Please make sure that General Casey's briefing schedule for the Italian friendly fire incident provides for sufficient advance understanding at the appropriate level by the relevant people at the State Department.

There is obviously an important diplomatic aspect to this matter that State will have to be prepared to manage before the results of the investigation are announced.

Finally, based on what General Casey said this morning, I wonder if waiting another week for a public announcement once everyone has been briefed makes sense.

Thanks.

DHR:dh  
040805-15

.....  
Please respond by 4/12/05

8 APR 05



APR 11 2005

ES-2954

05/005000

I 2 A Q

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Letter from Neal Gresham.

Attached is a letter I received from someone I have not heard from in 30 years  
You may want to show *it* to Bill Lati. I have *no* idea who wrote it, or whether  
there is anything accurate in *it*.

Thanks.

Attach  
2/23/05 Letter from Neal Gresham to SecDef

DHR:ss  
040805-16

.....  
Please respond by 5/5/05

11 APR 05

ACTION MEMO

ES-2954

DepSecDef \_\_\_\_\_  
USD(P) *copy provided*  
L-05/005000-ES *LA 4/25/05*

FOR: SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, (ISA) *[Signature]* 22 APR 2005

SUBJECT: SecDef Response to Mr. Neal Gresham

- Attached for your approval is a proposed response to Mr. Gresham.

RECOMMENDATION. Sign proposed response (Tab A)

Attachments:  
As stated

PDUSD(P) \_\_\_\_\_

Prepared by: Tim Kyger, NSA - Northern Gulf Affairs (b)(6)



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

Mr. Neal Gresham

(b)(6)

Dear Neal:

Thank you for your letter and for the kind wishes. I am so pleased to hear from you again after so many years.

I sincerely appreciate the on-the-ground observations from your friend in Baghdad. I have forwarded them to our appropriate offices within the Department of Defense for review and consideration.

I appreciate your prayers and support. I'm sure that you and (b)(6) join me in extending similar sentiments for our men and women in uniform.

Sincerely,





2005 MAR 14 AM 6:39

Feb 23, 2005

Dear Rummy,

I have permission from the **writer**, a man I met several years ago in Jordan, to send you **this** sanitized version of **his** report

He has **a** business there. in **B'** dad and so **has** a good observation point.

I **am** always amazed that **you are** able to be so civil to the press. The incident with the Humvee **armor** is a case in point. **That was a perfect example** of how to use a snippet of **truth** to tell a big lie. You handled it very well on **Meet** the **Press**. I **am** thankful **you are** in that job instead of some **weak** kneed official.

If **this** report is of **interest** I will **ask** the author to add you to his e-mail **list**, if you **wish**.

Thanks for all you do to **keep us safe**. (b)(6)  
and I pray for you and others in government on a frequent basis.

*Neal*  
Neal Gresham

(b)(6)

0 SD 04980-05

Dear Friends,

I've finally decided to do it. I don't really want to hold it in any longer. Many of you have prayed that I might have wisdom. I sure have prayed. So here it is. Here is what I see as the main outcome, or may I put it in a differently, the main message I heard that amazing day when millions of Iraqis lined up to die their right index fingers purple.

After the recent spate of Ashura killings, the news has been filled with the same old line. Muwaffaq al-Rubaie, the interim Iraqi national security advisor, was quoted widely in the media as saying the terrorists are trying "to create a religious war within Iraq. Iraqis will not allow this to happen, Iraqis will stand united as Iraqis foremost, and Iraq will not fall into sectarian war." The same old line is this - Iraq is one nation. This old line is simply not true. Other than possibly Egypt, no Arab "nation" is really one nation. They are all disparate clam of Arabs who have been banded together by force of foreign power whose leaders have maintained in varying degrees that "same old line" for their own personal aggrandizement. Almost all Arabs know this and will tell you, if you can speak Arabic and they're honest with you. This same old line is spouted by the king of Jordan and the king of Saudi Arabia. It's pounded home by the president of Egypt and the president of Syria. Oh, and by the way, it was one of Saddam Hussein's favorite lines as well -- "Religion is to God, the nation is for all!"

We gobble this kind of talk up in the West. We created Iraq (well, at least the British did). We think in terms of nation. So should they, if they know what's good for them -- right? We're now in Iraq to help them know what's good for them and to provide the chance for the good that is in them to come out. But is Western-style democracy and nationalism good for them? Will it even work? I have never thought so and I've seen absolutely nothing here in Iraq to convince me otherwise.

"But [redacted]", you might be tempted to argue, "didn't you see all of those people risking their lives to line up and vote for the future of Iraq? How can you say such things? Are you blind? It was an enormous victory for democracy. Look at what is happening with the Palestinians and even in Egypt. The Arab people want a change. They want democracy." You have a point there. Most Arabs I know do want a change. They want a piece of the pie that their leaden (Western empowered stooges from their perspective) have kept for themselves and their extended clan and crony network. Oh, and by the way, I did see them lined up to vote. I live here. But what were they saying when they voted?

I wrote a few days ago that should AC become prime minister, I would not be able to keep from writing this Diary entry. Many of you probably figured out that AC is Ahmed Chalabi (al-Chalabi). Ahmed Chalabi was one of the UK and US golden-haired Iraq boys until he and they had a falling out over power, connections (Iran), and \$\$\$ during the first phase of the Iraqi transitional council. AC provided a good deal of the now highly-questionable weapons of mass destruction information prior to the coalition invasion of Iraq and removal of Saddam Hussein from power. AC and friends made millions in the process. What you may not know is that the Iraqi people as a whole despise the man. I have met only one man in all our time in Baghdad who likes him. He was that bizarre non-stop talking communist womanizing taxi driver that [redacted] and I were recently forced to endure. [redacted] is one of the kindest Arabs I have ever met, but when this man spoke highly of AC, [redacted] went to war. Everyone we know feels the same way. [redacted]

11-I-0559/OSD/51130

most often portrayed as an unscrupulous thief. Though the decision has not yet been made and he seems to have only an outside chance of becoming prime minister (though AC claims otherwise), how could such a man even be in the running? How could a strongly religious political grouping with definite ties to Iran even include such a secular wheeler-dealer on their list, much less consider him as a possible candidate for prime minister? There is only one reason I can see - he turned his back on the US (and the UK). [For you conspiracy theorists, even if all of this was a hard-to-imagine US inspired rouse to get their man in power that worked, it only worked because those who chose him (ultimately the Iraqi people) bought it, thereby proving my point.]

To understand the elections, you need to understand the history of Iraq. I can't possibly take the time to explain it all. Suffice it to say: the Shiite leaders are very intelligent and cunning people. They learned their lesson when the British were in power. They violently resisted British rule. As a result, they were excluded from the corridors of Iraqi political power. One Sunni leader (a king - that's another fascinating account of British imperial ineptitude) led to another Sunni leader which eventually led to Saddam Hussein - the mass murder of Iraqi Shiites. From what I can tell, the Grand Ayatollah 'Ali al-Sistani has evidenced incredible wisdom throughout the last couple of years. He has made it perfectly clear from the outset that he wants America out of Iraq as soon as possible. He has also made it perfectly clear that he wants the people (Shiites) to take over the corridors of Iraqi power. Being careful to not repeat the mistakes made during the British occupation of Iraq, he has guided the Shiite masses who really do follow him to varying degrees in a path of patience, calculated patience.

As I have written before, Arabs understand us far better than we understand them. They know how to use our beliefs, our biases, our weaknesses, and our press to gain that which they desire. 'Ali al-Sistani seems to be a master, a Grand Ayatollah indeed. He is the one that cornered the US into the January elections. The US has largely taken the credit, but if you go back and check it out, you will find that when the US was planning on delaying them, the Grand Ayatollah put his foot down. He knew the Sunnis would bail. They had to. There was no way that they could participate in an election that was US sponsored. No matter how strongly they now insist that they didn't vote because of the lack of security, it's all a smoke screen, a lie. It's a clan honor thing. The US defeated their people. They're not about to cooperate. 'Ali al-Sistani knew this. He also knew he had 60% of the people on his (the Shiite) side. Have you ever thought of how easy it is to say you believe in democracy, you believe in the voice of the people, when 60% of the population more or less listens to you and does what you say? He's no more a democrat than Saddam Hussein. It's s i n p numbers. The same is true for most of the Shiite leaders who are saying they are committed to democracy in Iraq. My friends, it's simple arithmetic. We want so much to believe what they are saying that we do, even at a government level, or at least at a government press release level. The Grand Ayatollah and the Shiite politicians have used the Western democratic process to gain what they could never have gained in any other way -- the reins of Iraq.

02/23/2005

Control of Iraq was one of their *two* main **goals**. Shiites throughout Iraq lined up by the millions in obedience to the Grand Ayatollah 'Ali al-Sistani to make this a reality on election day.

This, however, is not the main thing I understood to be the clear and largely popular result on polling day. I **am** finally going to **tell** you and you won't like it. I'll understand if you get *angry*, completely **disagree**, or choose to **think** I'm crazy. I'm **just trying** to be honest with you and tell you what I sincerely believe to be **true**. It's in **no** way what I want to be true, but what I want and what is **true** are very often not the **same thing**.

Iraqis went to the polls to tell America to go home. **48%** of the voters picked a Shiite **list** of candidates who, under the approval of the Grand Ayatollah 'Ali al-Sistani, all agreed on one **thing** - the withdrawal of **foreign** troops from Iraq. The **Sunnis** all stayed home. They voted too, so to **speak**. There were other political lists as well who were **committed** to withdrawal, but if you just take *the* **48%** of the **United Iraqi Alliance** and **the 20%** of the abstaining **Sunnis**, more than **two-thirds** of all eligible Iraqi voters said, en masse, "America, read our fingers!" In actuality, the percentage is much higher. **This** was no **surprise** to us. We live here. We know what the people think. They tell us *every* day. "America, read our fingers!" Their **fingers** are pointing toward the door.

I have maintained that the coalition forces must stay **the** course. I **still** maintain **this**. But what does staying **the** course mean? For me, it **meant** staying **the** course in Iraq until such a **time** as **the** people of Iraq **were** able to let their intentions be known **through** **the** ballot box. **Those** intentions **are** now **known**. Does America believe in democracy or not? The people have spoken. Is the West listening? From what I can read *and* hear, I'm not convinced the West **is**.

**The stakes** as I perceive **them** are high. **Is** **the** US going to continue to be perceived in the Arab mind as a Western **imperial** power that props up puppet governments for **US** power and economic **gain**, at **war** with **Islam** by occupying the **three** holiest places in **Islam**, or is it going to be a nation that believes in **rule** by the people? The US right now **has** an incredible opportunity to prove its democratic intentions. Listen to the people, not those who spout the **same** old line. The course **has** run **its** course. The **course** now leads toward the door. It's time to implement a carefully coordinated (with the Iraqi government) and highly visible staged withdrawal of all foreign **troops** **from** Iraq.

I can **hear** you! "But what about the security situation?" I have absolutely no doubt that the Iraqis can take care of themselves. **Irregular** military brigades (real militia that **are** loyal to ethnic and religious clan leaders) are **springing** up throughout Iraq that are more effective in dealing with the insurgents than **are** the Western trained Iraqi Army and police and quite possibly even the coalition **armies** themselves. **Take** away the fuel that **is** firing the insurgency and you'll take away **the** flame. I have no doubt that **the** honor-power equilibrium here in Iraq will be balanced with blood and a lot more of it. Why add unnecessary coalition blood to this lethal

02/23/2005

mix?

The coalition has stayed the course. The people have spoken. The course now leads out the door. I am convinced that the best thing for everyone is that all sides listen to the voice of the people. Whether anyone likes it or not, the people of Iraq (Iraqi Kurds excluded), have given America the purple finger.

Your brother in Baghdad,



02/23/2005



THE SECRETARY OF DEFENSE  
WASHINGTON

APR a 2005

335 SA

Mr. Neal Gresham

(b)(6)

Dear Neal,

It was good to hear **from** you, and I appreciate you sending along the material. I have read it and will put it in the hands **of** some other **folks** who might be interested.

**I am** delighted to **know** things are going well for you.

With my best personal regards,

Sincerely,

8 APR 05

OSD 04980-05

23 FEB 05

April 12, 2005

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

001150

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

Thanks.

Attach.  
4/5/05 Forstmann Letter to SecDef

DHR:ss  
041105-5A

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

12 APR 05

OSD 15060-05

11-L-0559/OSD/51135

# FORSTMANN LITTLE & Co.

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

April 5, 2005

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

Dear Don:

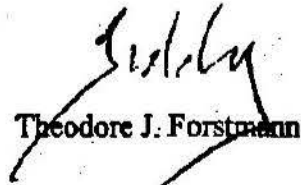
Although I realize it is a **very** long shot, I **am hoping** I might interest you in sharing your thoughts in **Aspen** this year. This year's conference is scheduled from Thursday, September 15<sup>th</sup> until Sunday **morning**, September 18<sup>th</sup>. **Our**

Friday and Saturday luncheon discussions with Charlie Rose **are the most** prominent **spots** on the program, and have become a highlight of the **weekend** with Nelson Mandela, Karl Rove, Paul Bremer, George **Tenet** and **Sir** Richard Dearlove, and Dick Cheney participating in the luncheon discussion the **last few** years. In thinking about who to invite **this year, every** idea pales in comparison to the thought of your joining us for **this** one-on-one conversation. **Having you share** your first hand perspective at this critical time in **our** nation's **history** would be invaluable and it would also be something that **this** prestigious audience would never forget

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

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

Best regards,

  
Theodore J. Forstmann

11-L-0559/OSD/51136



# 2004 FORSTMANN LITTLE ASPEN WEEKEND

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

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

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

- 8:30 to 10:00 a.m. "America and the *World*" with George Shultz (Former Secretary of State), Samuel R. Berger (Former National Security Advisor), Lord George Robertson (Former NATO Secretary General) and Senator Joe Biden (Ranking Member, Foreign Relations Committee) moderated by Charlie Rose at the Hotel Jerome
- 10:15 to 11:45 am "Political Roundtable: Election 2004" with Brian Williams (Anchor, NBC News), Bob Woodward (Author, Pulitzer Prize Winning Columnist), Bob Novak (Co-host, CNN Crossfire) and Kelly Wallace (National Correspondent, CNN) moderated by Charlie Rose at the Hotel Jerome
- Noon Lunch and discussion with Ambassador Paul Bremer (Former US Special Envoy to Iraq) moderated by Charlie Rose at the Maroon Creek Club
- Afternoon Golf tournament at Maroon Creek with Vijay Singh. Short game clinic with Dave Pelz. Long game clinic with Jim Flick. Health and Wellness Seminar with Dr. Dean Ornish, "The Power of Lifestyle Changes". Various athletic and sightseeing activities also available
- 7:00 p.m. Dinner at The Little Nell and Evening of Comedy with Dana Carvey and Kevin Nealon

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

- 8:30 to 10:00 am "Winning" with Wayne Gretzky (Hockey Hall of Famer), General Hugh Shelton (Ret.) (Former Joint Chiefs of Staff and Congressional Gold Medal Recipient), Dr. Bernard Kouchner (Nobel Peace Prize Winner and Co-Founder, Doctors without Borders) and Bob Johnson (Chairman & CEO, Black Entertainment Television, Inc.) moderated by Charlie Rose at the Hotel Jerome
- 10:15 to 11:00 am "The Future: Science, Technology and Medicine" with Carly Fiorina (Chairman and CEO, Hewlett Packard) and Eric Schmidt (CEO & Director, Google, Inc.), Dr. Julie Gerberding (Director, Center for Disease Control), and Dr. Douglas Melton (Co-Director, Harvard Stem Cell Institute) moderated by Charlie Rose at the Hotel Jerome
- Noon Lunch and discussion on "Intelligence" with George Tenet (Former Director of Central Intelligence) and Sir Richard Dearlove (Former Chief, MI6 British Secret Intelligence Service) moderated by Charlie Rose at the Maroon Creek Club
- Afternoon Golf and various athletic and sightseeing activities available
- 7:00 p.m. Dinner at the St. Regis Hotel

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

Checkout and departure

ALL DISCUSSIONS ARE OFF THE RECORD

# FORSTMANN LITTLE ASPEN WEEKEND

## 2004 CONFIRMED GUEST LIST

Jonathan Alter	Columnist	Newsweek, Inc.
Prince Andrew	<b>Duke of York</b>	
Philip Anschutz	<b>Chairman</b>	The Anschutz Corporation
<b>Irving Azoff</b>	<b>Chairman</b>	Azoff <b>M&amp;C</b> Management
David Baltimore	President	California Institute of Technology
James Barksdale	Partner	The Barksdale Group
Sandy Berger	Former National <b>Security</b> Advisor	
Jeff Bezos	Chairman & CEO	Amazon.com
Joe Biden	Ranking Member	Senate <b>Foreign</b> Relations Committee
<b>Arthur</b> Blank	Chairman, President & CEO	The Atlanta Falcons
Larry Bossidy	<b>Chairman</b>	Berkshire Hills Bancorp, Inc
Ed Breen	<b>Chairman &amp; CEO</b>	Tyco International Ltd.
Paul Bremer	Former US Special Envoy to Iraq	
Eli Broad	Chairman	SunAmerica, Inc.
<b>Steve Case</b>	Former <b>Chairman</b> & CEO	AOL
<b>Ray Chambers</b>	<b>Chairman</b>	Amelior Foundation
Dave Checketts	<b>Chairman</b>	Capital Sports Partners LLC
Gustavo Cisneros	Chairman and CEO	Cisneros Group of Companies.
<b>Lester Crown</b>	<b>Chairman</b>	<b>Henry Crown &amp; Co.</b>
Chris Davis	chairman & CEO	McLeodUSA
Carlos de Cespedes	CEO	Pharmed Group Corp.
Evelyn de Rothschild	Chairman	Concordia BV
Lynn de Rothschild	President & CEO	ELR Holdings, Inc.
Hernando de Soto	President	Institute for <b>Liberty</b> and Democracy
Richard Dearlove	Former <b>Chief</b>	<b>MI6</b> British Secret Intelligence Service.
Michael Dell	Chairman	Dell Inc.
Dick DeYos	President	The Windquest Group
Barry Diller	Chairman & CEO	InterActive Corp
John Doerr	General Partner	Kleiner, Perkins, Caufield & Byers
Mickey Drexler	Chairman & CEO	J.Crew Group, Inc.
<b>Stan</b> Druckenmiller	<b>Chairman</b> & CEO	Duquesne Capital Management, LLC
Michael Eisner	CEO	The Walt Disney Company
Johan Eliasch	<b>Chairman &amp; CEO</b>	Head N.V.
Ari Emanuel	Partner	The Endeavor Agency
Vladimir Feltsman	Concert Pianist, Conductor	
Carly Fiorina	Chairman & CEO	Hewlett Packard
<b>Jim Flick</b>	Director	<b>Jim Flick Golf</b>
Tom Freston	Co-President & Co-CEO	Viacom, Inc.
Julie Gerberding	Director	Center for Disease Control
<b>John Glenn</b>	Astronaut, Former US Senator	

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

APR 11 2005

383.6

TO: Pete Geren  
MG Mike Maples  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Abu Ghraib

How could what was going on at Abu Ghraib and possibly, some of the abuse in other locations not be noted by medical people? And why would medical people not have reported it?

Thanks.

DHR:ss  
040805-17

.....  
Please respond by 4/21/05

11APR05

April 11, 2005

334

TO: Paul Butler  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Boards

I need the Defense Policy Board and the Defense Science Board and the Defense Business Board lists. I want to redo them.

I am thinking about Myers and Jumper in exchange for Homer and Fogleman. I am thinking about Feith as a possible member and Mike Wynne as a possible member of the Science Board.

Thanks.

DHR:ss  
040805-22

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

11 APR 05

FOUO

04 2005

2005 APR -4 AM 8:14

N

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

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

Thanks.

DIR:ss  
040105-17

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

FOUO

4 APR 05

OSD 15063-05

11-L-0559/OSD/51142

FOUO

April 11, 2005

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Sensors on Aircraft

*413.77*

Please have somebody, without my name attached to it, think of every one as a sensor, and whether it would make sense to do something with civilian aircraft like we do with CRAF, where we pay them to be ready to do airlift. What if we put a sensor of some kind on every commercial aircraft?

Is there some kind of a sensor that would be helpful? I have no idea, but it's a thought.

Thanks.

DHR:ss  
040805-30

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

*11 APR 05*

FOUO

OSD 15064-05

11-L-0559/OSD/51143

April 11, 2005

TO: Tina Jonas  
CC: Ken Krieg  
FROM: Donald Rumsfeld *DR*  
SUBJECT: DoD Financial Data

118.01

In Friday's SLRG I mentioned I don't have a good idea about where the money goes in this Department, and where the change in where the money is going occurs.

I know it is possible to look at the financial assets of an individual or corporation and array those amounts from greatest to least to indicate where the money is going (for instance with an individual, whether it is in stocks, bonds, real estate, cash, etc.)

I don't see that for the Defense Department in a way that helps me begin to look at some trend lines, for instance, from 2000 to 2005.

Why don't you come up with a format and, once I agree to that format, we can begin to look at the changes we have made thus far, and also look at the forward year Defense plan, and see how that is laid out.

I think we should be able to utilize and manipulate the data better than we are currently.

Thanks.

DHR:ss  
040805-34

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

11A0005



April 11, 2005

W  
e  
l  
c  
o  
m  
e

TO: Dan Stanley

CC: Larry Di Rita  
Mike Wynne

FROM: Donald Rumsfeld *DR*

SUBJECT: Letter to Congressional Members re: BRAC Process

What do you think about a personal letter from me to every Member of Congress – House and Senate – about BRAC? How it works, who has responsibilities, and why it is so important to the Department generically.

Please put together a draft letter, and let's see how we feel about that idea.

Thanks.

DHR:ss  
040805-37



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

11APR05

OSD 15066-05

APR 12 2005

325

To: Larry Di Rita  
FROM: Donald Rumsfeld *DR*  
SUBJECT: RFK Stadium and the National Guard

What do you think about the articles in the press about  
RFK stadium as an advertisement? I am uncomfortabl

National Guard naming

Please see me about it

Thanks.

DR:rdh  
041165-2 (to laptop)

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

2

124PR05

OSD 15067-05

~~FOUO~~

APR 12 2005

TO VADM Jim Stavridis  
FROM Donald Rumsfeld *DR*  
SUBJECT: Stress on the Force Briefing

I am very uncomfortable with the 15 February "Stress ,  
Joint Staff produced.

I will go ahead and get the briefing when I come back,  
a way that they can develop metrics, track them, and sl  
and trend lines. If they cannot do that, there is a probl

Thanks.

DR:rh  
041105-11 (is laptop)

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

he Force Update" the

this is not formatted in  
numbers, percentag

*320.2*

~~FOUO~~

*12 APR 05*

OSD 15068-05

11-L-0559/OSD/51147

~~FOR OFFICIAL USE ONLY~~

DRAFT WORKING PAPERS



**Stress on the Force Update**

**Forces Division, J-8**

**15 Feb 05**

**DRAFT AS OF 1030 15 FEB 05**

4/7/2005

~~FOR OFFICIAL USE ONLY~~

11-L-0559/OSD/51148

FOUO

DEFENSE

April 4, 2005

2005 APR -11 AM 8:14

014.35

TO: David Chu

FROM: Donald Rumsfeld *DR*

SUBJECT: *Army Times* Article on Election Survey

Please pull together the facts as to how many service people did not get their votes counted – referenced in the attached article.

Thanks.

Attach.  
4/11/05 *Army Times* Article, "Many Overseas Service members Shut of Election, Survey Finds"

DHR:ss  
040405-1

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

FOUO

4 APR 05

Army Times  
April 11, 2005  
Pg. 26

## Many Overseas Service Members Shut Out Of Election, Survey Finds

By Vince Crawley, Times Staff Writer

A survey of nationwide election centers found that **24** percent of those who requested absentee ballots — mainly service members — either did not cast a ballot or did not have their vote recorded in the **2004** election.

The nonprofit National Defense Committee, which conducted the unofficial survey, said it's unclear what happened to the no-show ballots. Some requested ballots may have gone unused, in some cases because the service member ended up back in the United States on Election Day.

"We're still conducting absentee voting essentially as we did during World War II: shipping pieces of paper around the world by snail mail," says Samuel Wright, a military lawyer in the Naval Reserve who has spent decades tracking military voting issues. Wright is director of the National Defense Committee's Military Voting Rights Project.

Moreover, the survey "probably understates the problem because we're relying on voluntary responses," Wright said.

In an analysis of the **2000** election, the Government Accountability Office estimated that about **30** percent of military overseas ballots weren't counted. Wright said the new survey shows little progress was made for the **2004** election.

Wright urged troops who received late election materials to vote anyway, even if it is clear their ballots won't be counted. "At least you make the point that 'I wanted to vote in the **2004** election,'" he said.

A report on the survey results was completed March **31** and was being sent to congressional staffs.

To conduct the survey, the committee faxed a questionnaire to the nation's **7,838** local election offices, and **761** election offices from **40** states filled out and returned the voluntary surveys — a **9.7** percent response rate.

The election offices reported receiving **131,722** Federal Post Card Applications for ballots for the **2004** election. Those eligible for ballots are service members and their immediate families in the United States or overseas as well any U.S. citizen abroad.

Some **4,820** applications, about **3.6** percent, were rejected for missed deadlines or mistakes such as missing information, improper witness certification or notarization, or for being sent to a wrong county. As a result, jurisdictions mailed **126,902** absentee ballots.

"Only **94,359** of those ballots came back on time and were counted," Wright's new report says, meaning that **37,413** FPCA applicants did not get to vote.

The figure “includes marked ballots that came in on time but were rejected for procedural deficiencies,” the report says. “Also included are ballots that came in late and ballots that never came back at all.”

However, election offices also reported receiving 10,845 Federal Write-in Absentee Ballots. Of those, 5,363, about 51 percent, were counted. Because a federal write-in ballot can be counted only if the voter has previously registered, Wright’s report assumes those 5,363 ballots were cast by people who had earlier sent in Federal Post Card Applications, so their numbers were added to the total of successful voters.

If a valid absentee ballot and a valid write-in ballot are received from the same individual, officials are supposed to accept the absentee ballot and discard the write-in ballot. Thus, the fact that 49 percent of write-in ballots were rejected does not mean all those voters didn’t have their ballots counted.

~~FOUO~~

APR 12 2005

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Metrics from PA&E

320.2

I want Ken Krieg and PA&E to develop a set of metrics on all the steps we are taking to relieve stress on the force.

Please get Ken cracking on that. Show him the Chu briefing and the Joint Staff briefing, and tell him neither one is adequate. Let's get on it.

Thanks.

DIR:ak  
(41105-19 (t/laptop))

.....  
Please respond by 4/21/05

~~FOUO~~

//

12 APR 05

OSD 15070-05

11-L-0559/OSD/51152



~~SECRET~~ ~~FOUO~~

017, 0A  
IM required

OFFICE OF THE  
SECURITY ASSISTANT  
IN CHARGE

2005 APR -4 AM 8:16 APR 06 2005

383.6

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Article on Contract Hire

Please look into whether DIA hired a contractor that hired a former Army interrogator who had been relieved from duty - see attached.

Thanks.

Attach.  
03/16/05 SecDef Memo to SecArmy  
04/02/05 SecArmy Memo to SecDef

DHR:ss  
040605-7

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

6 APR 05

*DR*  
4/26

Sir,  
Response attached.  
v/r  
Lt Col Lengyel  
APR 25 2005

~~SECRET~~

CLASSIFIED  
UPON REMOVAL OF ATTACHMENT(S)  
DOCUMENT BECOMES UNCLASSIFIED

OSD 15071-05  
11-L-0559/OSD/51153

~~FOUO~~

SECRETARY OF DEFENSE  
OFFICE OF THE

March 16, 2005  
2005 MAR -16 12: 04

TO: Fran Harvey  
FROM: Donald Rumsfeld *DR*  
SUBJECT *New York Daily News* Story

Please let me know about item #44 in today's *Early Bird*.

Thanks.

Attach.  
3/16/05 *New York Daily News* article

DHR:ss  
031605-19

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

*DR 4/6*

*4/5 Response attached*

~~FOUO~~

11-L-0559/OSD/51154

OSD 06323-05

New York Daily News  
March 16, 2005

## Gitmo Taunter Teaches Tactics

By James Gordon Meek, Daily News Washington Bureau

WASHINGTON - **An** ex-Army interrogator punished for sexually humiliating detainees at the Guantanamo prison is now teaching soldiers interrogation techniques, the Daily **News** has learned.

Former **Staff Sgt.** Jeannette Arocho-Burkart, 37, is an instructor at the Army Intelligence School in Fort Huachuca, Ariz., despite being reprimanded in 2003 for her **sexually** taunting tactics that included smearing fake menstrual blood on terror suspects, according to four **sources** who knew her there.

"She did get in trouble," confirmed one former colleague at Gitmo. "Huachuca could probably do better."

The source said that Arocho-Burkart was a "competent" interrogator, but "she fudged the line to an uncomfortable level."

"It wasn't torture, but touching the detainee inappropriately to humiliate **him**," the source said.

Besides wearing **skimpy** clothing to make **Muslim** men uncomfortable during questioning, Arocho-Burkart allegedly smeared red **ink** on a detainee's face, saying it was her menstrual blood - an act that got her punished.

Last week, Vice Adm. Albert Church, in a Pentagon report that cited **only** three cases of "substantiated" abuse at Gitmo, wrote that "two female interrogators ... touched and spoke to detainees in a sexually suggestive manner ...to incur **stress** based on the detainees' religious beliefs."

"Those reprimands were verbal, strong and **immediate**, and dealt with the situation," said another **source** who knew Arocho-Burkart at the prison camp.

Arocho-Burkart, raised in Mount Holly, N.J., and Puerto Rico, couldn't be reached for comment.

She left the Army and spent last year **as** a contractor with the Phoenix Consulting Group, where she was handpicked by the Defense Intelligence Agency to teach "strategic debriefing," or eliciting information from willing sources.

Last month, she left the agency and Phoenix. She now teaches an interrogation course at the Army school under contract with defense company Anteon Corp., officials said.

Officials at Huachuca and Phoenix's **chairman**, John Nolan, said they weren't aware until recently that Arocho-Burkart was reprimanded for detainee abuse.

Before she quit the agency job, Arocho-Burkart was quizzed about the allegations and denied them, a military official said.

Officials checked with **Guantanamo** before hiring Arocho-Burkart, but weren't told of the reprimand

*Handwritten:* Her DIA

Had they learned of it, "We wouldn't have hired her," the official said. Nolan added, "We're not interested in [hiring] somebody who colors outside the lines."

414  
1700



**FOUO**

SECRETARY OF THE ARMY  
WASHINGTON

SECRETARY OF THE ARMY  
WASHINGTON

4/6

2005-04-02 P03:07

**INFO MEMO**

Paul Butler  
4/5

FOR: SECRETARY OF DEFENSE

FROM: Francis J. Harvey, Secretary of the Army

SUBJECT: Press Article Alleging Abuse by Female Interrogator at Guantanamo (U)

- This responds to the Secretary of Defense's Snowflake, March 16, 2005, Subject: *New York Daily News* Story (Tab A).
- Ms. Jeannette Arocho-Burkart was an Anteon contract employee for projects such as interrogation and report writing training development. She did not instruct students on interrogation techniques at the Intelligence Center and School at Fort Huachuca. She previously worked as a DIA contractor teaching Strategic Debriefing Courses, a joint course designed to educate students on how to elicit information from willing sources.
- ~~(FOUO)~~ We have learned that Anteon terminated Ms. Arocho-Burkart on March 31, 2005 for undeclared reasons. There was no Army influence over Anteon's actions.
- ~~(FOUO)~~ There is no record of Ms. Arocho-Burkart's as a subject of any criminal or administrative investigation pursuant to allegation of detainee abuse.
- ~~(FOUO)~~ There is currently no evidence that Ms. Arocho-Burkart was ever reprimanded, verbally or in writing, for the alleged incident of smearing ink on the detainee, or for any other incident. She has stated to Anteon officials that although she did put red ink on her hand, she never touched the detainee with the ink. She also stated that she was not reprimanded for this incident.
- ~~(FOUO)~~ A review of detainee procedures at Guantanamo and Charleston by Vice Admiral Church in May 2004 did mention a report of an unnamed female interrogator wiping red magic marker dye on a detainee's shirt and telling him it was blood. This report could not be verified by the Church investigation.
- ~~(FOUO)~~ Anteon has stated that they checked with Guantanamo prior to employing her and they were not given any derogatory information.

MA SD	SMA DSD	4/5	
TSA SD	SA DSD		
EXEC SEC	M4/H	1645	
ESR MA	E 4/4	1340	

**FOUO**



11-L-0555 OSD/51157

OSD 06323-05

**FOUO**

. SUBJECT: Press Article Alleging Abuse by Female Interrogator at Guantanamo (U)

- ~~(FOUO)~~ Ms. Arocho-Burthart recently sat down with a producer from **60 Minutes** to discuss the transcript of a book by a former Army interpreter, Sergeant Erik Saar, who was at Guantanamo with her. We do not know what she said during the interview; however, we do know that she subsequently relayed to Anteon representatives that she called the events described in the book as inaccurate and "laughable". **60 Minutes** indicated to Army PAO that a story on the incident may run at a date to be determined.

COORDINATION: NONE

Attachments:

As stated

Prepared By: Major Dana Rucinski (b)(6)

**FOUO**

11-L-0559/OSD/51158

~~FOUO~~

APR 12 2005

3/23/05

TO: Pete Geren  
C C GEN John Craddock  
Gen Dick Myers  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Non-enemy Combatants

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

Thanks.

Attach.  
3130105 Update on Guantanamo Bay Enemy Combatants

DHR:dh  
041105-33 (to laptop)

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

~~FOUO~~

2

12 APR 05

OSD 15072-05

11-L-0559/OSD/51159

## Update on Guantanamo Bay Enemy Combatants

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

### Combatant Status Review Tribunal **Status** Process

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

### Additional Annual Review Process

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



~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

April 8, 2005

2005 APR -4 11 08:13

D914

TO: Steve Cambone  
David Chu  
  
FROM: Donald Rumsfeld  
  
SUBJECT: SCOLA

DR

Attached is some material that Former Senator David Kames gave me regarding a non-profit. They apparently do a lot of business with the Language Institute. They would like to be transferred to an intelligence activity, where they believe their real strength lies.

It may, or may not have something to do with Condi's interest in having the DOS, DOE and DOD get involved in some sort of language activity.

Please take a look at it, and tell me what you think we ought to do about it.

Thanks.

Attach.  
SCOLA Materials

DHR:as  
040805-3

.....

Please respond by 5/19/05

~~FOUO~~

8 APR 05

3 **Tellez, Deborah J.**

---

**From:** Tellez, Deborah J.  
**Sent:** Thursday, April 07, 2005 9:25 AM  
**To:** 'dschneider@omahalegal.net'  
**Subject:** FW: Army War College Video Clip Access]



SCE05 (Blue).ppt  
(855 KB)

(b)(6) I need this right away please. The p.o. is 24559. The charge number is (b)(6). I need 1 copy of this. Thank you Deboie Tellez. In color sorry.

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

From: White, Roxanna L. On Behalf Of Karnes, David K.  
Sent: Thursday, April 07, 2005 9:00 AM  
To: Omaha Copy Center  
Subject: FW: Army War College Video Clip Access]

Please print out this e-mail and make color copy of attachment. (b)(6)

Need by 10:00 a.m.

Thanks

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

From: Francis Lajba [mailto:flajba@scola.org]  
Sent: Friday, April 01, 2005 2:40 PM  
To: Karnes, David K.  
Subject: Fw: Army War College Video Clip Access]

Dave,

FYI

Francis

>  
> ----- Original Message -----  
> Subject: Army War College Video Clip Access  
> Date: Fri, 1 Apr 2005 13:29:28 -0500  
> From: Hardy, Michael MAJ <Michael.Hardy@us.army.mil>  
> To: 'jrgulicia@scola.org' <jrgulicia@scola.org>

> Joe,

> Per our phone, request access to your SCOLA Video Clip area. I am a  
> media liaison officer at the Army War College and am currently working  
> projects as directed by DoD to increase our students exposure to foreign  
> media. We are currently running an exercise where, if all works well,  
> your clips will be imbedded into our media efforts and seen by our 340  
> Army, Air Force, Marine, and Naval Captains and Colonels as they  
> participate in our Strategic Crisis Exercise 06, their end of course  
> final exercise.

> I'm attaching a Power Point slide that show's the student population of

> the Total Force, military and civilians.

> Thanks for everything and keep doing the great SCOLA does. I know I  
> watched religiously before I went on station in Eastern Europe as an  
> attaché several years ago.

> Regards,

> MAJ Mike Hardy

> Media Officer

> US Army War College Support Branch

> Center for Strategic Leadership

> phone (b)(6)

> fax (b)(6)

> AKO - michael.hardy@us.army.mil <mailto:michael.hardy@us.army.mil>



# Class Composition

## RESIDENT CLASS OF 2005

# TOTAL= 325



### Army 204

25 National Guard  
25 Reserve



### Air Force 26

3 Air National Guard  
4 US Air Force Reserve



### Navy 16

2 US Navy Reserve



### Marine 13

2 USMC Reserve

### Civilians 24

- 11 Department of the Army
- 7 Defense Leadership and Management Program
- 3 Department of State
- 1 Department of Homeland Security
- 1 National Geospatial Intelligence Agency
- 1 National Security Agency

### International

### Coast

**SCOLA Government Users (Satellite)**

Unit  
 1ST RADIO BN (MARINES) FORPAC 1  
 1ST RADIO BN (MARINES) FORPAC2  
 302ND MI CO (CEWI) 1  
 335TH MI CO (CEWI) 1  
 335TH MI CO (CEWI) 2  
 351ST MIBN 1  
 351ST MIBN 2  
 351ST MIBN 3  
 351ST MIBN 4  
 372ND MIBN 1  
 372ND MIBN 2  
 6TH SOS  
 703RD MI BN 1  
 703RD MI BN 2  
 703RD MI BN 3  
 748TH MI BN 1  
 748TH MI BN 2  
 81ST REG SPT COMMAND 1  
 81ST REG SPT COMMAND 2  
 89TH REG SPT COMMAND 2A  
 94TH RSC 1 - BLDG 695  
 BARNES USAR CON NET OPS 1  
 94TH RSC 2 - BLDG 695  
 BARNES USAR CON NET OPS 2  
 CIA 1  
 CIA 1 UPGRADE  
 CIA 2  
 CIA 2B  
 CIA 2 UPGRADE  
 CIA 3  
 CIA 3 UPGRADE  
 CIA SPARE  
 DEFENSE LANGUAGE INSTITUTE 1A  
 DEFENSE LANGUAGE INSTITUTE 1B  
 DEFENSE LANGUAGE INSTITUTE 1C  
 DEFENSE LANGUAGE INSTITUTE 1D  
 DEFENSE THREAT REDUCTION AGENCY  
 355 CONTRACTING SQUADRON  
 DEFENSE INTELLIGENCE AGENCY  
 DEFENSE LANGUAGE INSTITUTE 1  
 DEFENSE LANGUAGE INSTITUTE 2  
 DEPARTMENT OF DEFENSE 1  
 DISA COMM SYS SPT GROUP  
 381ST IS/DOT  
 FSI 1  
 FSI 2

Group	State	PHONE
KANEOHE BAY	HI	
KANEOHE BAY	HI	
MEMPHIS	TN	38112
LOUISVILLE	KY	
LOUISVILLE	KY	
OLATHE	KS	
OLATHE	KS	
OLATHE	KS	
OLATHE	KS	
BELL	CA	
BELL	CA	
HURLBERT FIELD	FL	
SCHOFIELD BARRACKS	HI	
SCHOFIELD BARRACKS	HI	
SCHOFIELD BARRACKS	HI	
SAN ANTONIO	TX	
SAN ANTONIO	TX	
BIRMINGHAM	AL	
BIRMINGHAM	AL	
WITCHITA	KS	
DEVENS	MA	
PHOENIX	AZ	
DEVENS	MA	
PHOENIX	AZ	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
ARLINGTON	VA	
SALINAS	CA	93907
SALINAS	CA	93907
SALINAS	CA	93907
PRESIDIO OF MONTEREY	CA	93944
WASHINGTON	DC	
DAVIS-MONTHAN AFB	AZ	85707
WASHINGTON	DC	
PRESIDIO OF MONTEREY	CA	93944
PRESIDIO OF MONTEREY	CA	93944
WASHINGTON	DC	
LAUREL	MD	
ELMENDORF AFB	AK	
ARLINGTON	VA	
ARLINGTON	VA	

FSI3  
 3RD SPECIAL FORCES GROUP - FT BRAGG 1A  
 525 MI BDE - FT BRAGG 1B  
 JSOC - FT BRAGG 1C  
 HQ, 3RD BN (AIRBORNE)/SWTG - FT BRAGG 1D  
 525 MI BDE  
 FT BRAGG HIGH SCHOOL  
 FT BRAGG JSOC 1  
 FT BRAGG JSOC 2  
 5TH SPECIAL FORCES GROUP - FT CAMPBELL  
 10 SPECIAL FORCES GRP. LANG.  
 66 MI CO  
 FT DIX NEARISC  
 110TH MI BN - FT DRUM-BLDG-T-88  
 SOUTHEAST ARIC - FT GILLEM 1  
 356TH MI LINGUISTS SCHOOL - FT GILLEM 2  
 SE REGIONAL TRAINING CENTER (1) - FT GILLEM 3  
 513 MI BDE - FT GORDON (JOHNSON CONTROLS)  
 (1) CORPS FT. HOOD AC OF S  
 USC/INFO SCIENCES INST. 1  
 USC/INFO SCIENCES INST. 2  
 11TH ARMORED CAVALRY REGIMENT  
 1ST SPECIAL FORCES GROUP 1  
 LANGUAGE TRAINING - FT LEWIS 2  
 LANGUAGE TRAINING - FT LEWIS 3  
 FT LEWIS FLTC 1  
 FT LEWIS FLTC 2  
 FT MCCOY-BLDG. 2123 M/F S&S  
 902 MI GROUP - FT MEADE 1A  
 NSA - FT MEADE 1B  
 FT MEADE 1C  
 FT MEADE 1D  
 902ND MI GROUP - FT MEADE 3A  
 NSA - FT MEADE 2B  
 DPTMS/TSC-FT. POLK 1  
 DPTMS/TSC-FT. POLK 2  
 FT SAM HOUSTON-SWARISC 1  
 FT SAM HOUSTON-SWARISC 2  
 FT SAM HOUSTON-SWARISC 3  
 CENTRAL RTS INTELLIGENCE-FT SHERIDAN  
 CENTRAL RTS INTELLIGENCE-FT SHERIDAN 2  
 88TH USAR COMMAND-1A  
 88TH USAR COMMAND-1B  
 88TH USAR RESERVE-2A  
 88TH USAR COMMAND-2B  
 124 MI BATTALION-FT STEWART  
 NORTHERN WARFARE TRAINING CENTER  
 USA CAPOC - FT BRAGG BLDG 1900

ARLINGTON	VA	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT BRAGG	NC	
FORT CAMPBELL	KY	
FORT CARSON	CO	
FORT CARSON	CO	
FORT DIX	NJ	
FORT DRUM	NY	
FOREST PARK	GA	30050
FOREST PARK	GA	30050
FOREST PARK	GA	30050
FORT GORDON	GA	
FORT HOOD	Tx	
FT. HUACHUCA	AZ	
FT. HUACHUCA	AZ	
FORT IRWIN	CA	92310
FORT LEWIS	WA	98433
FORT LEWIS	WA	98433
FORT LEWIS	WA	98433
FORT LEWIS	WA	98433
FORT LEWIS	WA	98433
FORT MCCOY	WI	54656
FORT MEADE	MD	20755
FORT MEADE	MD	20755
FORT MEADE	MD	20755
FORT MEADE	MD	
FORT MEADE	MD	20755
FORT MEADE	MD	20755
FORT POLK	LA	71459
FORT POLK	LA	71459
SAN ANTONIO	Tx	78257
SAN ANTONIO	Tx	78257
SAN ANTONIO	TX	78257
FORT SHERIDAN	IL	
FORT SHERIDAN	IL	
FORT SNELLING	MN	
FORT SNELLING	MN	
FORT SNELLING	MN	
FORT SNELLING	MN	
FORT STEWART	GA	
FORT WAINWRIGHT	AK	
FORT BRAGG	NC	

(b)(6)

(b)(6)

(b)(6)

MEDINA RSOC 1--GOODFELLOW AFB  
 MEDINA RSOC 2 - GOODFELLOW AFE  
 MEDINA RSOC 3 - GOODFELLOW AFB  
 GORDON JOINT LANGUAGE CTR 1  
 GORDON JOINT LANGUAGE CTR 2  
 HHSC 314 MIBN1A  
 HHSC 314 MIBN1B  
 HHSC 314 MIBN2  
 HHSC 314 MIBN3  
 101ST MI BN - HUNTER ARMY AIRFIELD  
 25IS/LG-HURLBERT-USAF  
 JOHNSON SPACE CENTER 1  
 JOHNSON SPACE CENTER 2  
 OGDEN JLTC  
 KUNIA JLTC 1  
 KUNIA JLTC 1A  
 KUNIA JLTC 3  
 KUNIA JLTC 3A  
 10IS/DO DOT-LANGLY  
 U.S. ARMY RESERVE  
 NAVAL WAR COLLEGE  
 97IS/CCT  
 PATTON USAR CON NET OPS 1  
 PATTON USAR CON NET OPS 2  
 PAUL SEGARRA (FT BRAGG) 1A  
 PAUL SEGARRA (FT BRAGG) 1B  
 PAUL SEGARRA (FT BRAGG) 2A  
 PAUL SEGARRA (FT BRAGG) 2B  
 USSTATEDEPT  
 60TH CONTRACTING SQUADRON  
 USAF ACADEMY 1  
 USAF ACADEMY 1A  
 US NAVAL ACADEMY 1A  
 US NAVAL ACADEMY 1B  
 UTAH NATIONAL GUARD 1  
 UTAH NATIONAL GUARD 1A  
 UTAH NATIONAL GUARD 1B  
 UTAH NATIONAL GUARD 1C  
 UTAH NATIONAL GUARD 1D  
 WESTERN REGIONAL INTELLIGENCE CTR 1  
 WEST POINT ACADEMY  
 NAIC/DXLT  
 WESTERN REGIONAL INTELLIGENCE CTR 2  
 MCCOY USAR CENTER  
 LTS-LAMONT (MIL BUY) CIA?  
 15TH MIBN HHS  
 DLI - ENGLISH AS SECOND LANGUAGE SCHOOL 1  
 DLI - ENGLISH AS SECOND LANGUAGE SCHOOL 2

GOODFELLOW AFE	Tx	
GOODFELLOW AFB	TX	
GOODFELLOW AFB	Tx	
FORT GORDON	GA	30905
FORT GORDON	GA	30905
DETROIT	MI	48212
DETROIT	MI	48212
DETROIT	MI	48212
DETROIT	MI	48212
FORT STEWART	GA	(b)(6)
HURLBERT FIELD USAF	FL	32544
HOUSTON	Tx	77058
HOUSTON	TX	77058
OGDEN	UT	
SCHOFIELD BARRACKS	HI	
SCHOFIELD BARRACKS	HI	
SCHOFIELD BARRACKS	HI	
SCHOFIELD BARRACKS	HI	
LANGLY AFB	VA	(b)(6)
LINCOLN	NE	
NEWPORT	RI	2841
OFFUTT AFB	NE	68113
BELL	CA	
BELL	CA	
FAYETTEVILLE	NC	
FAYETTEVILLE	NC	
FAYETTEVILLE	NC	
FAYETTEVILLE	NC	
WASHINGTON	DC	
TRAVIS AFB	CA	
COLORADO SPRINGS	CO	80840
COLORADO SPRINGS	CO	80840
ANNAPOLIS	MD	21402
ANNAPOLIS	MD	21402
DRAPER	UT	84020
DRAPER	UT	84020
DRAPER	UT	84020
DRAPER	UT	84020
DRAPER	UT	84020
DRAPER	UT	84020
CAMP PARKS	CA	
WEST POINT	NY	
WRIGHT PATTERSON AFB	OH	
CAMP PARKS	CA	
ORLANDO	FL	
ARLINGTON	VA	
FT. HOOD	Tx	
LACKLAND AFB	TX	
LACKLAND AFB	TX	

ING  
NG GROUP

BATON ROUGE  
CAMP LEJEUNE  
ANNAPOLIS

LA  
NC  
MD

21402

(b)(6)



**SCOLA Government Users (Internet)**

Unit	Group	State
10 units spreradthroughopt Europe		66th MI Cmd Language Center
13 IS		Beale AFB
142nd MI BN		
1st BSTB	Ft Drum	NY
205th MI		Weisbaden, Germany
304th CA BDE / 353rd CACOM		
324th Psyops Company		Aurora, CO
381st IS		
46th OG		Eglin AFB, FL
486th Civil Affairs Battalion (GP)		
527th MI BN		Korea
55 OSS		Offutt AFB, NE
66th MI		
67 Information Operations Group		
6th CTS		Rota, Spain
6th CTS		Nellis AFB
8th PSYSOPS		
93rd IS		
Air Force Research Laboratory		
DIA		
DLI	29 schools of DLI	
DOD Language Agency		OUSD
European Command		
European Command		
FBI		
Ft Gordon JLTC		
Ft. Meade	704th MI, NSA	
Ft Sam Houston		
HQ INSCOM		
Joint Chiefs of Staff		
Lackland AFB		
Library of Congress		
MN ARNG		
Moody AFB		
National Security Space Institute		
Naval Special Warfare Group		
Pacific Area Command		
Peace Corps		
SOFLO		

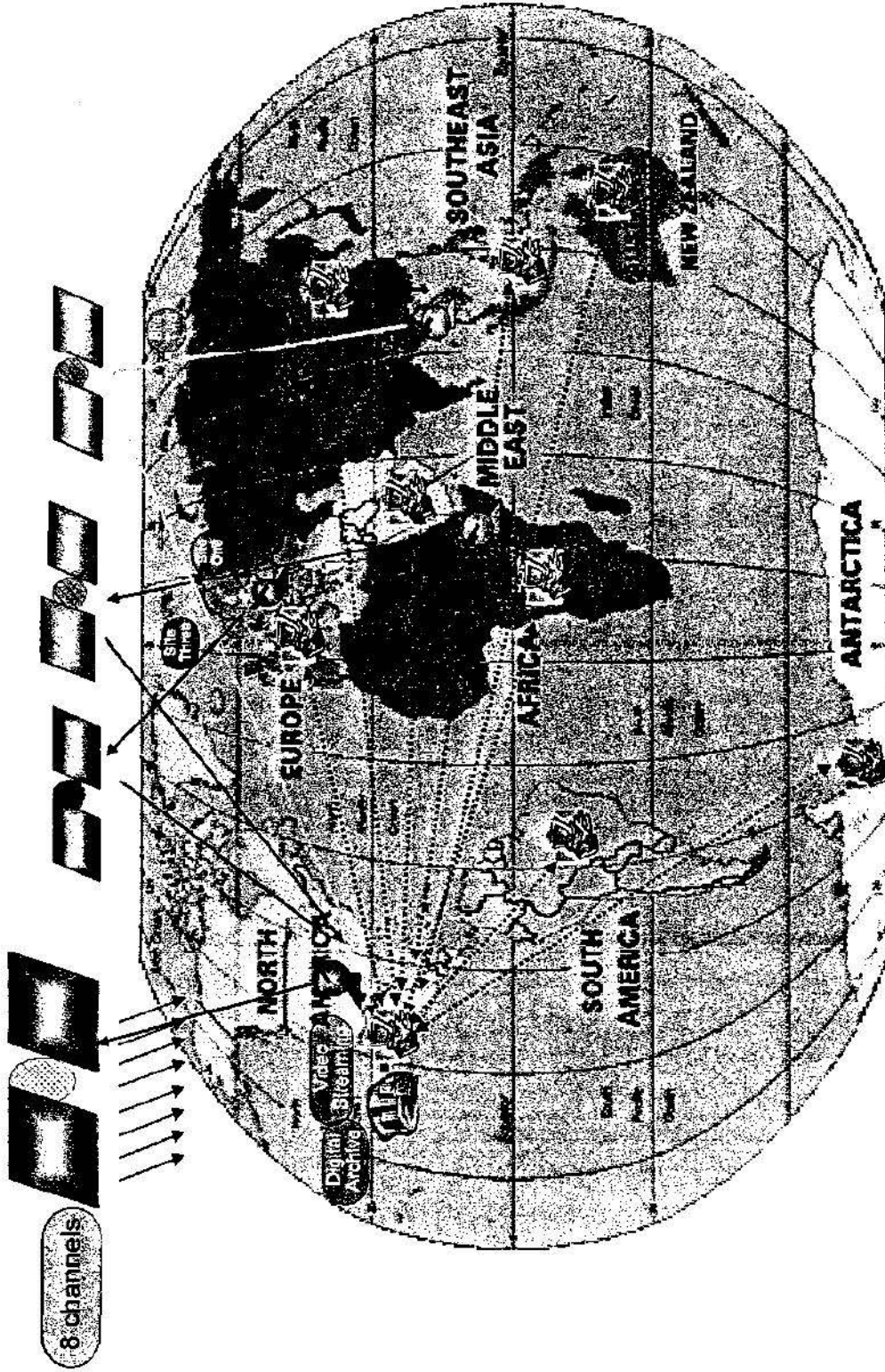
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U.S. Army 1st Recruiting Brigade  
UCIA  
US Coast Guard  
USAF  
Vice President's Office  
Willow Grove AFB

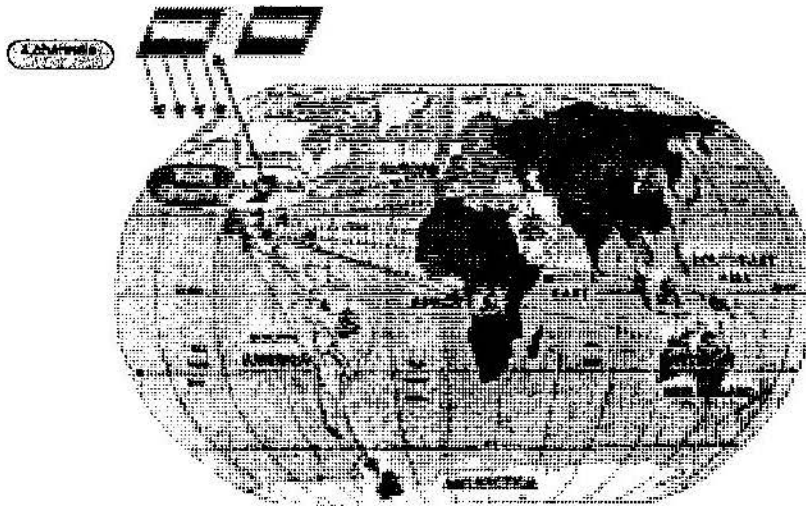
Pentagon

White House

11-L-0559/OSD/51170



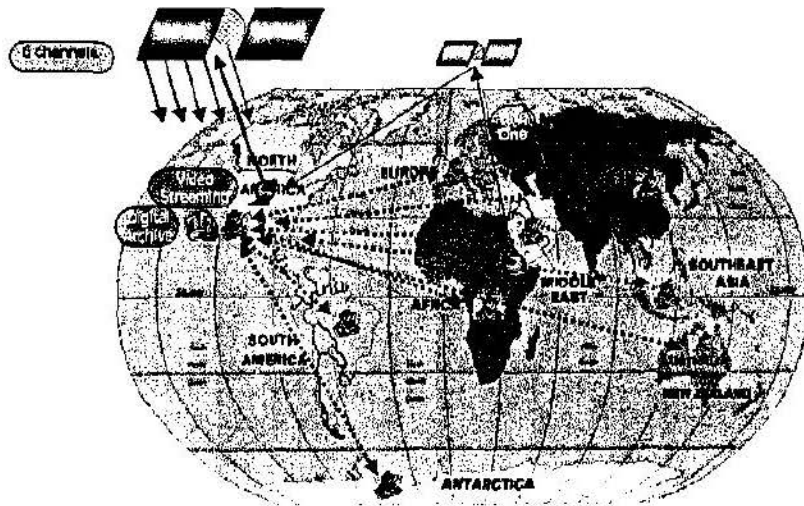
**SCOLA Global Learning Network**  
*Five Years into the Future*



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### ***SCOLA Global Learning Network***

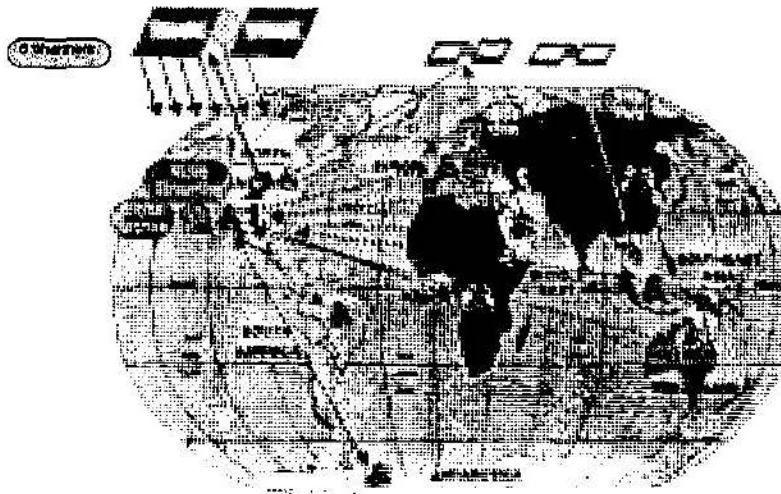
- Two 24/7 satellite channels, 65 countries/languages
- 24/7 channel of Educational Chinese Programming
- Insta-Class Service (19 Languages)
- 24/7 channel of Special Request Programming, 10 countries
- Video Streaming (Phase 1)



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## ***SCOLA Global Learning Network***

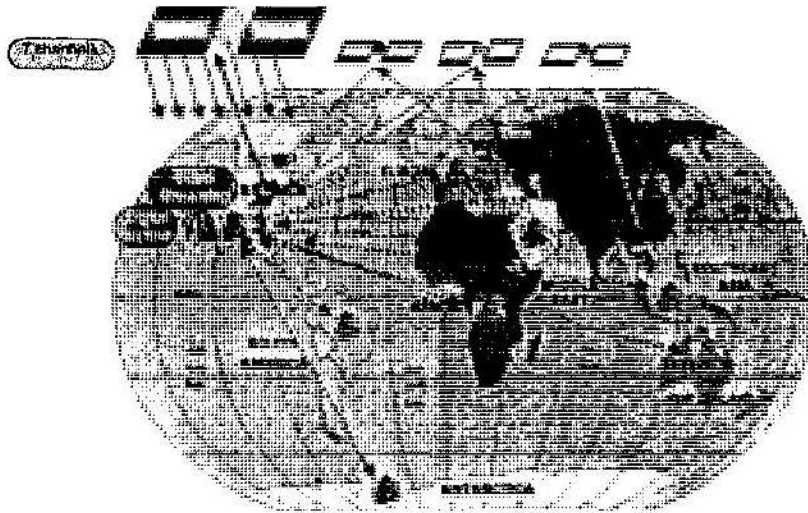
- Two 24/7 satellite channels, 65 countries/languages
- 24/7 channel of Educational Chinese Programming
- Augmented Insta-Class Service
- Two 24/7 channels of Special Request Programming, begin regionalization of channels
- Video Streaming (Phase 2)
- Digital Video Archive (Phase 1)
- First Overseas Teleport Site (Ethiopia)



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### ***SCOLA Global Learning Network***

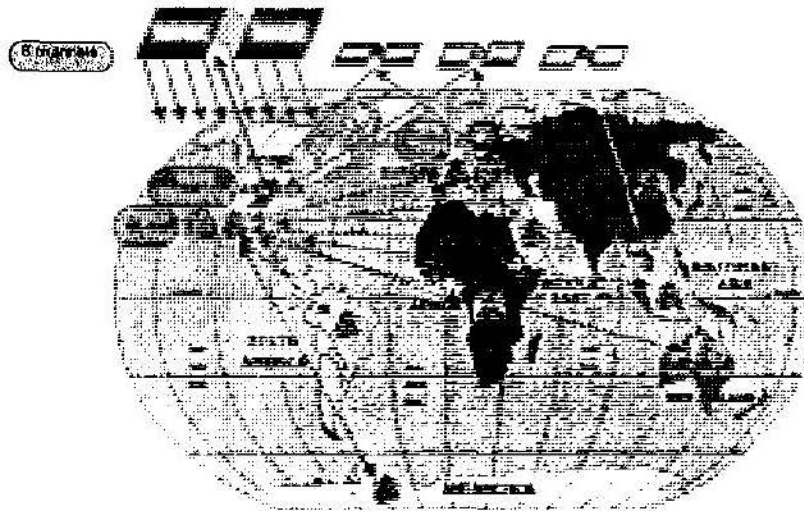
- One 24/7 satellite channel, general programming
- 24/7 channel of Educational Chinese Programming
- Video Streaming
- Augmented Insta-Class Service
- Ethiopia Teleport Site
- Three 24/7 channels, regional programming
- Digital Video Archive (Phase 2), 1,000 Hours
- Second Overseas Teleport Site (Thailand)



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7

### ***SCOLA Global Learning Network***

- Six 24/7 satellite channels, regional programming (African, East Asian and Pacific, European and Eurasian, Near Eastern, South Asian, Western Hemisphere)
- 24/7 channel of Educational Chinese Programming
- Augmented Insta-Class Service
- Video Streaming
- Digital Video Archive (3,000 hours)
- Ethiopia, Thailand Teleport Sites
- Third Overseas Teleport Site (Latvia)



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8

### ***SCOLA Global Learning Network***

- Six 24/7 satellite channels, regional programming (African, East Asian and Pacific, European and Eurasian, Near Eastern, South Asian, Western Hemisphere)
- 24/7 channel of Educational Chinese Programming
- Augmented Insta-Class Service
- Video Streaming
- Digital Video Archive (5,000 hours)
- Ethiopia, Thailand, Latvia Teleport Sites
- Special Language Learning Channel 24/7



## SCOLA Global Learning Network

Linguists and those involved in foreign language education in the United States have always stressed the need for more language study programs and resources, maintaining that the United States does not produce enough people with competency in foreign languages, especially in the Less Commonly Taught (LCT) and Virtually Never Taught (VNT) languages. Recent terrorist events have brought this point to light, dramatically illustrating how the security of the United States is dependent upon its strength in the area of foreign language competency.

Not surprisingly these same events have reinforced the obvious, but sometimes slighted, facts that it takes several years to produce individuals with these necessary foreign language skills, and that it requires long term reinforcement to maintain these skills. If the United States is truly committed to continuing as the leader in the global economic community, as well as in the on-going fight against terrorism dictated by the Global War on Terrorism, some very serious commitments will have to be made in support of language study. These commitments can perhaps more appropriately be referred to as investments because serious support for foreign language study is in fact an investment in the future of the United States. Our history, and poignantly our recent history, has repeatedly illustrated the consequences of not having adequate foreign language expertise available in times of crisis.

In 1988 SCOLA became the first broad-scale provider of authentic foreign television and today provides this resource from **75** countries. From the beginning the Federal Government has recognized the importance of authentic foreign programming as a tool to help teach foreign languages. By watching and listening, students are able to actually experience the foreign culture and develop their language skills in the native real-life environment. This programming is also a vital intelligence resource since it provides significant insight into the internal happenings of the various countries.

Throughout its long-time relationship with the Defense Language Institute (DLI), National Security Agency (NSA), Central Intelligence Agency (CIA), State Department, military and other government sectors, SCOLA has been particularly responsive to requests for programming from specific areas of the world, with a major portion of its current programming schedule developed as a direct result of specific requests. In addition SCOLA offered this resource from regions of the world that never really had a significant presence in the United States before. Indeed, SCOLA's offering of these Less Commonly Available and Virtually Never Taught languages, the freedom from copyright restrictions for all its programming, and the other specialized SCOLA services (*i.e.* the *InstaClass* service) are what has set SCOLA apart from *later-conceived* commercial foreign language networks.

With its proven track record of being able to provide critical foreign language services to the many sectors of the Federal Government for a very minimal amount of funding and with a bold vision to providing greatly enhanced Services to **meet the needs of a government** committed to developing foreign language programs, SCOLA proposes its Global Learning Network. The SCOLA Global Learning Network is a concept to be realized over the next five years that builds upon the programming and services currently offered by SCOLA, and extensively making use of international satellite and Internet technologies, to provide new and augmented services that meet the rapid response requirements of government affiliates.

## SCOLA Global Learning Network

- SCOLA proposes an eight channel *network* with a channel exclusively representing each of the six regions of the world (Africa, East Asia, Europe, Near East, South Asia and the Western Hemisphere) and a Special Language Channel offering a variety of language instruction programming. Programming from more than 50 additional countries will be added in large blocks featuring many kinds of programming including news, drama, comedy, documentary, cartoons, etc. SCOLA proposes to add one new channel each year and over the course of the five-year period migrate to the regional format.
- SCOLA proposes to establish overseas satellite *teleport* facilities in various parts of the world to efficiently transmit programming from these six regions whenever turnover time is important. A satellite teleport facility in Ethiopia, Thailand, Latvia and the east and west coasts of the United States would act as a collection point for programming and would supplement the courier shipments and commercial satellite signals now received by SCOLA. Critical, time-sensitive programming, could thus be obtained on-demand with this infrastructure in place.
- SCOLA proposes to video *stream* all of its programming via the Internet. With this infrastructure in place, programming can be delivered in a digital format more suited to direct use by government affiliates, and new channels can be added easily to accommodate government requests for special programming. Most importantly, SCOLA programming and ancillary courseware will be available via the Internet, "on demand" to almost any environment (classroom, in the field, etc.) with minimal special technology requirements. SCOLA is ideally suited to develop such an Internet-based foreign language delivery system because all supporting elements for SCOLA's existing Satellite infrastructure (international contacts, experience, satellite downlinks, etc.) would remain applicable regardless of the mode of delivery. An Internet infrastructure is also the first building-block on which many new services can be based.
- SCOLA proposes to develop an *Internet* accessible digital archive of its programming. Users would be able to browse or do a specialized search through the archive via a web-site and then simply download the video files they desire. This facility will be of tremendous value to teachers who want specific examples of programming, to researchers looking for programming with a common topic, and to anyone not able to receive programming in real-time.
- SCOLA proposes to upgrade its *InstaClass* service to include many other languages as well as the video and audio files associated with the programming. Many of SCOLA's Federal Government Affiliates, especially the DLI and NSA, have stressed the importance of upgrading and expanding this service, and have asked for captioning of the SCOLA programming. As part of SCOLA's Digital Archive this enhanced InstaClass service would, over the next five years, evolve to include a classroom ready, multilingual captioning and translation service, thus satisfying both of these requirements. Users would be able to access the video they wanted, listen to the audio in several languages, and view or print the transcriptions/translations, ready for classroom use.

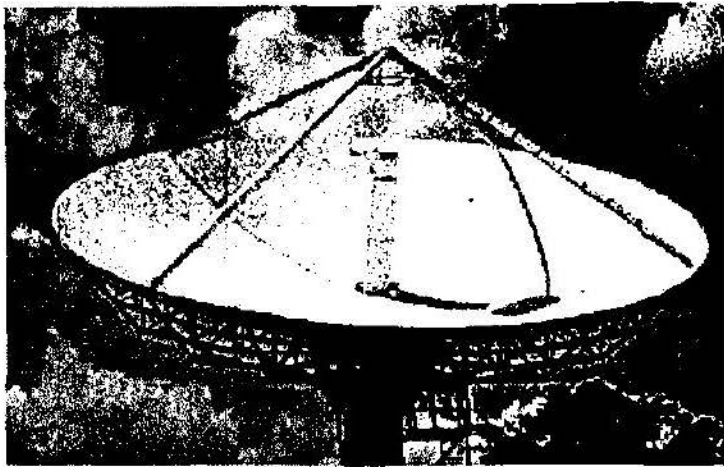
2004	Two 24/7 satellite channels with news and other programming from circa 65 countries/languages, one 24/7 satellite channel of educational Chinese programming, augmented SCOLA InstaClass service representing 19 languages with video/audio clips of programming, text printable and viewable with the video clip, complete copyright clearance for affiliate use, comprehensive web-site featuring schedule and bulletin information (\$1,300,000). One 24/7 satellite channel of additional special request programming from 10 countries / regions featuring longer blocks of programming (\$880,000). Development (phase 1) of SCOLA's video-streaming service featuring all four satellite channels of programming available via the Internet throughout the world (\$960,000).	\$3,140,000.00
2005	Two 24/7 satellite channels with news and other programming from circa 65 countries/languages, one 24/7 satellite channel of educational Chinese programming, augmented SCOLA InstaClass service representing 20 languages with video/audio clips of programming, text printable and viewable with the video clip, complete copyright clearance for affiliate use, comprehensive web-site featuring schedule and bulletin information (\$1,300,000). Two additional 24/7 channels programmed with special programming to begin the regionalization process (Middle East Channel and South Asia / Asia Channel) with blocks of programming from 20 countries. (\$1,600,000). Full implementation of SCOLA's video streaming of all channels complete with e-commerce capabilities and security filters (\$1,200,000). Phase 1 (planning and initial development of SCOLA's Digital Archive (\$600,000). Establishment of SCOLA's first regional teleport site to deliver a minimum of 500 hours of time-sensitive programming (\$900,000).	\$5,600,000.00
2006	One 24/7 Satellite channel of news and general programming, one 24/7 Satellite channel of educational Chinese programming, 24/7 Near East Channel, 24/7 South Asia Channel, 24/7 Europe Channel (representing 85 countries/languages total), augmented SCOLA InstaClass service representing 25 languages with video/audio clips of programming, text printable and viewable with the video clip, complete copyright clearance for affiliate use, comprehensive web-site featuring schedule and bulletin information (\$2,000,000). 24/7 African Channel (10 additional countries/languages) (\$860,000). Full access to SCOLA's video streaming of all channels complete with e-commerce capabilities and security filters (\$1,000,000). Phase 2 (beta test 1000 hours) availability of SCOLA's digital archive service (\$1,000,000). First satellite teleport (Ethiopia) in operation delivering minimum of 500 hours time sensitive programming (\$850,000). Establishment of SCOLA's second satellite teleport site (Thailand) to deliver a minimum of 500 hours of time-sensitive programming (\$900,000).	\$7,510,000.00
2007	24/7 Near East Channel, 24/7 South Asia Channel, 24/7 Europe Channel, 24/7 Asia Channel, 24/7 African Channel, 24/7 Western Hemisphere Channel (representing 105 countries/languages), one 24/7 satellite channel of educational Chinese programming, augmented SCOLA InstaClass service representing 30 languages with video/audio clips of programming, text printable and viewable with the video clip, complete copyright clearance for affiliate use, comprehensive website featuring schedule and bulletin information (\$4,300,000). Full access to SCOLA's video streaming of all channels complete with e-commerce capabilities and security filters (\$900,000). Access to 3,000 hours of archived programming and resources via SCOLA's digital archive service (\$1,100,000). First and second satellite teleport (Ethiopia & Thailand) in operation delivering minimum of 1000 hours time sensitive programming (\$1,700,000). Establishment of SCOLA's third satellite teleport site (Latvia) to deliver a minimum of 500 hours of time-sensitive programming (\$1,100,000).	\$9,100,000.00
2008	24/7 Near East Channel, 24/7 South Asia Channel, 24/7 Europe Channel, 24/7 Asia Channel, 24/7 African Channel, 24/7 Western Hemisphere Channel (representing 105 countries/languages), one 24/7 satellite channel of educational Chinese programming, augmented SCOLA InstaClass service representing 35 languages with video/audio clips of programming, text printable and viewable with the video clip, complete copyright clearance for affiliate use, comprehensive web-site featuring schedule and bulletin information (\$4,300,000). 24/7 Special Language Learning Channel featuring special educational offerings of the countries (\$860,000). Access to all SCOLA Channels worldwide, via video streaming and full access to SCOLA's 50W hour digital archive (\$2,300,000). Access to programming from three regional satellite teleports (Ethiopia, Thailand, Latvia) to deliver a minimum of 2000 hours of time-sensitive and special request programming (\$2,900,000).	\$10,360,000.00

# SCOLA



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## SCOLA... Television from around the world



SCOLA's mission is to help the people of the world learn about one another; their cultures, their languages and their ideologies. SCOLA emphasizes the importance and effectiveness of modern information technology as a tool in overcoming barriers to global understanding and will remain at the forefront of its application.  
**FIND OUT MORE >>>**

**Find a Country**  
Select a country ...

**Find a Language**  
Select a language ...

**SCOLA Partners**

Berlitz

### Watch SCOLA Live!



Watch SCOLA live on your PC via state-of-the-art video streaming!  
**WATCH NOW >>>**



**Insta-Class**  
Ready-made multimedia classroom lessons.  
**FIND OUT MORE >>>**

**What's New?**

- SCOLA and CDF Music  
Le Partner to 15  
Fi Music Videos to North America (PDF)

**LATEST NEWS >>>**



# SCOLA

[About SCOLA](#)[Receiving SCOLA](#)[Educators](#)[Program Schedules](#)[Watch SCOLA](#)[Insta-Class](#)[Partners](#)[Login](#)

## Home

- [About SCOLA](#)
- [SCOLA Brochure](#)
- [SCOLA Maps](#)
- [News Releases](#)
- [Uses for SCOLA](#)
- [Board of Directors](#)
- [Contact SCOLA](#)

[Back](#)

## About SCOLA



### What is SCOLA?

SCOLA is a non-profit educational organization that receives and re-transmits television programming from around the world in native languages. These programs are available via satellite, cable TV and the Internet to students of language study, ethnic communities and anyone seeking a global perspective. SCOLA currently provides four 24/7 channels of programming.

- **SCOLA Channel One:** Authentic Programming (News, Weather and Cultural) highlighting regions of greater Eurasia. Croatia, Czech Republic, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Macedonia, Moldova, Netherlands, Poland, Portugal, Romania, Russia, Serbia Montenegro, Slovenia and Spain among others.
- **SCOLA Channel Two:** Programming from Bulgaria, Croatia, Ethiopia, Germany, Iran, Japan, South Korea, Sweden, the United Arab Emirates and other countries.
- **SCOLA Channel Three:** (Chinese Teaching Channel) Featuring educational and cultural programming from the People's Republic of China.
- **SCOLA Channel Four:** Featuring programming from the emerging nations of: Afghanistan, Azerbaijan, Egypt, Georgia, Kazakhstan, Kyrgyzstan, Lebanon, Mongolia, Nepal, Pakistan, Philippines, Portugal, Qatar, Somalia, South Africa, South Korea, Tajikistan, Thailand, Ukraine, Uzbekistan and Vietnam.

In addition to the *four* video channels SCOLA affiliates *benefit from* having the use of three Radio channels.

**Vatican Radio:** Authentic News Programming and special interest broadcasts from around the World.

**Radio France Internationale:** Authentic French Programming Information.

**World Radio tletwork:** Authentic News Programming in English from across the globe.

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SCOLA is a § 501(c)(3) Educational Organization.

[Home](#) | [About SCOLA](#) | [Receiving SCOLA](#) | [Educators](#) | [Program Schedules](#) | [Watch SCOLA](#) | [Insta-Class](#) | [Partners](#) | [Login](#) | [Contact SCOLA](#)

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# SCOLA



[About SCOLA](#)

[Receiving SCOLA](#)

[Educators](#)

[Program Schedules](#)

[Watch SCOLA](#)

[Insta-Class](#)

[Partners](#)

[Login](#)

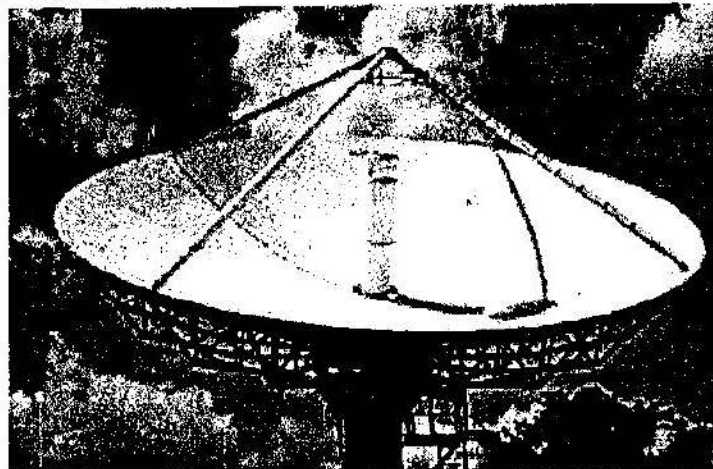
[Home](#)

Watch SCOLA

- [SCOLA Channel 1](#)
- [SCOLA Channel 2](#)
- [SCOLA Channel 3](#)
- [SCOLA Channel 4](#)
- [System Requirements](#)

[Back](#)

## Watch SCOLA



### Watch SCOLA live!

You can watch programs live or download prior recorded programs.

a. Login.

b. Select the program you want to watch or download from the Program Schedules. If you want to **start** watching now just click here:

**Watch SCOLA Now!**

The SCOLA Video Streaming and Video Clip Functionality are currently being **offered** to Educational Entities at this time. We plan a **rollout** to individuals not connected to any organizational **entity** at a future date.

Video Streaming and the Video Clip Functionality are value added subscription services separate from the current SCOLA **affiliation** structure.

If you are a business wishing to use SCOLA please contact Joe Kelly @ [jkelly@scola.org](mailto:jkelly@scola.org).

If you are a representative of an Educational **Institution** or other Non-Commercial **Institution** and want information on video streaming or the video clip functionality **OR** if you are a current affiliate only wanting access to our Insta-Class Service -- please contact Joe Gulizia @ [jraulizia@scola.org](mailto:jraulizia@scola.org). Please put Streaming/Clips or Insta-Class or SCOLA Schedules in the message subject line.

Students **please** contact your school about **your** individual access to SCOLA **services**.

If you are an individual and would like to be placed on the list for more information please email [scola@scola.org](mailto:scola@scola.org)

11-L-0559/OSD/51182

# SCOLA

[About SCOLA](#)[Receiving SCOLA](#)[Educators](#)[Program Schedules](#)[Watch SCOLA](#)[Insta-Class](#)[Partners](#)[Login](#)

## Home

[Insta-Class](#)[Insta-Class Schedule](#)[Back](#)

## Insta-Class



### A unique and practical teaching tool.

Each SCOLA Insta-Lesson consists of a transcript of a news broadcast in the original language and an English translation, supplemented by vocabulary, quizzes, grammar exercises and/or topics for discussion. The individual weekly Insta-Lessons are available to SCOLA affiliates via the SCOLA website and are ready to use in the classroom as an addition to your current study program. The combined use of the SCOLA programs, which you record according to the Insta-Class schedule, the audio clips which are available on the individual Insta-Class pages, and instructional materials enhance language training through the use of current events. It is ideal as a textbook supplement and suitable for use by an individual or a class to extend vocabulary, grammar, reading and comprehension skills.

For more information about using the SCOLA Insta-Class service contact us via email [at insta-class@scola.org](mailto:insta-class@scola.org) or call (712) 566-2202 during normal business hours US Central Time (-8:00 GMT).

Select a language:



[Click to download Adobe Acrobat Reader.](#)

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Organization.

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ONE COMMERCIAL

**To Our USG Affiliates**

**From SCOLA**

**Subject: SCOLA Foreign Language Television Launches New Website  
[www.scola.org](http://www.scola.org) Contact us [scola@scola.org](mailto:scola@scola.org) 712.566.2202 for your user  
names and passwords.**

SCOLA, the leading provider of foreign language television programming in North America, is increasing its reach and availability to the Internet community via live video-streaming through the new SCOLA website [www.scola.org](http://www.scola.org)

We listen very closely to our viewers, foreign language clients and educators. People have been asking SCOLA for live video streaming through the SCOLA website. We think everyone will be pleased with the features available on the new website.

Along with the capability to view programs live, an archive function is available that allows a subscriber to go back one week for any previously transmitted program and download it to their computer for viewing at any time. So for many USG users some of the videotaping programs from satellite for later use will no longer be necessary. The programs can be stored digitally on a hard disc.

The design for the new SCOLA website features the live video streaming of the four 24/7 SCOLA foreign language television channels and the one week archive of television programs. It also hosts the SCOLA Insta-Class service that features transcripts of selected newscasts in the original language with English translations available in 20 different languages.

SCOLA's mission is to help the people of the world learn more about each other, their languages, their cultures and their ideologies through the use of modern technology. We are confident that the new SCOLA website with its new features will become a universal tool for foreign language educators and students of language throughout the world.

***SCOLA is a non-profit educational organization that transmits TV news and entertainment in original language from foreign countries to colleges, universities and language schools in North America.***

SCOLA wants to make sure that every USG Internet user has access to the new website, the video streams, the program archive and the Insta-Class. In order to better serve your specific needs, SCOLA can issue usernames and passwords globally to entire organizations, departmentally within an organization or at the individual level. We ask that you contact us at [scola@scola.org](mailto:scola@scola.org) or 712.566.2202 to request your user name and password.



# SCOLA

## Foreign Language News and Educational Programming

### Channel One Schedule

November 2004 -- Effective November 01, 2004 Central Time Telstar 5 (T5) 97° W, V

Add One Hour for Eastern Time; Subtract One Hour for Mountain Time, Two Hours for Pacific Time

TIME	Monday through Friday	TIME	Saturday	TIME	Sunday
0000	LATVIA (T)	0000	NEPAL (T)	0000	NEPAL (T)
0030	PHILIPPINES (S)	0030	MYANMAR (T)	0030	MYANMAR (T)
0130	SPAIN (S)	0130	SPAIN (S)	0130	SPAIN (S)
0230	COLOMBIA (S)	0230	COLOMBIA (S)	0230	COLOMBIA (S)
0300	BULGARIA (T)	0300	BULGARIA (T)	0300	BULGARIA (T)
0330	RUSSIA (S)	0330	RUSSIA (S)	0330	RUSSIA (S)
0400	ROMANIA (T)	0400	ROMANIA (T)	0400	ROMANIA (T)
0430	CZECH REP. (S)	0430	SWEDEN (T)	0430	SWEDEN (T)
0500	CHILE (S)	0500	CHILE (S)	0500	CHILE (S)
0530	PERU (S)	0530	PERU (S)	0530	PERU (S)
0630	BRAZIL (S)	0630	BRAZIL (S)	0630	BRAZIL (S)
0700	MEXICO (S)	0700	MEXICO (S)	0700	MEXICO (S)
0730	FRANCE (S)	0730	FRANCE (S)	0730	FRANCE (S)
0800	SPAIN (S)	0800	SPAIN (S)	0800	SPAIN (S)
0845	ISRAEL (T)	0845	ISRAEL (T)	0845	ISRAEL (T)
0915	SCHEDULE	0915	SCHEDULE	0915	SCHEDULE
0930	LITHUANIA (T)	0930	SUDAN (T)	0930	SUDAN (T)
1000	TURKEY (T)	1030	UAE - DUBAI (S)	1030	UAE - DUBAI (S)
1030	UAE - DUBAI (S)	1130	SOMALIA (T)	1130	SOMALIA (T)
1100	JAPAN (S)	1230	CHINA - BEIJING	1230	CHINA - BEIJING
1145	JORDAN (S)	1300	GERMANY (S)	1300	GERMANY (S)
1200	TAIWAN (S)	1400	RUSSIA (S)	1400	RUSSIA (S)
1230	CHINA - BEIJING (S)	1500	FOR CHILDREN	1500	FOR CHILDREN
1300	GERMANY (S)	1530	ITALY (S)	1530	ITALY (S)
1400	RUSSIA (S)	1600	ZAMBIA (T)	1600	ZAMBIA (T)
1500	CHILDREN'S PROGRAM (WEDS FRENCH, MUSIC VIDEOS)	1630	SLOVAKIA (T)	1630	SLOVAKIA (T)
1530	ITALY (S)	1700	MONGOLIA (T)	1700	MONGOLIA (T)
1600	VIETNAM (T)	1730	SLOVENIA (T)	1730	SLOVENIA (T)
1630	NETHERLANDS (S)	1800	HUNGARY (T)	1800	HUNGARY (T)
1700	POLAND (T)	1830	FR. MUSIC VIDS	1900	CROATIA (S)
1730	SLOVENIA (T)	1900	CROATIA (S)	2000	CHINA - TAI YUAN
1800	HUNGARY (T)	2000	CHINA - TAI	2100	CUBA (S)
1830	CANADA - QUEBEC (S)	2100	CUBA (S)	2130	ARMENIA (T)
1900	CROATIA (S)	2130	THAILAND (T)	2200	SOUTH KOREA
2000	CHINA - TAI YUAN (T)	2200	SOUTH KOREA	2230	GREECE (S)
2100	CUBA (S)	2230	GREECE (S)	2300	FRANCE (S)
2130	CUBA CHILDREN'S PROGRAM	2300	FRANCE (S)	2330	ARGENTINA (S)
2200	SOUTH KOREA (S)	2330	ARGENTINA (S)		
2230	GREECE (S)				
2300	FRANCE (S)				
2330	ARGENTINA (S)				

\*Changed programming

\*\*Not available on video streaming

PROGRAMMING subject to change due to availability

Updated: 9/17/2004

(S) = Satellite (T) = Tape

Audio 1 (Receiver Left Output) is Primary Program Audio

Audio 2 (Receiver Right Output) is Vatican Radio

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51548 PH: 712+566-2202

Fax: 712+566-2502

E-mail: [scola@scola.org](mailto:scola@scola.org)

Web: [www.scola.org](http://www.scola.org)

# SCOLA

Foreign Language News and Educational Programming

Channel Four Schedule

November 2004 -- Effective November 01, 2004 Central Time Telstar 5 (T5) 97° W, V

Add One Hour for Eastern Time; Subtract One Hour for Mountain Time, Two Hours for Pacific Time

TIME	PLAYS DAILY SUNDAY THROUGH SATURDAY
00 05	AFGHANISTAN (T)
01 05	PORTUGAL (T)
02 05	AZERBAIJAN (T)
03 05	BELARUS (T)
04 05	BOSNIA (T)
05 05	UZBEKISTAN (T)
06 05	EGYPT (S)
06 35	THAILAND (T)
07 05	ESTONIA (T)
08 05	GEORGIA (T)
09 05	VIETNAM (T)
10 05	PAKISTAN (T)
11 05	QATAR--AL JAZEERA (T)
12 05	KAZAKSTAN (T)
13 05	MONGOLIA (T)
13 35	BASQUE (S)
14 05	KURDISTAN(T)
15 05	KYRGYZSTAN (T)
16 05	MACEDONIA (T)
17 05	TAJIKISTAN (T)
17 35	KOSOVO (T)
18 05	MOLDOVA (T)
19 05	LEBANON (T)
20 05	UKRAINE (T)
21 05	NEPAL (T)
22 05	ARAB NETWORK AMERICA (S)
23 05	SERBIA AND MONTENEGRO (T)

# SCOLA

SCOLA Television is a non-profit educational organization transmitting international television programs from over 80 countries.

Channel One: International News, Children's Programs,  
Documentaries...

Channel Two: Variety – Music Videos, Reality and Game shows,  
Entertainment and More

Channel Three: CYRTV Chinese Programming  
Movies, Culinary Instruction, Arts and Sciences...

Channel Four: Programming in Less Commonly Available Languages  
An Exciting and Diverse Insight Into New World Vision

SCOLA's mission is to help the people of the world learn more about one another; their cultures, their languages, and their ideologies. SCOLA emphasizes the importance and effectiveness of modern information technology as a tool in overcoming barriers to global understanding and will remain at the forefront of its application.

# SCOLA

## Foreign Language News and Educational Programming

Affiliate List as of Wednesday, October 13, 2004

### EDUCATIONAL INSTITUTIONS

Appalachian State University  
Arizona State University  
Barnard College  
Bates College  
Baylor University  
Beloit College  
Boston College  
Bowdoin College  
Brandeis University  
Bridgewater College  
Brown University  
Bryn Mawr College  
Bucknell University  
Buena Vista University  
California, University of  
(Davis, Santa Barbara)  
Calvin College  
Campbell University

### CANADA

76th Communication Grp.  
Canadian Foreign Service Inst.  
Communications Security Est.  
Laval University  
Carleton College  
Central College  
Central Michigan University  
Chicago, University of  
C WOTE/Language Trng. Div.  
Clark University  
Clarke College  
Colby College  
Colgate University  
Colorado State Univ/Ft. Collins  
Colorado, Univ of Boulder  
Colorado, Univ of Co Springs  
Columbia University  
Cornell University  
Creighton University  
Davidson College  
Dayton, University of  
Delaware, University of  
Denison University  
Dickinson College  
Drew University  
Duke University  
Earlham College  
Eastern Connecticut State Univ.  
Eastern Illinois University  
Elon University  
Fairfield University

### Falls Earth Station

Madison, NY  
Hamilton College  
Hartwick College  
New Hampshire, University of  
New York, State Univ-Albany  
New York, St. Univ-  
Binghamton

Furman University  
George Washington University  
Georgia State University  
Gettysburg College  
Goucher College  
Grand Valley State University  
Grinnell College  
Gustavus-Adolphus College  
Hampton-Sydney College  
Harvard University  
Hiram College  
Holy Cross, College of  
Illinois, University of - Urbana  
Illinois Wesleyan University  
Indiana University  
Iowa University of  
Ithaca College  
James Madison University  
Johnson Co. Comm. College  
Johnson Space Center  
Kansas, University of  
Kalamazoo College  
Knox College  
Lafayette College

### Linmont TV Systems, Inc

Greenwich, CT  
Akron, University of  
Allegheny College  
Connecticut, University of  
De Pauw University  
Emory University  
Georgia-Athens, University of  
Pennsylvania State University  
Ramapo College of New Jersey  
Rutgers University  
Slippery Rock University  
Southern Illinois University  
Virginia Polytech Institute  
& State University  
Lawrence University  
Lehigh University  
Loyola University of Chicago  
Macalester College  
Maryland, University of  
/College Park  
McMaster University  
Meredith College  
Miami University

### Milwaukee Higher Education

Cable Consortium  
Alverno College  
Cardinal Stritch College  
Marquette University  
Milwaukee Area Tech. College  
Milwaukee School of  
Engineering  
Mount Mary College  
Waukesha County Tech.  
College  
Wisconsin, Univ. of-Pau Clatre  
Wisconsin, Univ. of-La Crosse  
Wisconsin, Univ. of-Milwaukee  
Wisconsin, Univ. of-Superior  
Wisconsin, Univ. of-Waukesha

Monterey Inst. of Intl Studies  
Moravian College  
Mount Holyoke College  
Nebraska, University of Lincoln  
Nebraska, University of Omaha  
New York University  
No. Carolina, Univ / Chapel Hill  
No. Carolina State University  
Northern Illinois University  
Northern Iowa University  
Northern Michigan University  
Norwich University  
Notre Dame, University of  
Oberlin College  
Occidental College  
Ohio Northern University  
Oregon, University of  
Oregon State University  
Pacific Lutheran University  
Pacific, University of  
Pennsylvania, University of  
Purdue University - Calumet  
Randolph Macon College  
Randolph Macon Woman's Coll.  
Rice University  
Richmond, University of  
Rock Valley College  
Rochester Community College  
Rose-Hulman Inst. of Tech.  
Samford University  
San Francisco State University  
Santa Clara University  
Soka University  
Spelman College  
Spokane Falls Comm. College  
St. Ambrose University  
St. Lawrence University

### St. Louis Higher Educational Consortium

St. Louis University  
St. Louis Community College  
Washington Univ. (St. Louis)  
St. Norbert College  
St. Olaf College  
St. Scholastica, College of  
Stanford University  
Suffolk University  
Syracuse University  
Tennessee Tech University  
Texas Tech University  
Thiel College  
Thunderbird-American Grad.  
School of Intl. Mgt.  
Truman State University  
Tulane University  
Tufts University  
Ursinus College  
• U.S. Air Force Academy  
Colorado Springs, CO  
• U.S. Military Academy  
at West Point  
• U.S. Military services  
(100's of language trng ctrs)  
• U.S. State Department &  
Foreign Service Institute  
Utah, University of  
Vassar College  
Villanova University  
Vermont, University of  
Virginia Commonwealth Univ.  
Virginia Military Institute  
Virginia, University of  
Wake Forest University  
Washburn University  
Washington, Univ. of/Seattle  
Washington & Lee University  
Western Kentucky University  
Western Michigan Univ.  
Whitworth College  
William and Mary, College of  
Williams College  
Wittenberg University  
Wofford College  
Wooster, College of  
Yale University  
Xavier University

# Hardware Requirements for Receiving SCOLA (via satellite)

Wegener DVR 295	Set-Top IRD	\$1,470.00
DVR 295 Rack Kit	(optional Rack-Mount hardware above IRD)	\$100.00
Wegener DVR 296	Rack-Mount IRD	\$1,660.00
Cal Amp #140105	Phase Stable LNB	\$215.00
Install Kit 2	2 Receiver Install Kit	\$85.00
Install Kit 4	4 Receiver Install Kit	\$135.00

Please order from Foundation Telecommunications, Inc.  
1-800+833-3353

(When you receive your IRD(s), please call SCOLA with the  
Serial and Address numbers so we can activate the system)

## Hardware Recommendations for Receiving SCOLA

DESCRIPTION	ESTIMATED COST
Minimum of 12 ft. Solid or Perforated Reflector (Dish)	<b>\$1,400 - \$1,500</b>
Heavy Duty Polar Mount	\$ 420
C-Band Feed with Polarity Servo Control	\$ 100
Digital Ready C-Band LNB (Phase Stability Rating of $\pm 250$ kHz) <span style="float: right;"><i>(Required)</i></span>	\$ 215
Wegener Digital Integrated Receiver / Decoder (IRD) DVR 296 — Rack-Mount Model <i>or</i>	<b>\$1,660</b>
DVR 295 — Set-Top Model <span style="float: right;"><i>(Required)</i></span>	<b>\$1,470</b>
Cable (If antenna location is less than 300 ft.. then RG-6 coax can be used.)	\$ 25
All Needed Nuts, Bolts, Washers, and Tools for Installation.	\$ 25
<b>TOTAL</b>	<b>\$3,655 - \$3,945</b>

If a Horizon to Horizon Mount is chosen, add \$800 to the total.

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 Fax: 712+566-2502 • Web: <http://www.scola.org> • email: [scola@scola.org](mailto:scola@scola.org)  
 11-L-0559/OSD/51189

# SCOLA

Foreign Language News and Educational Programming

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## ВЕСТЕЙ

Date of broadcast: October 4, 2004

---

(Диктор): Добрый вечер! Главные события этого понедельника в эфире «ВЕСТЕЙ». Вас приветствую я, Мария Сектор.

- Приятные заботы. Президент и правительство обсуждают как распределить дополнительные доходы бюджеты;
- Дойдет за три секунды. Компьютерная система «Интеллект» из тысячи лиц обнаружит лицо, объявленное в розыск;
- Делай прививку - выиграй путевку. В Красноярске профилактику грипа подкрепили лотереей, похоже, беспроигрышной;
- Хотите в Космос на денёк? Теперь, пожалуйста. Успешный полёт туристического корабля и зелёный свет частному космическому извозу;
- «Ленин бродит по Европе». Очевидцы утверждают, что в 21-м веке вождь мирового пролетариата подобрел и заулыбался.

Итак, на что потратить дополнительные доходы бюджета? Этот вопрос сегодня стал ключевым на совещании президента с правительством. Впрочем обсуждали и другие немаловажные темы. Сейчас в прямом эфире наш корреспондент Игорь Кожевин.

- Игорь, добрый вечер! О чём шла речь?

(Корреспондент Игорь Кожевин): Да, Мария. Формат понедельничных встреч президента с членами правительства, как правило, не предполагает какой-то одной темы. Так было и на этот раз, ну а начать сегодняшний разговор Владимир Путин предложил с приятного. Формально это касалось только министров экономического блока, но по сути касалось, естественно, и силовиков. Давайте послушаем как это всё было.

Александр Жуков заранее, но у президента был вопрос непосредственно к нему, правда уж на другую тему, на тему Киотского протокола.

(Президент России Владимир Путин): Александр Фёдорович я сегодня разговаривал с председателем Государственной думы. В парламент поступили законы, касающиеся ратификации Киотского протокола. Я знаю, что вы ведёте эту работу в правительстве. Получились ли консультации с депутатами по этому вопросу?

(Вице-премьер Правительства Александр Жуков): Правительство приняло решение направить в Думу на ратификацию Киотский протокол. Мы считали, что пользы от этого документа будет больше для России. Мы уже начали консультации с депутатами. Надеюсь, что в октября Государственная дума будет уже рассматривать вопрос о ратификации протокола.

(Корреспондент Игорь Кожевин): Традиционной для подобных совещаний является ещё одна тема: обсуждение повестки на заседании правительства. В четверг министры собираются обсудить развитие транспортной инфраструктуры России, но это будет в четверг и в Белом доме, а сегодня в Кремле об этом говорил премьер.

(Председатель Правительства России Фрадков): Рассматривали вопрос о возможностях использования частного и государственного партнёрства в развитии транспортной инфраструктуры. Вопрос по очень крупным проектам остро стоит с точки зрения источника финансирования. Предложил я вот этот вопрос по источникам финансирования крупных инфраструктурных проектов на транспорте рассмотреть на заседании Правительства в ближайший четверг.

(Корреспондент Игорь Кожевин): Безусловно заметным было сегодня выступление и министра иностранных дел. Сергей Лавров, в частности, рассказал о российской резолюции по борьбе с терроризмом, по которой уже



**VREMYA**

Date of broadcast: October 4, 2004

**ENGLISH TEXT**

(Announcer): Good evening. The main events of this Monday are on the air with "VESTI." I, Marija Sektor, offer you greetings.

- Pleasant cares. The President and government discuss how to distribute the budget's extra income;
- It will get there in three seconds. The computer system "Intellect" will uncover the person being sought from thousands of faces;
- Get a vaccination – get a vacation pass. In Krasnojarsk they have strengthened prevention of the flu with a lottery, it appears, one that you can't lose;
- Want to go into space for a day? Now, help yourself. A successful flight of the tourist ship and the green light for private space transport;
- "Lenin is wandering through Europe." Witnesses assert that in the 21st century, the leader of the world proletariat has softened up and started to smile.

So, what should we spend the additional budgetary income on? This question today became the key one at the session of the President and the government. By the way, they also discussed other not insignificant topics. Now our correspondent Igor Kozhevnikov is live on the air.

"Igor, good evening! What did they talk about?"

(Correspondent Igor Kozhevnikov): Yes, Marija. The format of the president's Monday meetings with members of the government, as a rule, does not suppose any single topic. And so it was this time, but Vladimir Putin proposed to begin today's conversation with something pleasant. Formally, it didn't pertain only to the ministers of the economic bloc, but in essence it pertained, of course, to the power ministers. Let's listen to how it was.

(President of Russia, Vladimir Putin): Let's begin with your information about distribution of additional income. At the end of this year we have, like at the end of last year, pleasant cares arise for distribution of the additional income. You are working on a number of projects in connection with this I would like you to inform me and my colleagues about how this work is going.

(Minister German Gref): First off, this is connected with additional money that were owed, including to the Ministry of Defense and other power ministries. These funds were stipulated by the government defense law in 2003. They were carried over to 2004 and this year five billion rubles will additionally compensate the Ministry of Defense. This purchase of special equipment, military equipment including strengthening of a whole series of military commands and military facilities for internal troops, in particular, the 46th brigade that is deployed in the Northern Caucasus.

(Correspondent Igor Kozhevnikov): Also German Gref said that they money will go also to antiterrorist measures and for the construction of federal roads. But, as far as the billion and a half rubles that were not expended for the elections for President of Russia are concerned, these funds will go for social purposes. When German Gref finished his address, unexpectedly at least for reporters, Aleksandr Zhukov asked for the floor. The Vice Premier decided to add to the minister's address and said very important things about

FOUO

APR 15 2005

A-4971.61

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Follow-up w/ Garwin

Please talk to Dick Garwin on the phone or get back to him in writing on this subject of his letter and what we're doing. See if he knows something we don't know.

Thanks.

Attach.  
3/1/05 SD memo to Cambone w/Garwin ltr attached (#022805-26)

DHR:dh  
0414054 (ts laptop)

.....  
Please respond by 4/21/05

15 APR 05

FOUO

OSD 15075-05

11-L-0559/OSD/51194

~~FOUO~~

March 1, 2005

TO: Steve Cambone  
Gen James Cartwright

CC: Gen Dick Myers

FROM: Donald Rumsfeld *DR*

SUBJECT: Bunker Buster

Richard Garwin is a very thoughtful person. I would appreciate your reading this, looking into his suggestions, and *getting* back to me.

Thanks.

**Attach.**

2/23/05 Garwin ltr to SD  
SD ltr in response to Garwin

DHR:dh  
022805-26

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

*done*

~~FOUO~~

11-1278



*out  
2/28*

Richard L. Garwin  
IBM Fellow Emeritus  
Thomas J. Watson Research Center  
P.O. Box 218  
Yorktown Heights, NY 10598-0218  
(914) 945-2555  
FAX: (914) 945-4419  
INTERNET: RLG2 at us.ibm.com

February 23, 2005  
(Via FAX to (b)(6))

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

Dear Don,

Lois and I send our best wishes to you and Joyce and hope that all goes well for all of us in the new year.

This is, however, one of my rare notes of advice to you, on a matter on which I have continuing and current expertise. This is the question of "sensible bunker buster study funds."

I had been a member of the National Academies' Nuclear Earth-Penetrating Weapons Study, along with a pretty knowledgeable panel:

John F. Ahearne (Chair)  
Lynn R. Anspaugh  
Rodney C. Ewing  
Steven A. Fetter  
Richard L. Garwin  
Sydell P. Gold  
Eugene G. Grewis  
Theodore M. Hardebeck

Raymond Jeanloz  
William J. Patterson  
Gloria S. Patton  
Heinz W. Schmitt  
Eugene Sevin  
C. Bruce Tarter  
Robert H. Wertheim

The unclassified portion of our study should be out soon, and the classified not far behind it. As with our 1998 Missile Threat Commission, reading the classified portion would not tell you much that isn't in the unclassified. For reasons of Academy protocol, I can't address the study itself, but I can give you my own views.

There is a lot of confusion about bunker busters, low-yield weapons, and the like. In your Senate testimony, you discuss underground facilities that might be used as command bunkers or WMD storage sites. First, no bomb or projectile is capable of descending to the depth that is easy to excavate these days in rock or soil. So we are

p-tail-3

talking about strengthening ground shock from an ordinary nuclear weapon-- not about penetrating to the facility.

Indeed, there is a factor 20 or so increase in ground shock-- that is, a 100 kt weapon will give the same ground shock if buried two meters underground as would a two megaton weapon on the surface.

For soft and frozen earth, we already have the B61-11 nuclear earth penetrator. I have a firm opinion that it is highly desirable for us to be able to have nuclear weapons that will take advantage of this increased effectiveness (or reduced yield) by reliably penetrating to the 2-m depth required. But this is very different from a program that would achieve with some pretty good reliability a burial of 10-20 m, and that is all that can be achieved by the study program.

On the other hand, it is entirely possible to arrange for the B61-11 bomb to penetrate two meters into rock, concrete, or steel. This would involve fitting an existing weapon with a large high-explosive shaped charge and arranging for the weapon to detonate in flight after it has penetrated the 2 m or so under the surface.

I proposed to the Academies' panel that we look at this option, but since it is not an existing program, it was ruled out of scope. We did, however, hear about previous Sandia work on this concept.

I have absolutely no doubt as a nuclear weapons expert and engineer that this is feasible and could be done at much lower cost and with greater reliability than strengthening and repackaging nuclear weapons for the rock/concrete penetration task. But like most of these sensible approaches, nothing will be done on this unless the misguided program is cancelled.


So I am urging you to be more specific about your request for capability and less specific about your support for the program to develop new nuclear weapons.

What you really want is to have a nuclear explosion no more than a couple of meters below the surface of the soil or rock.

I would, of course, be delighted to talk with you about this in person or by telephone.

Very best regards.

Sincerely yours,



Richard L. Garwin

cc:

S.A. Cambone. (Via Email to [stephen.cambone@osd.mil](mailto:stephen.cambone@osd.mil))

RLG:jah:5054DHR:022305.DHR

11-129 '4.

\*\* TITLE PAGE \*\*

THE SECRETARY OF DEFENSE  
WASHINGTON

Dr. Richard L. Garwin  
**IBM Fellow Emeritus**  
Thomas J. Watson Research Center  
P.O. Box 218  
Yorktown Heights, NY 10598-0218

Dear Richard,

I read your note of February 23 again this past weekend. Thank you so much for taking the time to offer your thoughtful comments.

I have asked Steve Cambone and General Cartwright, Commander of STRATCOM, to take a look at it. We will be discussing these thoughts in the weeks ahead.

With my appreciation and best wishes,

Sincerely,



A-109-S

FOUO

FILE COPY

APR 15 2005

310.1

TO: VADM Jim Stavridis  
Gordon England

FROM: Donald Rumsfeld *DR*

SUBJECT Fixing Responsibility

Please take a look at the attached memo and come back to me with any thoughts you have as to how we might do that.

Thanks.

Attach.  
4/14/05 SecDef memo on Responsibility (041405-12 (ts laptop))

DHR:dh  
041405-18 (ts laptop)

.....  
Please respond by 5/5/05

*# 042205-12*  
*DR*  
*4/22*  
*4/22*  
*SIR*  
*Attached.*  
*v/r*  
*DR*

15 APR 05

FOUO

OSD 15076-05

11-L-0559/OSD/51199

APR 22 ENT'D

~~FOUO~~

April 14, 2005

SUBJECT: Fix Responsibility

I have to get a small group together to talk through how we might fix a key aspect of how DoD operates that is broken.

Specifically, Goldwater-Nichols divides responsibility between the Services and the Combatant Commands in a way that there are gray areas that offer options as to where responsibility is centered and options as to where accountability is centered. The Abu Ghraib situation is a perfect example. The result is that it is possible that neither the Services nor the Combatant Commanders step up to take charge and responsibility. This is dangerous.

My guess is we may need some legislative changes to untangle this mess.

DHR:dh  
041405-12 (ts laptop)

~~FOUO~~

11-L-0559/OSD/51200



SENSITIVE WORKING PAPERS

*all  
4/22*

22 April 2005

FOR: SECDEF

FROM: VADM JIM STAVRIDIS

SUBJ: Accountability

1. Sir, your views are entirely correct. As a Department, we've struggled with this through the Iran Airbus Shoot-Down, Khobar Towers bombing, attack on USS COLE, and now with Abu Graib.

2. You might want to consider asking Joint **Staff** and GC to put together a small group to provide you specific recommendations to clean this up.

3. A snowflake to get that started is attached, as well as a longer discussion of the problem.

*v/r Jim*

To: Gen Myers

Jim Haynes

Info: Gordon England

From: Don Rumsfeld



Subj: Accountability Study

Please put together a small group of lawyers and operators to propose a standing policy mechanism to determine the proper chain of command for discipline and accountability in the case of significant Departmental operational incidents.

Examples of past incidents they should examine for lessons

learned in this regard include Khobar Towers, USS COLE, and

Abu Graib. *and the recent Submarine ~~disaster~~ collision.*

7.2

~~an~~ *organize Arrangement ad* ~~set for~~  
The object is to establish a procedure<sup>s</sup> that determines in an orderly  
~~and conscious~~ way how the Department will establish discipline  
and accountability quickly and fairly.

*Suggest for*  
Provide any necessary changes to legislation, policy, or procedures  
that seem appropriate.

Please get back to me with a list of names and proposed terms of  
reference within a week. It should be a small group. I'd like to  
review the final recommendations within 30 days.

Thanks,

~~FOUO~~

APR 15 2005

092

TO: Doug Feith  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Anglo-Iraqi Relations

Attached is a memo from Dick Myers on Anglo-Iraqi relations. It is worth reading. If you agree with it, you might want to think about getting it in the heads of some folks at State as well.

Thanks.

Attach.  
4/7/05 memo (CJCS Special Assistant) re: Anglo-Iraqi Relations - Some Possible Lessons Learned for the US

DHR:dh  
041405-28 (ts laptop)

.....  
Please respond by 5/5/05

15 APR 05

~~FOUO~~  
SECRET

11-L-0559/OSD/51204

OSD 15079-05



001  
4/14

7 April 2005

**SUBJ: ANGLO-IRAQI RELATIONS – SOME POSSIBLE LESSONS LEARNED FOR THE US**

Sir, trying to think about 'what comes next' after defeating the Iraqi insurgency, I thought the British experience might be instructive. (See enclosed summary.)

Arguably many of Iraq's problems after independence stemmed from Anglo-Iraqi defense treaties that overly favored the British. Iraqi nationalists esp argued the 1930 treaty compromised Iraq's sovereignty. They used the treaty's existence to foster discontent. Therefore from a military perspective some lessons seem to stand out

- 1) SOFAs. If the US decides to negotiate a SOFA with Iraq, the agreement should:
  - a) Accept the minimum US authorities possible
  - b) Maximize support from the Iraqi people
  - c) Fully appreciate and recognize Iraqi sovereignty
- 2) Strategic Relationship. Britain's focus on regional objectives led it to make Iraq policy decisions that fostered Iraqi antagonism. Subsequent British policy adjustments recognized this shortcoming, but were unable to alleviate it. Insufficient Iraqi government legitimacy significantly contributed to the opposition to the various British policies. The lesson from Britain's experience would suggest that:
  - a) Over the long term, a US-Iraq strategic relationship will depend on building Iraqi government legitimacy
  - b) Efforts to enhance US influence without adequate Iraqi government legitimacy may create long-term opposition.
  - c) Prematurely, formal agreements with the US could be used by insurgents to fuel US opposition.
- 3) Building Iraqi military capacity and capability alone might not be enough to ensure its Army's effectiveness. Effectiveness might rest on specific follow-on initiatives intended to anchor the Army firmly in its relationship with the Iraqi government/society.

Arguably the British failed in this arena. Within 4 years of independence, the Iraqi Army was involved in its first of myriad coups. Army officers justified their involvement by arguing they were better suited to provide good governance than Iraqi civilian leaders.

V/R  
*Paula*

11-L-0559/OSD/51205

**PAVING THE WAY FOR A DEMOCRATIC, STABLE IRAQ:  
TWO LONGER-TERM LESSONS FROM THE BRITISH EXPERIENCE**

- o Prior to independence, Brit focused on building Iraqi military capability/capacity
  - 9 Britain devoted manpower and resources to this effort
  - 9 Recognized Iraqi military effectiveness important to British goals in region
  - 9 Attempted to craft agreements and an Iraqi military that would support British objectives. *-Inadvertently did this approach help sow seeds of Iraqi instability?*
- **KEY ANGLO-IRAQI TREATIES**
  - 9 **Anglo-Iraqi Treaty, 1930. Helped to shape subsequent relations**
    - o Ended mandate in 1932, but retained British influence. Terms included
      - British retained right to: 2 air bases, Iraqi military facilities and ability to move across country
      - British advisers and experts remained in country
      - Iraq received mil training, equipment, and assistance from Britain
      - Under threat of war, signatories allowed to invoke needs of common defense. For Britain this meant use of railways, rivers, ports, and airfields
    - o Ratified via strictly controlled election; nationalists (including many Iraqi army officers) opposed as vestige of imperialism. Conversely Kurds and Assyrians opposed because weakened ties to Britain
  - 9 **Portsmouth Treaty (1948). Iraqi initiated attempt to revise 1930 treaty**
    - o After WWII, against Britain's wishes, Iraqi government sought to renegotiate 1930 Treaty. Believed it would enhance govt's legitimacy, however, pursued without seeking popular input. Terms included
      - Alliance based on equality and Iraq's complete independence
      - Britain allowed use of 2 air bases only at Iraqi invitation; British forces withdrawn; Iraqis supplied with arms and military training
      - Created joint defense board for common defense and consultation
      - Granted use of necessary facilities for defensive purposes
    - o Instead of Iraqis welcoming agreement, popular uprising occurred after it was signed that ultimately brought down Iraqi govt; successor government subsequently repudiated Portsmouth Treaty. Sources of unrest were
      - Lack of consultation, esp with younger politicians
      - Shared belief among younger officers and politicians that 1930 Anglo-Iraqi Treaty should be cancelled not renegotiated
  - 9 **Baghdad Pact, 1955 (Collective defense treaty encouraged by US and Britain). Signatories included Iraq, Iran, Turkey, Britain and Pakistan**
    - o Iraqi govt thought yet another chance to revise 1930 treaty. Terms included
      - 2 air bases placed under Iraqi management. In return British granted right of air passage and use of bases for refueling

- British retained responsibility to equip, supply and help train Iraqi forces
- In case of attack British committed to Iraq's defense
- Baghdad Pact ended up splitting Arab world along Cold War lines and enflaming Iraqi anti-Western sentiments

#### ● IRAQI CIVILIAN-MILITARY RELATIONS

- **Arguably from earliest days of independence, military's uneasy relationship with Iraqi govt and society led to history of military coups**
- Tribal revolts after 1932 independence prompted military to believe direct military intervention might be best for governance
- **1936 coup first time military actively ventured into political arena**
  - Different army factions involved, including one that wanted to enhance democracy, improve social conditions. Coup forced cabinet to resign
  - After coup army officers increasingly drawn to politics; divided and aligned with different factions
- **1941 coup stemmed from support for Britain against Axis powers**
  - 1940 Britain invoked mutual defense clause of 1930 Anglo-Iraqi Treaty
  - Key Iraqi army faction against supporting UK; wanted to reduce British influence
  - 1941 Coup resulted. Iraqi Army leaders instrumental in removal of pro-British Iraqi gov't and repudiation of 1930 Anglo-Iraqi Treaty
  - Led to war with Britain, Iraq defeated in 30 days
  - *Events revealed thinness of British influence and Iraqi constitutional system*
- **1952 uprising first major expression of political unrest after WWII**
  - Students and Islamic extremists led attack; disgruntled over lack of political involvement
  - Army called out, martial law declared; 1953 civilian leaders returned to power, but still refused to share political power
- **1958 coup see significant military involvement:** Led by 'Free Officers' (young officers concerned about exclusion of young civilian politicians from political power); inspired by Nasser
  - Free Officers' Movement consisted of small, loosely organized cells
  - One Free Officer-led Brigade ordered to assist Jordan instead marched on Baghdad; declared Iraq a republic and Islam its religion
  - Prompted on-going struggle for power Iraq until Ba'th **Party** emerged victorious
- **1963 Ba'th Rebellion (14 Ramadan Coup):** One Army faction overthrows another Army faction in power. Winning faction acted in conjunction with Arab Socialist Ba'th Party
- **1963-68 Coups:** Series of coups reflected shifting power bases
  - Military factions instrumental but behind scenes
  - Coups cease when Ba'th **Party** emerged victorious

~~FOUO~~

APR 06 2005

Afghanistan

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Brief POTUS on Afghan Way Ahead

Please make a note that I will probably want to brief the President on the Afghan way ahead the week of April 18

Thanks.

DHR:ss  
040605-10

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

~~FOUO~~

6 APR 05

OSD 15080-05

11-L-0559/OSD/51208



FOUO

SECRET  
APR 6 2005  
2005 APR 6 9:12

381

TO: Ray DuBois  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Draft Directive

I read your memo. I agree with Marty. Please draft what we need to set that up.

**Thanks.**

Attach.  
12/1/04 SecDef Memo to DIR A&M  
4/4/05 DIR A&M Memo to SecDef

DHR:ss  
040605-22

.....  
Please respond by 5/5/05

FOUO

6 APR 05

4/5  
12:30



ADMINISTRATION AND  
MANAGEMENT

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

OSD  
4/6

OFFICE OF THE  
SECRETARY OF DEFENSE

INFO MEMO

April 7 2005 APR -5 AM 8:52  
March 31, 2005, 4:20 PM

Butler  
P  
4/6  
AUB

FOR: SECRETARY OF DEFENSE

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

Ray DuBois

SUBJECT: Post-Major Combat Operations Stabilization Efforts

- In the attached snowflake you asked if we need to organize the civilian side of the Department to include post-war, post-major combat operations stabilization efforts.
- After many weeks of deliberations in OSD, we are coordinating a draft directive to define and assign DoD responsibilities for stability operations. After the Defense Science Board briefed you on its stabilization study last Fall, you asked that a directive be prepared.
- The directive creates a policy framework for stability operations and reconstruction, and catalyzes the Department to develop a range of stability operations capabilities such as language and cultural expertise, planning, intelligence, and training exercises.
- The directive also calls for the production of metrics to determine progress and inform decisions on how resources should be allocated. It also seeks to integrate DoD efforts with the interagency, NGOs and the private sector in the post-major combat period.
- In the directive, the Secretary of the Army is designated as the Executive Agent for Stability Operations and will lead implementation. He and the USD(P) will co-chair an Executive Committee to oversee implementation and develop a Roadmap of necessary actions. The Secretary of the Army will report to you on progress.
- Marty Hoffmann believes that the directive will be only part of the solution to improving DoD and USG performance in stabilization efforts. DoD needs to develop better operational doctrines for stabilization and reconstruction missions. Key issues include: how to engage in economic reconstruction under combat conditions and how to jumpstart bottom-up, citizen driven economic activity.
- With respect to specific organizational arrangements necessary to enable the Department to execute its responsibilities in stabilization, the Stability Operations Executive Committee will work with the stakeholders and develop recommendations for your approval.

MA SD	SMA DSD	24/6	
TSA SD	SA DSD	4/5	
EXEC SEC		11/5	1540
ESR MA	E 3/5		1336

COORDINATION

CC: FEITH, HEADLEY, O'BONNELL, HARVEY, HOFFMANN

Prepared By: Bob Menig (b)(6)

OSD 06405-05

11-L-0559/OSD/51210

FOUO

December 1, 2004

TO: Ray DuBois  
CC: Paul Wolfowitz  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Stabilization

Do we need to organize the civilian side of the Department of Defense to include post-war, post-major combat operations stabilization efforts?

Thanks.

DHR:dh  
120104-26

.....  
Please respond by 12/21/04

*DR*  
*4/6*  
Sir,  
Response attached.  
v/r  
Lt Col Lengyel  
APR 06 2005

FOUO

OSD 06405-05

11-L-0559/OSD/51211

FOUO



APR 06 2005

TO: VADM Jim Stavridis  
FROM: Donald Rumsfeld

200.6

I think it is a good idea to do an award for Barno when I am in Afghanistan, in anticipation of the change of command.

Thanks.

DIR:ss  
040605-11

.....  
Please respond by 4/8/05

all set.  
v/r

6 APR 05

FOUO

OSD 15083-05

11-L-0559/OSD/51212

~~FOUO~~

CLASSIFIED BY THE  
OFFICE

2005 APR -4 AM 9:12 APR 04 2005

TO: VADM Jim Stavridis  
COL Steve Bucci

CC: Cathy Mainardi

FROM: Donald Rumsfeld *DR*

SUBJECT: Meeting with Myers and Pace Next Week

337

I want to have a meeting with Myers and Pace (together) next week, and go over the things I went over with Harvey and Schoomaker. Don't tell them what the meeting is for.

Thanks.

DHR:ss  
040105-23

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

~~FOUO~~

4 APR 05


11-L-0559/OSD/51213

OSD 15084-05

FOUO

APR 08 2005

393.3 NAVY

TO: Larry Di Rita  
FROM: Donald Rumsfeld   
SUBJECT: Response to Congressman Taylor's Remarks

I would like to see a draft letter from you, or someone, in response to this article in the Biloxi Sun Herald cleaning **up** what Congressman Taylor said that is inaccurate in a straightforward way.

Thanks.

Attach.  
4/5/05 *Biloxi Sun Herald* article by Melissa Scallan

DHR:ss  
040605-19

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

8 APR 05

FOUO

OSD 15085-05

11-L-0559/OSD/51214

Biloxi Sun Herald  
April 5, 2005

## Taylor: Base Closings Stupid

By Melissa M. Scallan

GULFPORT - Congressman Gene Taylor believes it is a "very distinct possibility" that Naval Station Pascagoula will be closed in the next round of base closures.

He also said closing installations could cost the federal government more money than it saves in the long run.

Taylor recently returned from a trip to Iraq and spoke to The Sun Herald on Monday about his experiences there and his opinion about closing bases.

Secretary of Defense Donald Rumsfeld has indicated he wants to close one of every four U.S. military bases. Naval Station Pascagoula, Keesler Air Force Base and Meridian Naval Air Station have been mentioned as possible targets for the Base Realignment and Closure Commission.

Taylor isn't shy about voicing his opinion of Rumsfeld or his plan.

"Rumsfeld can retire today and it would be too late," Taylor said. "He came up with a number of 25 percent capacity in January of 2001. He is sticking to that number."

But Taylor believes the percentage of base closures could be much higher based on conversations he's had with the undersecretary of Defense.

"They're on record as saying it could be as much as 40 percent and probably would be as much as 40," Taylor said. "I think it's going to be the mother of all BRAC. I think they're going to make some horrible mistakes and close installations that we need."

"They're going to close places where we have brand new housing that the troops and their families need," he added. "I think it is incredibly stupid."

"Rumsfeld is the most hard-headed person I've ever met, and he made up his mind in January 2001 that there was going to be a huge BRAC."

Taylor said Jackson County officials formed a committee to work with the military on a plan for the base, which includes the county taking over the installation and leasing parts of it to the military.

"I think the county has taken a proactive look at this, a very realistic look," Taylor said. "I don't want it to close. As a congressman, I've helped put \$40 million to \$50 million of things on that base, so the last thing I want to see is it close."

President Bush will get a list of recommended base closures by Labor Day, Taylor said. He will have until Oct. 1 to make changes and send the list to Congress. Congress will have 30 days to approve or reject the list.

I Taylor believes closing bases costs more money than it saves and points to past rounds of closures as examples.

"Right now, we're buying 35,000 acres of land in North Carolina so we **can** build runways to make **up** for the runways that we gave away in Jacksonville, Fla., when we closed that base," he said. "They're going to make lots of bad mistakes. I can't tell you how much I'm against BRAC.

"Ten years from now, we're going to be out buying land and building bases - spending a fortune to make up for the land and the bases they're going to give away in this round of BRAC."





April 6, 2005

350.09

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Piece by Posner

Please read this article by Posner on intelligence. He is one of the smartest folks around.

Thanks.

Attach.  
4/6/05 *Washington Post* piece "Intelligence Critique Fatigue" by Richard Posner

DEIR:ss  
040605-20

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

Sir,

I agree with Posner's analysis.

I also agree with Posner's critique of the Silberman/Robb recommendation on organization of the DNI's / IC's components (bottom of pg. 1).

Functional organization - which was recommended & that Hayden suggests is of interest to Mezaoponte, leaves the DNI to manage everything.

Posner's suggestion has two benefits - the one he cites and it sets the stage for the DNI to manage and direct competitive analysis, thereby improving ~~to~~ the product he supplies the president.

6 APR 05

OSD 15086-05

11-L-0559/OSD/51217

*SK*  
4/15/05

Washington Post  
April 6, 2005  
Pg. 19

## Intelligence Critique Fatigue

By Richard A. Posner

We can thank the well-publicized recent intelligence failures for one thing: the brand-new genre of the beautifully written intelligence critique. First came the report of the Sept. 11 commission, with its riveting narrative of the events surrounding the attacks, Now comes the report of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, co-chaired by retired judge Laurence Silberman and former senator Charles Robb. The heart of this report is another brilliant narrative, that of the mistakes -- notably deception by the well-code-named spy "Curveball" -- that convinced the intelligence community that Saddam Hussein possessed weapons of mass destruction.

The Sept. 11 commission, perhaps exhausted by its narrative efforts, failed to defend its radical recommendations for reforming intelligence -- which nevertheless captivated Congress. The WMD commission devotes 300 pages to defending its lengthy menu of reform proposals, many sensible -- especially those the intelligence community had adopted in advance of the report.

For all of its genuine distinction, the report has weaknesses. Foremost among them -- a product of the blinding clarity of hindsight -- is a misplaced perfectionism that feeds the dangerous fallacy that all intelligence failures are the product of culpable, and therefore remediable, blunders. Actually, most such failures are the inevitable result of the inherent limitations of intelligence. Before the invasion of Iraq, nearly every competent observer, including the intelligence services of foreign nations opposed to the invasion, believed that Saddam Hussein had a stockpile of chemical and biological weapons and was trying to build nuclear bombs as well. Hussein's history, and above all the logic of the situation -- surely he wouldn't risk his regime by failing to come clean if did not have such weapons -- created a presumption that he had them. The commission criticizes the intelligence agencies for embracing the presumption. But no inquiry operates without preconceptions that shift the burden of proof to the doubters -- of whom there were, in the case of the Iraqi weapons, precious few.

The commission also neglected the elementary statistical principle that weak data, all pointing in the same direction, can add up to strong evidence. If two independent observations each have a 40 percent probability of being false, the probability that both are false is only 16 percent. (If there are three, it falls to 6 percent.) Lots of apparently independent data all pointed to the alarming conclusion that Hussein had weapons of mass destruction. The costs of disregarding this evidence might have been horrendous, Sept. 11 having underscored the danger of insisting that certitude precede action.

The report neglects sound organizational principles. It suggests that the office of the director of national intelligence (the principal legacy of the Sept. 11 commission) be organized along functional rather than substantive lines, with a budget division, an information technology division, a human resources division and so forth. But then all the 15 agencies that make up the U.S. intelligence system would be fighting each other in each division, and coordination would occur only at the very top. Actually the agencies sort nicely into four groups -- military intelligence agencies, technical agencies (mainly utilizing spy satellites), foreign intelligence agencies and domestic intelligence agencies. Each grouping could be organized as a semi-autonomous service, with its own budget, information technology, legal staff, etc., and then the director of national intelligence would have to coordinate only four divisions, not 15.

That is roughly the structure of Britain's well-regarded intelligence community -- which points up another deficiency of the WMD commission's report: indifference to theoretical, historical (intelligence failures go back to the Trojan War) and comparative perspectives. Every nation that we take seriously -- even Canada -- has a domestic intelligence agency separate from its national police force, the best known being Britain's MI5. Only the United States buries its principal domestic intelligence service in a police force (the FBI). Police hunt criminals, and criminal law enforcement will not defeat terrorism. An agency 100 percent dedicated to domestic intelligence is more likely to do a good job than the FBI, which is 10 percent intelligence and 90 percent criminal investigation.

The commission's report blasts the FBI's ineptitude in domestic intelligence but flinches from concluding that we should learn from nations with a longer experience of fighting terrorism than our own and create a U.S. counterpart to MI5. The FBI's attitude, reflecting the domination of the bureau by its 56 scattered field offices, is epitomized by a remark by the head of one of those offices: "[Osama] bin Laden is never going to Des Moines." (So if bin Laden is smart, he'll attack Des Moines; it's unprotected.) The commission tells us the FBI hopes to get its act together -- by 2010 -- and meanwhile the bureau has managed to move 96 percent of its intelligence budget into divisions not subject to the budgetary authority of the director of national intelligence. I hope bin Laden isn't reading the commission's report.

*The writer is a judge on the U.S. Court of Appeals for the 7th Circuit and a senior lecturer in law at the University of Chicago.*

~~FOUO~~

DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
2005 APR 05 09:12

APR 05 2005



032

TO: COL Steve Bucci  
cc: Cathy Mainardi  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Joint Sessions of Congress

Do I get invited to the Joint Sessions of Congress when they have someone like the President of Ukraine speaking? For example, was I invited to this Wednesday's Joint Session?

Thanks.

DHR:ss  
040405-25

.....  
Please respond by 4/5/05

*I have received no invitation,*

*DR*  
*4/5*  
*Cathy (9:20, 5 Apr)*

91

~~FOUO~~

OSD 15087-05

11-L-0559/OSD/51220

April 7, 2005

230.2

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Leo MacKay

Attached is a note from Barry Blechman recommending Dr. Leo MacKay. Let's get his information out and take a look at him.

Thanks.

Attach.  
415105 Dr. Blechman letter to SecDef

DHR:ss  
040705-3

.....  
Please respond by 4/21/05

OSD 15089-05

7 APR 05



DFI INTERNATIONAL

Barry M. Blechman  
CEO and President

April 5, 2005

Mr. Secretary -

I notice there are a few high level vacancies in the Department. They bring to mind a very capable man who I spoke about with you a couple of years ago. Dr. Leo Mackay - He served as Deputy Secretary in Veterans Affairs during the first Bush term, a former navy aviator, good Republican, experience in the defense industry at Lockheed and Textron Bell.

Tough manager, very shrewd, very political. He'd make a great Navy Secretary.

All the best,  
Barry

April 7, 2005

TO: COL Steve Bucci  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Ukrainian Soldier at Walter Reed

701

I do not want to ask the VA for anything.

Thanks.

**Attach.**  
4/6/05 MA memo to SecDef

DHR:ss  
040705-5

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

7 APR 05

OFFICE OF THE SECRETARY OF DEFENSE

The Military Assistant

4/6

Sir

Ref: Ukrainian Soldier at  
Walter Reed

The best DoD could do is to  
ask the VA to take this soldier.  
No one, not you nor the Sec Army  
can approve moving him into VA  
system. If we did "ask", it  
would be the VA's decision. They  
take soldiers for long term spinal  
cord and brain trauma treatment,  
but no system exists to simply  
put a foreign national into the  
system. V/R COL B



FOUO

April 7, 2005

337

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Follow-up to Negroponte Meeting

I promised Negroponte I would give him some names of two or three stars to serve as a key post for him, and a key post for the NCTC.

I talked to him about Alexander for NSA. I need to talk to Porter Goss about it.

I also gave him my ideas on DIA.

What happened after I left the meeting?

Thanks.

DHR:ss  
040705-8

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

7 APR 05

FOUO

OSD 15091-05

11-L-0559/OSD/51225

~~FOUO~~

~~SECRET//ICS//NOFORN//MR~~  
ATTACHMENT

2005 APR -4 AM 9:12

April 4, 2005

NATO 092

TO: Steve Cambone  
FROM: Donald Rumsfeld *DR*  
SUBJECT: NATO Report

Please let me know if there is anything in this NATO Security and Intelligence paper that I ought to be aware of.

Thanks.

**Attach.**  
3/05 NATO Security and Intelligence Paper

DHR:ss  
040405-21



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

~~FOUO~~

~~SECRET//ICS//NOFORN//MR~~  
ATTACHMENT

4/1/05

11-L-0559/OSD/51226

OSD 15092-05



April 7, 2005

893

TO: Calendar

FROM: Donald Rumsfeld *DR*

SUBJECT: Kennan Memorial Service

I asked to be advised on the Kennan service because I wanted to go. I understand it was yesterday, and no one told me about it.

Thanks.

DHR:dh  
040705-9  
U4U/UD-20

.....

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

*OSR 4/7*

Sir,

We did advise you of the time and place of the service last week. It was initially at exactly the same time as the Cabinet meeting, so you decided not to attend. We even left it on the calendar in italics for a few days. In the flurry of changes that occurred after the President decided to go to the Pope's funeral, the Cabinet meeting moved, but the Kennan service was then in conflict with the Yushenko address to the joint session of Congress.

Admittedly we did not "re-raise" the issue with you when the Cabinet meeting time changed, but it was replaced so quickly by the speech (which you wanted to attend), I assumed the Kennan event was still the second priority. I will attempt to avoid this in the future.

V/R, COL B

*SB*

*7 APR 05*

FOUO

April 8, 2005

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

Afghanistan

Condi,

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

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

Thanks.

Attach.

Richard Lawless Background Sheet

DIR:ss  
040705-17

2 APR 05

FOUO

OSD 15094-05

11-L-0559/OSD/51228



Department of Defense

## ***Biography***

---

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

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



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

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

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

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

~~FOUO~~

SECURITY OF THE MESSAGE  
April 4, 2005  
2005 APR -4 AM 9:12

IRAQ

TO: VADM Jim Stavridis  
COL Steve Bucci

FROM: Donald Rumsfeld *DR*

SUBJECT: Iraq Visit and Allawi

When we go to Iraq, if Allawi is out completely, but he is in the country, I want to see him.

Thanks.

DHR:ss  
040405-16

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

4 APR 05

~~FOUO~~

~~FOUO~~

April 7, 2005

331.1

TO: Vice President Richard B. Cheney  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Julie Nixon Eisenhower

Attached is the note I received from Julie Eisenhower and also a copy of my response to her. I would sure appreciate anything you can do to figure this out for her.

Thanks so much.

Attach.  
3/17/05 Note to SecDef from Julie N. Eisenhower  
4/7/05 SecDef ltr to JNE

DHR:dh  
040705-20

2 APR 05

~~FOUO~~

OSD 15096-05

11-L-0559/OSD/51231

110  
25

R + R

3/17/05

Subject: ~~from~~ Julie Nixon Eisenhower

Dear Mr. Secretary,

It was wonderful seeing you and Joyce at (b)(6) retirement dinner! The Nixon years brought us all together and in that spirit I hope you can help me at a critical moment in a two year effort to get my father's Presidential Library into the NARA federally-run system along with the other 11 modern Presidential libraries. Would you be willing to call Josh Bolten at OMB and urge a "plus-up" of 3 million dollars for the National Archives FY'06 budget? The request was cut last month because of "no new starts".

Here are the key points:

- A carefully constructed bipartisan coalition in Congress led by Congressmen Jerry Lewis and Tom Davis, with strong support from the Bush administration, has provided special appropriations and waived Watergate era laws to permit the return to CA -- under Archives control -- of all the Nixon papers and tapes.
- The Archivist and the Nixon Family will today release letters of agreement on this historic step.
- In February '06 there will be a ceremony in Yorba Linda to which all living Presidents will be invited. At this time, the Nixon Library, worth over \$100 million in private funds raised and invested over the last 31 years, will be made available to the American people.
- It is ESSENTIAL that Archives have staff in place ( the 3 million dollar figure) in CA to complete this process. Otherwise it will be delayed yet again and the anti-Nixon crowd will have a Archives embarrassment to pillory once more!

Mr. Secretary, I know you are overburdened, but I call on our long friendship in the hopes that you feel you can help me with my father's legacy.

Please give my warmest regards to Joyce and tell her that (b)(6)

(b)(6)

(b)(6)

on!

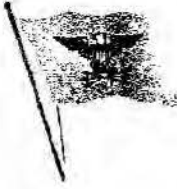
Time marches

With gratitude for all you are doing for our nation,

Sincerely,  
Julie Eisenhower

11-L-0559/OSD/51232





THE SECRETARY OF DEFENSE  
WASHINGTON

Mrs. David Eisenhower

(b)(6)

Dear Julie,

I received your letter and, **as** always, it was good to hear from you. I, too, enjoyed our visit at the (b)(6) retirement event.

I have talked to the Vice President about your note and sent it along to him. It seems to me that he is the right person to address this, since it **is** clearly a White House matter. **As** you know, he worked closely with me in your father's Administration.

We'll stay in touch with you.

Best regards,

A handwritten signature in black ink, appearing to be a stylized 'D' or 'D.' followed by a horizontal line.

April 7, 2005

TO: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: Meeting with Defense Ministers of Central America

092.3

I agree with MoD Breve's attached suggestion that we have another meeting of the Defense Ministers of Central America, possibly here in Washington if we could get them all to come up.

Please have Peter Rodman and Roger Pardo-Maurer pull something together for a proposal: find a convenient date and do something nice for them, maybe even have a reception of some kind.

Thanks.

Anach.  
 3/29/05 Honduran MoD ltr to SecDef

DHR:dh  
 040705-23

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

7 APR 05

008  
4/7

SECURITY CLASSIFICATION				
SECRET	CONFIDENTIAL	SECRET	CONFIDENTIAL	SECRET
SECRET	CONFIDENTIAL	SECRET	CONFIDENTIAL	SECRET
UNCLAS	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	UNCLAS



*Secretaría de Estado en el Despacho de Defensa Nacional*  
REPUBLICA DE HONDURAS

**S.D.N. Oficio No. 0275-005**

March 29, 2005

Dear Secretary Rumsfeld:

Considering our mutual interest in pursuing change in the traditional global concept of security, I felt it was appropriate to share the latest experience I had at the recent hemispheric security strategy symposium co-hosted by SOUTHCOM, the U.S. Army War College, and Florida International University. General Craddock, Dr. Max Mainwaring and Professor Eduardo Gamarra provided an excellent forum for discussing new approaches to security and defense in the hemisphere. I would even go so far as to see we are setting the example for other regional coalitions that may prove useful in other areas of the world, such as Eastern Europe and Africa.

As you know, Honduras has been leading regional efforts to modernize and sustain forces to better address emerging threats such as narco-terrorism and illicit trafficking in Central America. I have enclosed a copy of my keynote address, where I mentioned some of the practical steps we are taking on all operational fronts, such as maritime operations, airspace control, and most recently, the regional Rapid Reaction Force agreed to by the Presidents at their last SICA (System for Central America Integration) summit meeting held on February 1st in Honduras.

DI  
I would dare say that another meeting of the Defense Ministers of the Central American countries with you could prove very valuable to capitalize on these efforts of regional collaboration and integration, paving the way to move beyond the theoretical realm into a practical operational one. We need to continue the group momentum we achieved at last year's Defense Ministerial in Quito, Ecuador. I look forward to hearing your thoughts for the road.

Sincerely



FEDERICO BREVE TRAVIESIO  
Minister of Defense

Mr. Donald H. Rumsfeld  
Secretary of Defense de  
Estados Unidos de America

~~FOUO~~

FILE COPY

April 7, 2005

000 71 SD

TO: Mary Claire Murphy

cc: COL Steve Bucci  
(b)(6)  
Cathy Mainardi

FROM: Donald Rumsfeld

SUBJECT: December 4, 2005

*same date as Kennedy Center Honor. held 12/11 instead.*  
*mcm)*  
*4/8*  
*- DJ*

Please hold December 4 for a holiday party at our house. We should begin developing a list of categories, and so forth. It will be a mixture of DoD, friends, press and local Members of Congress.

Thanks.

DHR:as  
040705-26

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

~~FOUO~~

7 APR 05

11-L-0559/OSD/51236

OSD 15098-05

Tom Mascoda  
Steve Bucci  
Col Bucci

APR 08 2005

333 SD

TO: VADM Jim Stavridis  
CC: COL Steve Bucci  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Visits to Afghanistan and Iraq

Please see me about the frequency of my visiting Afghanistan every four months and Iraq every three months. Someone should check the calendar and make sure that is how it is currently scheduled. If it is not, I want to reschedule.

Thanks.

DHR:ss  
040705-39

.....  
Please respond by 4/21/05

8 APR 05

~~FOUO~~

APR 08 2005

TO: COL Steve Bucci  
Mary Claire Murphy

cc: (b)(6)  
Cathy Mainardi

FROM: Donald Rumsfeld *DR*

SUBJECT: Combatant Commanders

302

Please figure out what the Combatant Commanders' schedules are for 2005. Let me pick a night to host them for dinner somewhere each time they are in. If Congress is in session, I would like to invite a few select Members.

I would like to do this each time the Combatant Commanders are in town this year.

Thanks.

DHR:ss  
040705-40

.....  
Please respond by 5/12/05

~~FOUO~~

8 APR 05

11-L-0559/OSD/51238

OSD 15102-05

~~FOUO~~

APR 08 2005

092.3

TO: Doug Feith  
 CC: VADM Jim Stavridis  
 FROM: Donald Rumsfeld *DR*  
 SUBJECT: Meeting for Central American MODs

If I am going to call the MODs of Central America together, we ought to pick a date fast and figure out what the location will be. I think it is probably a good idea.

Thanks.

DHR:ss  
 04070542

.....

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

~~FOUO~~

8 APR 05

OSD 15104-05

11-L-0559/OSD/51239

FOUO


DEPARTMENT OF THE ARMY  
SECURITY INFORMATION  
REF ID: A66954  
April 5, 2005

2005 APR -4 PM 9:12

*TRAD*

TO: COL Steve Bucci

CC: Cathy Mainardi

FROM: Donald Rumsfeld 

SUBJECT: Iraq Room

I need to go back to the Iraq Room soon.

**Thanks.**

DHR:ss  
040505-3

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

*5 APR 05*

FOUO



FOUO

SECRET OFFICE OF THE PRESIDENT  
2005 APR -06 09:12

APR 06 2005

TO: Jim O'Beirne  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Items going to White House Personnel Office

312

I would like to see everything we send over to the White House Personnel Office. Please copy me on those items. I was asked by someone over there about a list for one of the boards that I had never seen, and it concerns me that we are sending things over that I am not aware of.

Thanks.

DHR:ss  
040505-15

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

FOUO

6 APR 05

April 8, 2005

TO: The Honorable Dr. Condoleezza Rice  
FROM: Donald Rumsfeld  
SUBJECT: General Kicklighter

I believe you indicated you would visit with General Kicklighter, when you return from Rome, to determine if you want to go forward with the idea of Kicklighter serving as the Iraq transition chairman for both of us.

Items for consideration below:

- 1) Prepare an inventory of all the things that need to be worked through prior to the expiration of the UN Security Council Resolution and the new government taking office January 2006.
- 2) Assign people from our shops to work on each of the inventory items, and folks from other departments to the extent it is appropriate.
- 3) The chairman should provide us a timetable for each of the items on the list.

After you have talked to him, please let me know how you would like to proceed.

Thanks.

DIR:ss  
040705-50

FOUO

SEN. STAFF OF THE  
SENATE  
2005 APR -4 AM 9:12

APR 06 2005

TO: Gen Dick Myers  
FROM: Donald Rumsfeld  
SUBJECT: Abu Ghraib

When do you and Pete plan to get back to me on that Abu Ghraib matter?

Thanks.

DHR:ss  
040605-8

.....  
*Please respond by* 4/8/05

3836

6 Apr 05

FOUO

11-L-0559/OSD/51243

OSD 15115-05

FOUO

RECEIVED BY THE  
SECRETARY OF THE  
DEFENSE  
APR 06 2005  
2005/04/06 AM 9:12

TO: Larry Di Rita  
CC: Matt Latimer  
FROM: Donald Rumsfeld *DR*  
SUBJECT: GWOT Speech from Doug Feith

As an FYI, Doug Feith is going to give me a speech on the GWOT, for possible use here in Washington.

Thanks.

DHR:ss  
040605-5

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

*000.5*

*6 April*

FOUO

DJS

TAB A  
~~FOUO~~

RECEIVED  
OFFICE OF THE  
DEFENSE

1069

2005 JUL 18 1:27

July 18, 2005

Uzbekistan

TO: Gen Dick Myers  
Doug Feith  
CC: Gen Pete Pace  
VADM Jim Stavridis  
FROM Donald Rumsfeld *DR*  
SUBJECT: Uzbekistan

I simply have to have your recommendations from Abizaid, and your best judgment as to how we should handle Uzbekistan. I have briefed both of you as to what I think.

They're thinking of Nick Burns going and I suggested maybe with Rodman, and someone from the Joint Staff, or someone from CENTCOM. Dick Myers heard the discussion.

Please get back to me.

Thanks.

DHR:sm  
071805-13

.....  
Please Respond By 07/28/05

18 Jul 05

OSD 15194-05

Tab A

~~FOUO~~  
11-L-0559/OSD/51245

FOUO

ES-2997

05/005291



APR 15 2005

Pakistan

To: Bill Luti  
CC: Doug Feith

SUBJECT: F-16s

We ought to follow up with Kohler and see if we were able to do any good for President Musharraf on speeding up the F-16s.

Thanks.

DHR:dh  
041405-11 (to laptop)

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

<sup>sent</sup>  
4/21  
Sir,  
Response attached.  
v/r Lt Col Lengyel  
4/20/05

~~FOUO~~

04-04-05 17:40:13

15 Apr 05

15200-05

FOUO

ES-~~2000~~ 3020

05/005293

APR 15 2005

Afghanistan

TO: Bill Luti

CC: Doug Feith

FROM: Donald Rumsfeld *DR*

SUBJECT: PRTs

Let's get a list of the people at PRTs across Afghanistan - how many American military, how many Defense civilians, how many civilians from every other Department or Agency, and how many foreigners in each PRT - and then aggregate them all up, and let's see what it says.

Thanks.

DHR:dh  
041405-2 (ts laptop)

.....  
Please respond by 4/21/05

FOUO

OSD 15211-05

15 Apr 05

11-L-0559/OSD/51247

~~FOUO~~

JUL 29 2005

TO: Tina Jonas  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Stress Checks

Could you please look into this \$100 million expenditure that I have never heard off. How was that authorized?

Thanks.

Attach.  
Brown, Drew. "Troops to Get Stress Checks," *Miami Herald*, July 27, 2005

DHR:dh  
072705-367S

.....  
Please respond by August 11, 2005

POC  
Anne Reese <sup>USD</sup> (Comptroller)  
CDR Mark D. Rife  (b)(6) (USDLC)

*702*

~~FOUO~~

OSD 15267-05

11-L-0559/OSD/51248

*29 Jul 05*



militaries

Schedule: Test flights are to begin in 2006.

Program cost: \$245 billion

Contractors: Lockheed Martin Corp., main prime contractor. Northrop Grumman Corp. and BAE Systems, principal partners.

Manufacturing locations: Center fuselage by Northrop Grumman in Palmdale and El Segundo. Final assembly by Lockheed Martin in Fort Worth.

F/A-22 Raptor

Users: Air Force

Schedule: To be operational by the end of the year.

Program cost: \$64 billion

Contractors: Boeing Co. and Lockheed Martin Corp.

Manufacturing locations: Wings and aft fuselage by Boeing in Seattle. Final assembly by Lockheed Martin in Marietta, Ga.

Sources: U.S. Air Force, Airforce-Technology.com, Boeing

Miami Herald

July 27, 2005

## 5. Troops To Get Stress Checks

The U.S. military plans to screen troops who have returned from Iraq and Afghanistan for post-traumatic stress and other combat disorders.

By Drew Brown

WASHINGTON - The military plans to screen all troops who serve in Iraq and Afghanistan for post-traumatic stress disorder and other combat-related health problems within three to six months after they return home, the Pentagon's chief health official said Tuesday.

The Pentagon plans to spend nearly \$100 million to make sure all returning troops take part in the program and get help if they need it, said Dr. William Winkenwerder Jr., the assistant secretary of defense for health affairs.

"At some point, we hope to touch everybody who's

deployed who hasn't separated from the service," Winkenwerder said in testimony to the House Armed Services Subcommittee on Military Personnel.

Since at least the beginning of the Iraq war, service members routinely have been asked to complete a questionnaire before they come home that is designed to identify such problems as post-traumatic stress, depression and substance abuse. This would be the first time a follow-up survey was used to find problems from combat exposure that don't surface until weeks or months later.

The survey's intent, Winkenwerder said, is to make sure that troops are able to readjust in a healthy way.

"We literally want to reach out and say, 'How are you doing? How are things going? How are things at home? Is there anything we can do to help you?'" he said.

An Army study made public last week found that at least 10 percent of service members surveyed in Iraq last year reported experiencing post-traumatic stress disorder or other acute mental problems. A study reported last year in the *New England Journal of Medicine* found 16 percent of all troops who served in Iraq and Afghanistan experienced post-traumatic stress disorder, severe depression or anxiety, but most didn't seek medical care for fear of being stigmatized.

Dr. Michael Kussman, the deputy undersecretary for health at the Department of Veterans Affairs, said 24,000 veterans from Iraq and Afghanistan had been diagnosed with mental health problems due to their combat experiences. More than 14,000 have sought treatment at VA medical centers for mental disorders or drug and alcohol problems related to combat experiences, he said.

Winkenwerder, Kussman and others said the military has

come a long way in recent decades in recognizing and treating post-traumatic stress disorder and other combat-related mental disorders.

USA Today

July 27, 2005

Pg. 1

## 6. Poll: USA Doubts Iraq Success, But Not Ready To Give Up 51% now say Bush misled on WMDs

By Susan Price, USA Today

WASHINGTON — Most Americans don't believe the United States will succeed in winning the war in Iraq or establishing a stable democracy there, according to a USA TODAY/CNN/Gallup Poll.

But an ambivalent public also says sending troops to Iraq wasn't a mistake, a sign that most people aren't yet ready to give up on the war.

"There's a lot of conflicting impulses here," says Andrew Kohut, director of the non-partisan Pew Research Center. A Pew poll last week also showed crosscurrents in attitudes toward the Iraq war. "People are giving bleak assessments on the one hand, and on the other hand (they're) saying maybe it was still the right thing to do."

The bombings in London this month also have roiled public opinion, intensifying a not yet settled debate among Americans about whether the Iraq war has made the USA safer from terrorists.

Strong fears that a family member might become a victim of terrorism spiked in the survey, rising to their highest level since October 2001, just after the Sept. 11 attacks on New York and Washington.

Meanwhile, in Baghdad, Iraqi officials continued to draft a constitution, due Aug. 15. Proposals to make Islam the main source of legislation in Iraq has prompted debate

and opposition from groups concerned with women's rights.

In the poll:

•For the first time, a majority of Americans, 51%, say the Bush administration deliberately misled the public about whether Saddam Hussein had weapons of mass destruction — the reason Bush emphasized in making the case for invading. The administration's credibility on the issue has been steadily eroding since 2003.

•By 53%-37%, a majority say the United States won't be able to establish a stable, democratic government in Iraq. •About one-third, 32%, say the United States can't win the war in Iraq. Another 21% say the United States could win the war, but they don't think it will. Just 43% predict a victory.

Still, on the question that tests fundamental attitudes toward the war — was it a mistake to send U.S. troops? — the public's view has rebounded. By 53%-46%, those surveyed say it wasn't a mistake, the strongest support for the war since just after the Iraqi elections in January.

"I think the American people understand the importance of completing the mission," White House press secretary Scott McClellan said when asked about the poll results. "Success in Iraq will help transform a dangerous region."

New York Times

July 27, 2005

## 7.2 Central Asian States Reassure Rumsfeld On U.S. Use Of Air Bases

By Eric Schmitt

DUSHANBE, Tajikistan, July 26 - The Pentagon received assurances from two Central Asian states on Tuesday that it could continue to use their air bases to support relief and counterterrorism operations in Afghanistan, easing concerns about the possible loss of access to a

Tuesday  
July 26



COMPTROLLER

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

INFO MEMO

SECRETARY OF THE  
DEFENSE

2005 08 04 5:00 PM

August 4, 2005, 5:00 PM

FOR: SECRETARY OF DEFENSE  
ACTING DEPUTY SECRETARY OF DEFENSE

FROM: Tina W. Jonas 

SUBJECT: Stress Checks

- You asked me to look into the comments attributed to Dr. Winkenwerder in the Miami Herald article on stress checks for the troops returning from Iraq and Afghanistan and explain how it was authorized. (TAB A)
- Dr. Winkenwerder did not provide an estimate of \$100 million as reported. (TAB B)
- The initial cost in FY 2005 and FY 2006 totals \$60 to \$80 million to screen all returning service members from September 11, 2001 through September 2006.
- The annual recurring cost after FY 2006 is \$30 to 40 million.
- Dr. Winkenwerder directed the "stress checks" on March 10, 2005 to better ensure early identification and treatment of emerging deployment-related mental health problems. This is an extension of the current post-deployment health assessment. Approval of this effort is within his purview.

COORDINATION: TAB C.

Attachments  
As stated

Prepared By: Ann Reese (b)(6)

OSD 15267-05

11-L-0559/OSD/51250

~~FOUO~~

JUL 29 2005

TO: Tina Jonas  
FROM: Donald Rumsfeld *DR*  
SUBJECT: ~~Stress~~ Checks

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Thanks.

Attach.  
Brown, Drew. "Troops to Get Stress Checks," *Miami Herald*, July 27, 2005

DHR:dh  
072705-367S

.....  
Please respond by August 11, 2005

POC  
Anne Reese <sup>USD</sup> (Comptroller)  
CDR Mark D. <sup>(b)(6)</sup> [redacted] (USDLC)

~~FOUO~~

OSD 15267-05

11-L-0559/OSD/51251

militaries

Schedule: Test flights are to begin in 2006.

Program cost: \$245 billion  
Contractors: Lockheed Martin Corp., main prime contractor. Northrop Grumman Corp. and BAE Systems, principal partners.

Manufacturing locations: Center fuselage by Northrop Grumman in Palmdale and El Segundo. Final assembly by Lockheed Martin in Fort Worth.

F/A-22 Raptor

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Sources: U.S. Air Force, Airforce-Technology.com, Boeing

Miami Herald  
July 27, 2005

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The Pentagon plans to spend nearly \$100 million to make sure all returning troops take part in the program and get help if they need it, said Dr. William Winkenwerder Jr., the assistant secretary of defense for health affairs.

"At some point, we hope to touch everybody who's

deployed who hasn't separated from the service," Winkenwerder said in testimony to the House Armed Services Subcommittee on Military Personnel.

Since at least the beginning of the Iraq war, service members routinely have been asked to complete a questionnaire before they come home that is designed to identify such problems as post-traumatic stress, depression and substance abuse. This would be the first time a follow-up survey was used to find problems from combat exposure that don't surface until weeks or months later.

The survey's intent, Winkenwerder said, is to make sure that troops are able to readjust in a healthy way.

"We literally want to reach out and say, 'How are you doing? How are things going? How are things at home? Is there anything we can do to help you?'" he said.

An Army study made public last week found that at least 10 percent of service members surveyed in Iraq last year reported experiencing post-traumatic stress disorder or other acute mental problems. A study reported last year in the New England Journal of Medicine found 16 percent of all troops who served in Iraq and Afghanistan experienced post-traumatic stress disorder, severe depression or anxiety, but most didn't seek medical care for fear of being stigmatized.

Dr. Michael Kusman, the deputy undersecretary for health at the Department of Veterans Affairs, said 24,000 veterans from Iraq and Afghanistan had been diagnosed with mental health problems due to their combat experiences. More than 14,000 have sought treatment at VA medical centers for mental disorders or drug and alcohol problems related to combat experiences, he said.

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USA Today  
July 27, 2005

Pg. 1

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•By 58%-37%, a majority say the United States won't be able to establish a stable, democratic government in Iraq.

•About one-third, 32%, say the United States can't win the war in Iraq. Another 21% say the United States could win the war, but they don't think it will. Just 43% predict a victory.

Still, on the question that tests fundamental attitudes toward the war — was it a mistake to send U.S. troops? — the public's view has rebounded. By 53%-46%, those surveyed say it wasn't a mistake, the strongest support for the war since just after the Iraqi elections in January.

"I think the American people understand the importance of completing the mission," White House press secretary Scott McClellan said when asked about the poll results. "Success in Iraq will help transform a dangerous region."

New York Times  
July 27, 2005

### 7. 2 Central Asian States Reassure Rumsfeld On U.S. Use Of Air Bases

By Eric Schmitt

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*Winkenwerder*  
*July 26*



HEALTH AFFAIRS

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

JUL 29 2005

*Tina*  
MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)

SUBJECT: Secretary of Defense Snowflake on Stress Checks

This is regarding the Secretary of Defense's questions in his July 29, snowflake to you (attached). The "stress checks" are a new program to evaluate all returning Service members three to six months after re-deployment, called the Post-Deployment Health Re-assessment Program. The purpose is to identify Service members with problems such as anxiety, depression, family/spouse problems, and post-traumatic stress disorder. We provide this support to cut the rate of separations from active service, reduce suicides and family violence, increase the rates of re-deployment and continued service among those who have deployed, and to keep personnel at full function.

A pilot program provided good evidence that the intervention makes a positive difference. The cost of this program is estimated at \$60-\$80 million (I did not say \$100 million to the Committee, and I am not sure where they got that number) for all returning Service members since the spring of 2004. This means the annual incremental cost is \$30-\$40 million. We have the funds available within our current appropriation for Fiscal Year 2005-2006 to pay for this. As you know, we have unexpended funds available in the Defense Health Program.

Please let me know if you have other questions. My judgment is that this effort will pay for itself many times over.

*Bill*

William Winkenwerder, Jr., MD

Attachment:  
As stated

11-L-0559/OSD/51253

**COORDINATION PAGE**

**ASD(Health Affairs)**

**Dr. Stephen Jones  
Principal Deputy**

**August 3, 2005**

~~FOUO~~

253 110 -5 PM 4:04 JUL 20 2005

TO: Dan Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Names of Ranking Democrats on HASC, SASC and Subcommittees

Please give me the names of the ranking Democrats on the HASC and SASC, and the names of the chairmen of each of the subcommittees of the HASC and SASC.

Thanks.

DHR:ss  
071905-09

.....  
*Please Respond By July 21, 2005*

032

20 JUL 05

~~FOUO~~

11-L-0559/OSD/51255

OSD 15314-05



LEGISLATIVE  
AFFAIRS

**THE ASSISTANT SECRETARY OF DEFENSE**

WASHINGTON, DC 20301-1300

OFFICE OF THE  
ASSISTANT SECRETARY OF DEFENSE

2005 JUL -5 PM 4:01

July 21, 2005, 5:00 p.m.

FOR: SECRETARY OF DEFENSE

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

SUBJECT: Response to SECDEF Snowflake

The following information is provided in response to your request for the names of ranking Democrats on the HASC and SASC, and the names of the chairmen of each of the subcommittees of the HASC and SASC. Face charts are enclosed for your convenience.

**Senate Armed Services Committee**

Full Committee

*Chairman* John Warner (VA)      *Ranking Member* Carl Levin (MI)

Airland

*Chairman* John McCain (AZ)      *Ranking Member* Joe Lieberman (CT)

Emerging Threats and Capabilities

*Chairman* John Cornyn (TX)      *Ranking Member* Jack Reed (RI)

Personnel

*Chairman* Lindsey Graham (SC)      *Ranking Member* Ben Nelson (NE)

Readiness and Management Support

*Chairman* John Ensign (NV)      *Ranking Member* Daniel Akaka (HI)

Seapower

*Chairman* Jim Talent (MO)      *Ranking Member* Edward Kennedy (MA)

Strategic Forces

*Chairman* Jeff Sessions (AL)      *Ranking Member* Bill Nelson (FL)

**House Armed Services Committee**

Full Committee

*Chairman* Duncan Hunter (CA)      *Ranking Member* Ike Skelton (MO)

Military Personnel

*Chairman* John McHugh (NY)      *Ranking Member* Vic Snyder (AL)

Projection Forces

*Chairman* Roscoe Bartlett (MD)      *Ranking Member* Gene Taylor (MS)

Readiness

*Chairman* Joel Hefley (CO)      *Ranking Member* Solomon Ortiz (TX)

Strategic Forces

*Chairman* Terry Everett (AL)      *Ranking Member* Silvestre Reyes (TX)

Tactical Air Land Forces

*Chairman* Curt Weldon (PA)      *Ranking Member* Neil Abercrombie (HI)

Terrorism and Unconventional Threats

*Chairman* Jim Saxton (NJ)      *Ranking Member* Marty Meehan (MA)

Attachments:

1. Snowflake #071905-09
2. HASC/SASC full and Subcommittee leadership photos

OSD 15314-05



~~FOUO~~

2005 JUL 20 5 10 PM  
2005 JUL 20 5 10 PM

2005 JUL 20 5 10 PM 4:04 JUL 20 2005

TO: **Dan** Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Names of Ranking Democrats on HASC, SASC and Subcommittees

Please give me the names of the ranking Democrats on the HASC and SASC, and the names of the chairmen of each of the subcommittees of the HASC and SASC.

**Thanks.**

DHR:ss  
071905-09

.....  
*Please Respond By July 21, 2005*

~~FOUO~~

OSD 15314-05

11-L-0559/OSD/51257

# House Committee on Armed Services

## Full Committee

Chairman  
Duncan Hunter (CA)



Ranking Member  
Ike Skelton (MO)



## Subcommittee on Military Personnel

Chairman  
John McHugh (NY)



Ranking Member  
Vic Snyder (AR)



## Subcommittee on Projection Forces

Chairman  
Roscoe Bartlett (MD)



Ranking Member  
Gene Taylor (MS)



## Subcommittee on Readiness

Chairman  
Joel Hefley (CO)



Ranking Member  
Solomon Ortiz (TX)



Subcommittee on Strategic Forces

Chairman  
Terry Everett (AL)



Ranking Member  
Silvestre Reyes (TX)



Subcommittee on Tactical Air and Land Forces

Chairman  
Curt Weldon (PA)



Ranking Member  
Neil Abercrombie (HI)



Subcommittee on Terrorism, Unconventional Threats and Capabilities

Chairman  
Jim Saxton (NJ)



Ranking Member  
Marty Meehan (MA)



# Senate Committee on Armed Services

## Full Committee

Chairman  
John Warner (VA)



Ranking Member  
Carl Levin (MI)



## Subcommittee on Airland

Chairman  
John McCain (AZ)



Ranking Member  
Joe Lieberman (CT)



## Subcommittee on Emerging Threats and Capabilities

Chairman  
John Cornyn (TX)



Ranking Member  
Jack Reed (RI)



## Subcommittee on Personnel

Chairman  
Lindsey Graham (SC)



Ranking Member  
Ben Nelson (NE)



Subcommittee on Readiness and Management Support

Chairman  
John Ensign (NV)



Ranking Member  
Daniel Akaka (HI)



Subcommittee on Seapower

Chairman  
Jim Talent (MO)



Ranking Member  
Edward Kennedy (MA)



Subcommittee on Strategic Forces

Chairman  
Jeff Sessions (AL)



Ranking Member  
Bill Nelson (FL)



FOUO

RECORD OF THE  
SET

2005 AUG -8 AM 10:05 July 27, 2005

I-05/010128  
ES-3836

TO: Jim MacDougall  
CC: Doug Feith  
Peter Rodman  
PETER FLORY  
FROM: Donald Rumsfeld *DL*  
SUBJECT: Gas Purchase in Kyrgyzstan

Let's press ahead and find out what information the prosecutor needs in connection with *the* purchase of gas at Manas Air Base in Kyrgyzstan.

I would like to get that nailed.

Thanks.

DHR:dh  
072705-08TS

.....  
*Please respond by August 25, 2005*

FOUO

OSD 15341-05

11-L-0559/OSD/51262

~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE  
SECRETARY OF DEFENSE

INFO MEMO 05 AUG -3 11 10: 03

PLUSDP AUG 06 2005  
L057010128  
ES-3836

FOR: SECRETARY OF DEFENSE

FROM: *fl* ASSISTANT SECRETARY OF DEFENSE FOR INTERNATIONAL SECURITY POLICY (Peter Flory) *fm s/y*

SUBJECT: Gas Purchase in Kyrgyzstan

- You asked that we find out what information the prosecutor needs in connection with the purchase of gas at Manas Air Base in Kyrgyzstan (attached).
- During a June 15 meeting with Acting Deputy Secretary England, Kyrgyz Foreign Minister Otunbayeva requested records of payments made to Kyrgyz companies for fuel supplied to Manas Air Base.
  - o The new Kyrgyz government is currently investigating corrupt companies known to be associated with former President Akayev and his family.
- In coordination with CENTCOM and Office of General Counsel, OSD Eurasia *tz fv* collected the requested records from Red Star Suppliers, the U.S. fuel contractor at Manas, and passed them to the Embassy of Kyrgyzstan.
- We anticipate the Kyrgyz Government will request additional information regarding other payments made to Kyrgyz companies.
  - o We will continue to work with the Office of General Counsel to provide the requested information and records to the Kyrgyz Government.

Attachments: As stated

A/DASD   *V*  

08-08-05 10:01:44

~~FOR OFFICIAL USE ONLY~~

OSD 15341-05


Prepared by: Paul Watson, ISP/Eurasia (b)(6)/OSD/51263

81412005

7/25/05

~~FOUO~~

JUL 25 2005

TO: David Chu  
FROM: Donald Rumsfeld   
SUBJECT: Response to USNA

352 USNA

I was concerned to have the Superintendent of the Naval Academy tell me this past weekend that he and his associates have provided you information about languages, learning areas and culture, but that they are waiting to hear back from you as to what they ought to be doing. They have sent information in and received no response.

Please see me about it.

Thanks.

DHR:dh  
072405-LITS

.....  
*Please respond by August 18, 2005*

~~FOUO~~

25 JUL 05

OSD 15384-05

11-L-0559/OSD/51264





DEPARTMENT OF THE NAVY  
OFFICE OF THE SUPERINTENDENT  
UNITED STATES NAVAL ACADEMY  
121 BLAKE ROAD  
ANNAPOLIS, MARYLAND 214026000

BJ  
For your info  
5000  
2-37  
11 AUG 2004

From: Superintendent, U.S. Naval Academy  
To: Chief of Naval Operations

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL ACADEMY

Ref: (a) CNO Guidance for 2004  
(b) CNET ltr 1530 OTE6/082 of 4 Apr 01

Encl: (1) Foreign Language Instruction at USNA  
(2) Length of Defense Language Institute programs  
(3) Options to Expand Language Instruction at USNA

1. Purpose. The purpose of this letter is to complete the tasking contained in reference (a) to "study the options and impact of mandatory language training at USNA/ROTC."

2. Background

a. Current Program. Reference (b) provides guidance on curriculum requirements for all officer commissioning programs, but is silent on requirements for foreign language training. Prior to 1964, all Naval Academy midshipmen were required to complete four semesters of classes in one of several foreign languages offered. Subsequent introduction of time-demanding academic majors, especially in the science and engineering disciplines, made it infeasible to complete a technical major and four semesters of a foreign language within the allowed four-year program.

The Academy currently provides courses in Chinese, French, German, Japanese, Russian, and Spanish, and will commence classes in Arabic in August 2004. The Academy's present curriculum requires the completion or validation (advanced placement with credit) of four semesters of foreign language study for approximately 90 (1600) percent of all midshipmen, specifically, those majoring in economics, English, history, or political science. See enclosure (1).

This requirement for four semesters of foreign language was reaffirmed as part of a six-month curriculum review entitled "Curriculum 21," conducted by the Naval Academy in 1997-1998. The Curriculum 21 study team included representatives of the Fleet Commanders, Fleet type commanders, portions of the OPNAV staff, the Director of Naval Reactors, and the U.S. Marine Corps Basic School. In summary, Curriculum 21 concluded that the four semester requirement was appropriate for the needs of the fleet at that time.

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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL  
ACADEMY

The current four-semester foreign language requirement at the Naval Academy targets three goals: (1) foundation level proficiency in one of seven foreign languages from which further study and development of further, working-level proficiency becomes possible; (2) developing a familiarity with how to study a foreign language; and (3) developing a familiarity with another culture from perspectives within that culture.

In view of expected SECNAV guidance to increase the number of technical majors in each Naval Academy graduating class, the number of midshipmen with a four-semester foreign language requirement is expected to diminish to 30-35 percent of each graduating class, starting with the class of 2007, as more midshipmen select technical undergraduate majors that do not require foreign language training.

b. Additional voluntary study. In addition to approximately 40 percent of the midshipmen who currently are required to complete four semesters of foreign language, an additional 12-15 percent of Naval Academy midshipmen voluntarily take *or* validate at least four semesters of a foreign language. As a result, approximately 530 midshipmen (~55 percent) of each graduating class of 950 will have completed or validated four or more semesters of foreign language instruction. Among these graduates who complete or validate four semesters of a foreign language, approximately 100 or so (10 percent) of each graduating class apply these elective language courses toward completion of a foreign language minor. The requirement for the minor is eight courses taken or validated at the Naval Academy for French, Spanish or German or a total of six courses in Chinese, Japanese, Russian, and prospectively Arabic. Combining these courses with the immersion experience of three weeks or more in a target language country, the midshipmen completing a foreign language minor do achieve levels of proficiency that approach DoD level **THREE** standards in the less difficult Western languages (Spanish, German, French) and generally match or exceed **ADVANCED BEGINNER** standards in the more difficult non-Western languages (Chinese, Japanese, Russian, and prospectively Arabic.)

### 3. Discussion

a. Language Proficiency. Level **THREE** language proficiency—the DoD measure of minimum language proficiency necessary for day-to-day transactions in a professional work setting—is generally acquired

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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL  
ACADEMY

only after one or more years of full-time language training, such as that at the Defense Language Institute (DLI)-- see enclosure (2). The most intensive four-year undergraduate language programs comprise less than 600 hours of classroom instruction. Further, professional-level proficiency is generally predicated on an additional year in residence in a target language country to supplement classroom study.

At the Naval Academy--and the other service academies--the total four-year undergraduate curriculum comprises approximately 2,000 hours of classroom instruction. Midshipmen, in addition to achieving an academic major of 640 *or* more classroom hours, currently must complete over 1,450 classroom hours in required technical, professional, and writing-intensive courses. Leadership, professional, and physical education courses are in addition to this academic course work.

b. Mandatory Language Training. The existing curriculum does **not** provide sufficient time for all students to study foreign language without changing to more humanities and social science majors or adding another semester or year of study to the Academy's four-year academic program. Because of competing interests within the Academy's academic program and the pre-selection of DLI students that are especially gifted linguistically, adding four, or six, or even eight semesters of college-level, classroom-based language training to the common USNA core curriculum for all midshipmen would still **not** provide the same level of language skills into the Fleet **as** full time or immersion programs. Most graduates would still require training at the Defense Language Institute (DLI) or extended immersion in the target language country in order for the officer to meet the Navy's presumptive fluency needs.

c. A Workable Strategy. Today's national security environment does require a broader pool of Navy and Marine Corps officers with working-level language proficiency. Nonetheless, a universal language requirement at USNA is not the best way to increase language proficiency in the Navy. Augmenting the number of Naval Academy graduates currently completing advanced language work, by drawing upon the strategies outlined in enclosure (3), afford the opportunity to enhance the cohort of officers on active duty with meaningful language proficiency without compromising the other goals the Navy has established for Naval Academy graduates. These options, discussed in more detail in enclosure (3), are **as** follows:

(1) Expanding the number of midshipmen completing foreign language minors through--

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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL  
ACADEMY

a. Building to a greater degree on four or more years of High School language work; and

b. Expanding current language requirements for humanities and social science majors to four semesters at the student's level of proficiency (regardless of validation or placement results); and

c. Expanding immersion language study in target language countries; and, as a further potential complement:

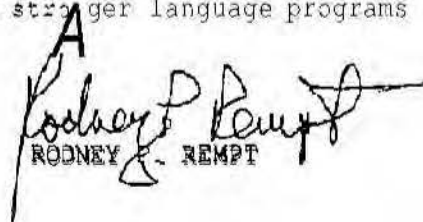
(2) Establishing language majors at USNA.

4. Conclusion:

Undergraduate language study at the U.S. Naval Academy is not the best way to increase language proficiency in the Navy.

If implemented, Options (1) and Suboptions (a), (b) and (c), cited above, would, in combination, demonstrably enhance the already significant number of USNA graduates earning a foreign language minor. These measures also improve the conditions supporting voluntary completion of a foreign language minor--important because personal engagement of the student is essential in establishing any foreign language proficiency and maintaining it over the course of a 20 or 30 year career.

USNA is ready to implement stronger language programs if directed and funded.

<sup>A</sup>  
  
RODNEY P. REMPT

Foreign Language Instruction at the U.S. Naval Academy

The Naval Academy academic program offers 19 academic majors. The midshipmen make their selections at the end of the fourth-class or freshman year. These academic majors are:

<u>Group I</u> Engineering	<u>Group II</u> Math and Science	<u>Group III</u> Humanities and Social Sciences
Aerospace Eng	Chemistry	Economics
Electrical Eng	Computer Science	English
Mechanical Eng	Mathematics	History
Naval Architecture	Oceanography	Political Science
Ocean Engineering	Physics	
Systems Engineering	Quantitative Econ	
General Eng	Information Technology	
	General Science	

Midshipmen majoring in Economics, English, History or Political Science are also required to take or validate four semesters of a foreign language. Programs are available in Chinese, French, German, Japanese, Russian, and Spanish, with courses in Arabic starting with the fall semester 2004. Members of the Class of 2008 will not commence their language courses until their third-class year.

The numbers of upper class midshipmen taking the several languages in the fall of academic year 2004-2005, by class, are:

	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Total</b>
ARABIC	14	13	25	52
CHINESE	13	16	24	53
FRENCH	21	76	77	175
GERMAN	17	61	53	131
JAPANESE	11	38	38	a7
RUSSIAN	19	33	19	71
SPANISH	62	205	202	469

USNA has 20 full-time language faculty, 16 Ph.D. civilians and four rotational officers. Two of the officers are U.S. military and two are foreign exchange officers. All have first-hand knowledge of these countries' societies, cultures, economics, histories, and literature, in addition to language proficiency. Six of the civilian Ph.D.s are fluent in at least two foreign languages taught at USNA.

Additionally, there are three part-time instructors teaching their native languages. Depth in the program is limited since there is only one instructor in Chinese, one in Japanese, and one in Arabic.

Defense Language Institute Programs

DURATION GIVEN IN WEEKS (CLASS HOURS GIVEN IN PARENTHESIS)

Language	Basic Course	Intermediate*	Advanced'	Sustainer	Refresher
Arabic	63 (1890 hrs)	47	47	2	16
Chinese	63 (1690 hrs)	47	47	2	16
French	25 (750 hrs)	18	2		
German	34 (1020 hrs)			2	
Japanese	63 (1890 hrs)				
Russian	47 (1380 hrs)	36	36	2	12
Spanish	25 (750 hrs)	18	18	2	6

\* The cited duration for the Intermediate and Advanced programs is in addition to the duration of the Basic Course.

## Options to Expand Language Instruction at the U.S. Naval Academy

There are four options available for consideration for the expansion of language instruction.

Option 1. Increase the number of language minors. Augmenting the number of Naval Academy graduates completing the language minor appears to provide one implementable opportunity to enhance the cohort of officers on active duty with meaningful language proficiency without compromising the other goals the Navy has established for Naval Academy graduates.

**Cost:** A greater number of advanced level instructors will be required for this option, but will likely be off-set in part, if not in toto, through the expected smaller population of midshipmen in non-technical majors (30% vice the current 40%). Implementation of this option is predicated, however, on additional program enhancements outlined in Suboptions (a), (b) and (c), below.'

Suboption a. Capitalize to a greater degree on high school language study. Meaningful foreign language work can be done in high school, and the Naval Academy can better capitalize on that work through modest adjustments in its admissions guidance and criteria. Generally, four years' successful high school work translates into validation (advanced placement and credit) for the first four semesters of college work. The Naval Academy can increase the pool of candidates with this background through an enhanced crediting plan for candidates completing up to four years of successful high school study in a single foreign language. Four-semester foreign language validators can start advanced, third- and fourth-year work as their first language courses at the Naval Academy and can complete a language minor with four courses at the advanced level. With a rich admissions pool of nearly 15,000 applicants each year, increasing the emphasis on completion of foreign language study among other admissions criteria should not compromise the overall quality of the class in other important areas, such as quantitative skills and English language proficiency. Realistically, this policy might bring to USNA slight increases in the number of midshipmen with Spanish or French language capability. Few high school programs teach foreign languages beyond these two.

**Cost:** There are no tangible dollar costs to this option.



Suboption b. Expand language requirements. Currently midshipmen who can demonstrate their proficiency in foreign language study through a validation and placement examination are relieved of two-to-four courses of required language study, if they are a humanities or social science major. This option would require all midshipmen who seek academic majors in the humanities and social sciences actually complete four semesters of foreign language instruction at USNA and no longer "place out" of their language requirement based on high school study. If implemented, this measure would enhance the number of midshipmen who would enroll in advanced, third- and fourth-year language courses, but it may induce some second-order disadvantages; for example, fewer high performing midshipmen would have time in their four-year course of study to complete voluntary graduate study, a program that currently permits up to 20 qualifying candidates per year to complete a master's degree within one semester of graduation from the Naval Academy. Decreasing enrollments in humanities and social science majors over the next five years will compensate for some, if not all, of the increased requirement for USNA foreign language faculty teaching advanced level language courses.

Estimated cost: Two additional full-time civilian faculty at \$100,000 each. Total additional cost: \$200,000/yr in O&M,N resources.

Suboption c. Increased overseas immersion study in target language countries. In combination with a foreign language minor, such immersion experience represents the best opportunity for a USNA midshipman or recent graduate to achieve working-level proficiency in a foreign language that could be sustainable over the course of a career. Currently, overseas immersion study by USNA midshipmen is funded entirely through a combination of philanthropic resources and the personal funds of the participants. Additional O&M,N funds would be required to support overseas immersion study during summer intersessional periods or immediately following graduation.

Estimated cost: \$600,000/yr in O&M,N funds.

Option 2. Establish language majors. A fourth option would be to change the present academic structure to include an academic major in a foreign language. One version of such a major would notionally consist of the completion of two academic minors in a foreign language. Such a major is not expected to attract a large number of students - probably fewer than 50 in each graduation class. Since it would presumably attract many of the

midshipmen who are already completing one language minor, the language major option would not generate a large increase in the number of language-capable graduates but would enhance the individual capabilities of those graduates.

Estimated cost: Two additional full time civilian faculty at \$100,000 each. Total additional cost: \$200,000/yr in O&M,N resources. Costs would be considerably greater if the major consists of additional, advanced study in a single foreign language.

FOUO

August 16, 2005

TO: Steve Cambone  
 CC: David Chu  
 FROM: Donald Rumsfeld *[Signature]*  
 SUBJECT: Foreign Languages and DoD

091.4

Please take a look at this material on languages. I am concerned that we do not have a comprehensive, Department-wide program on languages - as to what languages should be studied, which languages shouldn't be studied, to what degree of proficiency, how it should affect promotions, and the like.

Please take a look at this, talk to David Chu and then possibly the two of you come back to me with a comprehensive plan. If you want to get some help from NDU or an outside consultant, do it.

1 AUG 05

Please try to get back to me within 30 days.

Thanks.

Attach.  
 7/25/05 SD memo to USD(P&R) [072405-13TS] and reply [OSD 15384-05]

DHR:m  
 081605-28TS

.....  
 Please respond by September 15, 2005

3574105

FOUO

AUG 16 2005

*[Signature]*  
 OSD 15384-05

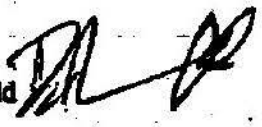
7/25/05

~~FOUO~~

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 AUG -8 PM 2:15 JUL 25 2005

TO: David Chu  
FROM: Donald Rumsfeld  
SUBJECT: Response to USNA



I was concerned to have the Superintendent of the Naval Academy tell me this past weekend that he and his associates have provided you information about languages, learning areas and culture, but that they are waiting to hear back from you as to what they ought to be doing. They have sent information in and received no response.

Please see me about it.

Thanks.

DNR:sk  
072403/LTS

.....  
Please respond by August 18, 2005

Sir,  
Response attached.  
/s/ Lt Col Lengyel

DLT  
8/16

AUG 09 2005

~~FOUO~~

OSD 15384-05

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PERSONNEL AND  
READINESS

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

2005 AUG -8 PM 2:15



INFO MEMO

August 4, 2005 - 2:00 PM

Steve Bucci  
FOR:

SECRETARY OF DEFENSE

FROM: DR. DAVID S. C. CHU, UNDER SECRETARY (P&R)

SD  
8/9

SUBJECT: *David S. C. Chu 5 Aug 05*  
Naval Academy Language Program—~~SNOWFLAKE (Tab A)~~

- Your note is the first notice we had of VADM Rempt's proposal (Tab B). That's not surprising, since it was addressed to the CNO, and we were not copied.
- His proposal is helpful—within limits. He's skeptical about the value of language instruction at the undergraduate level, implying a modest role for the Academy. We disagree.
- I am especially concerned that he sees a tension between language instruction and the needs of the engineering curriculum. With the vast improvement in high school math and science courses over the last generation, I would expect cadets arrive far better prepared for the Navy's engineering sequence. The same cannot be said for high school efforts in languages.
- Nonetheless, there are some valuable suggestions in VADM Rempt's paper, and we will partner with him and the Navy to implement the most promising.

INFORMATION ONLY

Attachments:  
As stated

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

MA SD	8/9	SMA DSD	
TSA SD	3/3/05	SA DSD	
EXEC SEC	M/S	1875	
ESR MA	8/8	(702)	



OSD 15384-05

11-L-0559/OSD/51277

B17-34

(b)(6)



DEPARTMENT OF THE NAVY  
OFFICE OF THE SUPERINTENDENT  
UNITED STATES NAVAL ACADEMY  
121 BLAKE ROAD  
ANNAPOLIS, MARYLAND 21404-5000

BT  
For your info  
5099  
11 AUG 2004

From: Superintendent, U.S. Naval Academy.  
To: Chief of Naval Operations

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL ACADEMY

Ref: (a) CNO Guidance for 2004  
(b) CNET ltr 1530 OTE6/082 of 4 Apr 01

- Encl: (1) Foreign Language Instruction at USNA
- (2) Length of Defense Language Institute programs
- (3) Options to Expand Language Instruction at USNA

1. Purpose. The purpose of this letter is to complete the tasking contained in reference (a) to "study the options and impact of mandatory language training at USNA/ROTC."

2. Background

a. Current Program. Reference (b) provides guidance on curriculum requirements for all officer commissioning programs, but is silent on requirements for foreign language training. Prior to 1964, all Naval Academy midshipmen were required to complete four semesters of classes in one of several foreign languages offered. Subsequent introduction of time-demanding academic majors, especially in the science and engineering disciplines, made it infeasible to complete a technical major and four semesters of a foreign language within the allowed four-year program.

The Academy currently provides courses in Chinese, French, German, Japanese, Russian, and Spanish, and will commence classes in Arabic in August 2004. The Academy's present curriculum requires the completion of validation (advanced placement with credit) of four semesters of foreign language study for approximately 40 (1600) percent of all midshipmen. Specifically, those majoring in economics, English, history, or political science. See enclosure (1).

This requirement for four semesters of foreign language was reaffirmed as part of a six-month Curriculum review entitled "Curriculum 21," conducted by the Naval Academy in 1997-1998. The curriculum 21 study team included representatives of the Fleet Commanders, Fleet type commanders, portions of the OPNAV staff, the Director of Naval Reactors, and the U.S. Marine Corps Basic School. In summary, Curriculum 21 concluded that the four semester requirement was appropriate for the needs of the Fleet at that time.

TAB B  
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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL ACADEMY

The current four-semester foreign language requirement at the Naval Academy targets three goals: (1) foundation level proficiency in one of seven foreign languages from which further study and

development of further, working-level proficiency becomes possible; (2) developing a familiarity with how to study a foreign language; and (3) developing a familiarity with another culture from perspectives within that culture.

In view of expected SECNAV guidance to increase the number of technical majors in each Naval Academy graduating class, the number of midshipmen with a four-semester foreign language requirement is expected to diminish to 30-35 percent of each graduating class, starting with the Class of 2007, as more midshipmen select technical undergraduate majors that do not require foreign language training.

b. Additional voluntary study. In addition to approximately 40 Percent of the midshipmen who currently are required to complete four semesters of foreign language, an additional 12-15 percent of Naval Academy midshipmen voluntarily take or validate at least four semesters of a foreign language. As a result, approximately 530 midshipmen (~55 percent) of each graduating class of 950 will have completed or validated four or more semesters of foreign language instruction. Among these graduates who complete or validate four semesters of a foreign language, approximately 100 or so (10 percent) of each graduating class apply these elective language courses toward completion of a foreign language minor. The requirement for the minor is eight courses taken or validated at the Naval Academy for French, Spanish or German or a total of six courses in Chinese, Japanese, Russian, and prospectively Arabic. Combining these courses with the immersion experience of three weeks or more in a target language country, the midshipmen completing a foreign language minor do achieve levels of proficiency that approach DoD level THREE standards in the less difficult Western languages (Spanish, German, French) and generally match or exceed ADVANCED BEGINNER standards in the more difficult non-Western languages (Chinese, Japanese, Russian, and prospectively Arabic.)

### 3. Discussion

a. Language Proficiency. Level THREE language proficiency--the DoD measure of minimum language proficiency necessary for day-to-day transactions in a professional work setting--is generally acquired

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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL  
ACADEMY

only after one or more years of full-time language training, such as that at the Defense Language Institute (DLI)-- see enclosure (2). The most intensive four-year undergraduate language programs comprise less than 600 hours of classroom instruction. Further, professional-level proficiency is generally predicated on an additional year in residence in a target language country to supplement classroom study.

At the Naval Academy--and the other service academies--the total four-year undergraduate curriculum comprises approximately 2,000 hours of classroom instruction. Midshipmen, in addition to achieving an academic major of 540 or more classroom hours, currently must complete over 1,950 classroom hours in required technical, professional, and writing-intensive courses. Leadership, professional, and physical education courses are in addition to this academic course work.

**b. Mandatory Language Training.** The existing curriculum does not provide sufficient time for all students to study foreign language, without changing to more humanities and social science majors or adding another semester or year of study to the Academy's four-year academic program. Because of competing interests within the Academy's academic program and the pre-selection of DLI students that are especially gifted linguistically, adding four, or six, or even eight semesters of college-level, classroom-based language training to the common USNA core curriculum for all midshipmen would still not provide the same level of language skills into the Fleet as full time or immersion programs. Most graduates would still require training at the Defense Language Institute (DLI) or extended immersion in the target language country in order for the officer to meet the Navy's presumptive fluency needs.

**c. A Workable Strategy.** Today's national security environment does require a broader pool of Navy and Marine Corps officers with working-level language proficiency. Nonetheless, a universal language requirement at USNA is not the best way to increase language proficiency in the Navy. Augmenting the number of Naval Academy graduates currently completing advanced language work, by drawing upon the strategies outlined in enclosure (3), afford the opportunity to enhance the cohort of officers on active duty with meaningful language proficiency without compromising the other goals the Navy has established for Naval Academy graduates. These options, discussed in more detail in enclosure (3), are as follows:

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11 AUG 2004

Subj: STUDY OF MANDATORY LANGUAGE TRAINING AT THE U.S. NAVAL ACADEMY

a. Building to a greater degree on four or more years of High School language work; and

b. Expanding current language requirements for humanities and social science majors to four semesters at the student's level of proficiency (regardless of validation or placement results); and

c. Expanding immersion language study in target language countries; and, as a further potential complement:

(2) Establishing language majors at USNA.

4. Conclusion:

Undergraduate language study at the U.S. Naval Academy is not the best way to increase language proficiency in the Navy.

Xi implemented, options (1) and suboptions (a), (a) and (c), cited above, would, in combination, demonstrably enhance the already significant number of USNA graduates earning a foreign language minor. These measures also improve the conditions supporting voluntary completion of a foreign language minor—important because personal engagement of the student is essential in establishing any foreign language proficiency and maintaining it over the course of a 20 or 30 year career.

USNA is ready to implement stronger language programs if directed and funded.

  
RODNEY P. REMPT

Foreign Language Instruction at the U.S. Naval Academy

The Naval Academy academic program offers 19 academic majors. The midshipmen make their selections at the end of the fourth-class or freshman year. These academic majors are:

<u>Group I</u> <u>Engineering</u>	<u>Group II</u> <u>Math and Science</u>	<u>Group III</u> <u>Humanities and Social</u> <u>Sciences</u>
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Electrical Eng	Computer Science	English
Mechanical Eng	Mathematics	History
Naval Architecture	Oceanography	Political Science
Ocean Engineering	Physics	
systems Engineering	Quantitative Econ	
General Eng	Information Technology	
	General Science	

Midshipmen majoring in Economics, English, History or Political Science are also required to take or validate four semesters of a foreign language. Programs are available in Chinese, French, German, Japanese, Russian, and Spanish, with courses in Arabic starting with the fall semester 2004. Members of the Class of 2008 will not commence their Language courses until their third-class year.

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Defense Language Institute Programs

DURATION GIVEN IN WEEKS (CLASS HOURS GIVEN IN PARENTHESIS)

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Spanish	25 (750 hrs)	18	18	2	6

\* The cited duration for the Intermediate and Advanced programs is in addition to the duration of the Basic Course.

Options to Expand Language Instruction at the U.S. Naval Academy

There are four options available for consideration for the expansion of language instruction.

option 1. Increase the number of language minors. Augmenting the number of Naval Academy graduates completing the language minor appears to provide one implementable opportunity to enhance the cohort of officers on active duty with meaningful language proficiency without compromising the other goals the Navy has established for Naval Academy graduates.

*cost:* A greater number of advanced level instructors will be required for this option, but will likely be off-set in part, if not in toto, through the expected smaller population of midshipmen in non-technical majors (30% vice the current 40%). Implementation of this option is predicated, however, on additional program enhancements outlined in Suboptions (a), (b) and (c), below:

Suboption a. Capitalize to a greater degree on high school language study. Meaningful foreign language work can be done in high school, and the Naval Academy can better capitalize on that work through modest adjustments in its admissions guidance and criteria. Generally, four years' successful high school work translates into validation (advanced placement and credit) for the first four semesters of college work. The Naval Academy can increase the pool of candidates with this background through an enhanced crediting plan for candidates completing up to four years of successful high school study in a single foreign language. Four-semester foreign language validators can start advanced, third- and fourth-year work as their first language courses at the Naval Academy and can complete a language minor with four courses at the advanced level. With a rich admissions pool of nearly 15,000 applicants each year, increasing the emphasis on completion of foreign language study among other admissions criteria should not compromise the overall quality of the class in other important areas, such as quantitative skills and English language proficiency. Realistically, this policy might bring to USNA slight increases in the number of midshipmen with Spanish or French language capability. Few high school programs teach foreign languages beyond these two.

*cost:* There are no tangible dollar costs to this option.

**Suboption b.** Expand language requirements. Currently midshipmen who can demonstrate their proficiency in foreign language study through a validation and placement examination are relieved of two-to-four courses of required language study, if they are a humanities or social science major. This option would require all midshipmen who seek academic majors in the humanities and social sciences actually complete four semesters of foreign language instruction at USNA and no longer "place out" of their language requirement based on high school study. If implemented, this measure would enhance the number of midshipmen who would enroll in advanced, third- and fourth-year language courses, but it may induce some second-order disadvantages; for example, fewer high performing midshipmen would have time in their four-year course of study to complete voluntary graduate study, a program that currently permits up to 20 qualifying candidates per year to complete a master's degree within one semester of graduation from the Naval Academy. Decreasing enrollments in humanities and social science majors over the next five years will compensate for some, if not all, of the increased requirement for USNA foreign language faculty teaching advanced level language courses.

**Estimated cost:** Two additional full-time civilian faculty at \$100,000. each. Total additional cost: \$200,000/yr in O&M,N resources.

**Suboption c.** Increased overseas immersion study in target language countries. In combination with a foreign language minor, such immersion experience represents the best opportunity for a USNA midshipman or recent graduate to achieve working-level proficiency in a foreign language that could be sustainable over the course of a career. Currently, overseas immersion study by USNA midshipmen is funded entirely through a combination of philanthropic resources and the personal funds of the participants. Additional O&M,N funds would be required to support overseas immersion study during summer intersessional periods or immediately following graduation.

**Estimated cost:** \$600,000/yr in O&M,N funds.

**option 2:** Establish language majors. A fourth option would be to change the present academic structure to include an academic major in a foreign language. One version of such a major would notionally consist of the completion of two academic minors in a foreign language. Such a major is not expected to attract a large number of students - probably fewer than 50 in each graduation class. Since it would presumably attract many of the

(b)(6)

midshipmen who are already completing one language minor, the language major option would not generate a large increase in the number of language-capable graduates but would enhance the individual capabilities of those graduates.

Estimated cost: Two additional full time civilian faculty at \$100,000 each. Total additional cost: \$200,000/yr in O&M, N resources. Costs would be considerably greater if the major consists of additional, advanced study in a single foreign language.



PERSONNEL AND  
READINESS

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



INFO MEMO

2:15

August 4, 2005 - 2:00 PM

352 OSNA

FOR: SECRETARY OF DEFENSE  
FROM: DR. DAVID S. C. CHU, UNDER SECRETARY (P&R)  
SUBJECT: *David S. C. Chu 5 Aug 05*  
Naval Academy Language Program—SNO WFLAKE (Tab A)

- Your note is the first notice we had of VADM Rempt's proposal (Tab B). That's not surprising, since it was addressed to the CNO, and we were not copied.
- His proposal is helpful—within limits. He's skeptical about the value of language instruction at the undergraduate level, implying a modest role for the Academy. We disagree.
- I am especially concerned that he sees a tension between language instruction and the needs of the engineering curriculum. With the vast improvement in high school math and science courses over the last generation, I would expect cadets arrive far better prepared for the Navy's engineering sequence. The same cannot be said for high school efforts in languages.
- Nonetheless, there are some valuable suggestions in VADM Rempt's paper, and we will partner with him and the Navy to implement the most promising.

4 Aug 05

INFORMATION ONLY

Attachments:  
As stated

Prepared by: Mr. Stephen M. Wellock (b)(6)

254105



FOUO

August 09, 2005

080

TO Robert Rangel

CC: Doug Feith  
Eric Edelman  
Peter Rodman

FROM: Donald Rumsfeld DL

SUBJECT: Letter ~~from~~ Strobe Talbot

Attached is letter from Strobe Talbott of Brookings. Please coordinate with Doug Feith, Eric Edelman and Peter Rodman on any suggestions they may have.

Thanks.

Attach: 7/28/05 Letter from Strobe Talbott to SecDef

DHR:ss  
080905-08

.....  
*Please Respond By August 24, 2005*

9/11/05

28 JUL 05

AUG 09 2005

FOUO

11-L-0559/OSD/512880 15389-05

BMP





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1775 Massachusetts Avenue, NW • Washington, DC 20036-2188

TEL: 202-797-6000 • FAX: 202-797-6004

www.brookings.edu

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 AUG -8 PM 3: 24

July 28, 2005

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

Dear Mr. Rumsfeld

I am writing to let you know that the Brookings Institution is initiating a search for a new Vice President and Director of Foreign Policy Studies to replace Jim Steinberg, who has stepped down after more than four years to become Dean of the Lyndon Baines Johnson School of Public Affairs at the University of Texas.

It is our intention that the Vice President and Director of Foreign Policy Studies be in place no later than January 1, 2006. To facilitate this aim, I would appreciate your sending suggestions directly to me. I have attached a position description which you should feel free to share with any potential candidates you think might meet our needs. The position description is also available on our website. All letters of inquiry and supporting materials should arrive no later than September 2, 2005.

Thank you for your assistance in this matter.

Best regards,

Strobe Talbott  
President

Enclosure

OSD 15389-05

11-L-0559/OSD/51289



# THE BROOKINGS INSTITUTION

1775 Massachusetts Avenue, NW Washington, DC 20036-2188

Tel: 202-797-6000 Fax: 202-797-6004

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The Brookings Institution is accepting applications for the position of Vice President and Director of its Foreign Policy Studies (FPS) program.

The Vice President and Director has overall responsibility for the full range of Brookings's research in national security and diplomatic policy areas. This includes overseeing policy centers focused on the Greater Middle East, Northeast Asia, and Europe (with special initiatives on Eurasia, Italy, and Turkey). To reflect the importance of emerging powers, Brookings is also committing considerable time and effort into launching initiatives on China and India. The program has also begun initiatives on transnational and global issues, including the environment. Once these are fully established, we hope to expand our efforts on Africa and Latin America.

FPS works closely with Brookings's other policy research programs in Economics, Governance, and Metropolitan Policy. In particular, FPS will be contributing to a new, free-standing, cross-program center featuring interdisciplinary policy research on the global economy and development.

Candidates should hold an advanced degree (preferably though not obligatorily a doctorate) with some combination of academic distinction; a record of publications with strong relevance to policy; an established reputation as a leader in political science, international relations or international law; and achievement as an innovative, intellectually accomplished practitioner of policy.

Particularly important is a demonstrated capacity and interest in fundraising, since much of the FPS program depends on resources raised from foundations, corporations, and individuals in addition to those that derive from the Brookings endowment. Experience and skill in personnel management, team-building, and an ability to provide supervision of written products by scholars are also important. A candidate who blends academic excellence with practical experience in government service is preferred.

Deadline for all applications is Friday, September 2, but earlier applications are appreciated. Applications from women and minorities are encouraged. The new Vice President will join Brookings no later than January 1, 2006. Applicants should send a full resume with a list of publications and a one-page description of research interests and priorities to:

Ms. Zarina Durrani  
Director of Human Resources  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, DC 20036  
Or  
hrjobs@brookings.edu

m/f/v/h

eoE



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2005 AUG - 8 11 3: 24

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Thank you for your assistance in this matter.

Best regards,

Strobe Talbott  
President

Enclosure

OSD 15389-05

11-L-0559/OSD/51291



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Candidates should hold an advanced degree (preferably though not obligatorily a doctorate) with some combination of academic distinction; a record of publications with strong relevance to policy; an established reputation as a leader in political science, international relations or international law; and achievement as an innovative, intellectually accomplished practitioner of policy.

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1775 Massachusetts Avenue, N.W.  
Washington, DC 20036  
Or  
[hrjobs@brookings.edu](mailto:hrjobs@brookings.edu)

m/f/v/h

eoe

**FOUO**

August 08, 2005

TO: ADM Bill Fallon

cc: Gen Dick Myers  
Gen Pete Pace

FROM: Donald Rumsfeld 

SUBJECT: Russian Submarine Rescue

*Russia*

Well done on the U.S. portion of the Russian submarine rescue operations. Please pass my thanks to all involved in a challenging and successful mission.

DHR:ss  
080805-M



*BAUGOS*

**OSD 15412-05**

**FOUO**  
11-L-0559/OSD/51293



THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 9 2005

Mr. Tim Baldy  
Swank Audio Visuals  
Westin City Center  
650 North Pearl Street  
Dallas, TX 75201

Dear Mr. Baldy,

Thank you so much for your efforts during the Greater Dallas Chamber luncheon this past Tuesday. Without your help, I would not have been able to make my remarks. You stepped up and made things happen in the face of a difficult challenge, and I want you to know how much I appreciate it.

Sincerely,

333 SD

9 Aug 05

3 Aug 05



THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 9 2005

Ms. Christina Oikle  
Westin City Center  
650 North Pearl Street  
Dallas, TX 75201

Dear Ms..Oikle,

I understand you put in a good deal of work behind the scenes to coordinate my visit to Dallas. Thank you so much for everything you did. I appreciate your efforts a great deal.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...".



THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 9 2005

Ms. Gail Cooksey  
Cooksey Communications  
5525 N. MacArthur Boulevard  
Suite 530  
Irving, TX 75038

Dear Ms. Cooksey,

I want to thank you for everything that you and your colleagues did in preparation for my visit to the Greater Dallas Chamber luncheon. Despite the initial bumps in the schedule, it was a pleasure to visit your city, and I appreciate your efforts a great deal.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...".

OSD 15449-05

11-L-0559/OSD/51296





THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 9 2005

Ms. Jan Hart Black  
President  
Greater Dallas Chamber  
700 North Pearl Street  
Suite 1200  
Dallas, TX 75201

Dear Ms. Hart Black,

I want to thank you for the remarkable flexibility you demonstrated in the face of some substantial challenges during the Greater Dallas Chamber luncheon earlier this week. You and your staff were inventive, gracious, and handled everything with poise. Through your efforts, I was able to make my remarks after all, and I want you to know how much I appreciate your hard work.

Please pass along my thanks to your staff. I do look forward to visiting Dallas another time in the future.

With my best wishes,

Sincerely,

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

11-L-0559/OSD/51297

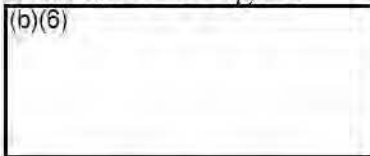
OSD 15449-05



THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 9 2005

Ms. Carrie Rogers



Dear Ms. Rogers,

I understand that you were a real star throughout the Greater Dallas Chamber luncheon difficulties, and I want to thank you. You handled everything with grace and helped the event run as smoothly as possible, despite significant complications. It was a pleasure to meet you in person later on that day.

Once again, I appreciate your efforts in the face of Tuesday's challenges. I wish you all the best.

Sincerely,

A handwritten signature in black ink, appearing to be "Z. R. ...".

OSD 15449-05

11-L-0559/OSD/51298

~~FOUO~~

August 3, 2005

TO: Robert Rangel  
CC: Bill Marriott  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Draft Notes to Dallas Chamber

333 SD

Please make sure we get notes drafted to the Dallas Chamber folks thanking them and apologizing for not making it to the event.

Thanks.

DHR:es  
080305-07

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

3 Aug 05

~~FOUO~~

OSD 15449-05

Mr. Tim Baldy  
Swank Audio Visuals  
Westin City Center  
650 North Pearl Street  
Dallas, TX 75201

Dear Mr. Baldy,

Thank you so much for your efforts during the Greater Dallas Chamber luncheon this past Tuesday. Without your help, I would not have been able to make my remarks. You stepped up and made things happen in the face of a difficult challenge, and I want you to know how much I appreciate it.

Sincerely,

11-L-0559/OSD/51300

Ms. Christina Oikle  
Westin City Center  
650 North Pearl Street  
Dallas, TX 75201

Dear Ms. Oikle,

I understand you put in a good deal of work behind the scenes to coordinate my visit to Dallas. Thank you so much for everything you did. I appreciate your efforts a great deal.

Sincerely,

11-L-0559/OSD/51301

Ms. Gail Cooksey  
Cooksey Communications  
5525 N. MacArthur Boulevard  
Suite 530  
Irving, TX 75038

Dear Ms. Cooksey,

I want to **thank** you for everything that you and your colleagues did in preparation for my visit **to** the Greater Dallas Chamber luncheon. Despite the initial bumps in the schedule, it was a pleasure to visit your city, and I appreciate your efforts **a** great deal.

Sincerely,

Ms. Jan Hart Black  
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Greater Dallas Chamber  
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Dallas, TX 75201

Dear Ms. Hart Black,

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Please pass along my thanks to your staff. I do look forward to visiting Dallas another time in the future.

With my best wishes,

Sincerely,

11-L-0559/OSD/51303

Ms. Carrie Rogers

(b)(6)

Dear Ms. Rogers,

I understand that you were a real star throughout the Greater Dallas Chamber luncheon ~~face~~, and I want to thank you. You handled everything with grace and helped the event run as smoothly as possible, despite significant ~~difficulties~~. It was a pleasure to meet you in person later on that day.

Once again, I appreciate your efforts in the face of Tuesday's challenges. I wish you all the best.

Sincerely,

I can add a  
line re: photo if you'd  
like →

We should  
not add it  
SB

FYI - There is a relevant photo  
PA wants to include - but it is  
not available until early next week.  
Should we hold this letter until  
then - so he can see then both +  
sign if he would like?

Thye  
CFL

REC WBS NOT HOLD  
THIS UP FOR A PHOTO SHE  
DIDNT REQUEST - GOOD  
CHANCE SD WILL SAY NO  
TO PA (HE HAS BEFORE)  
M AG 12

Difficulties  
Complications

Do we want  
to use  
"Fiasco" 3



## Casey, Carrie, CTR, OSD

**From:** Jones, Tara, CIV, OASD-PA  
**Sent:** Thursday, August 04, 2005 11:41 AM  
**To:** Casey, Carrie, CTR, OSD; Romley, David Capt. USMC, OASD-PA  
**cc:** Marriott, William P, CIV, OSD  
**Subject:** RE: Dallas Chamber Info

Carrie sue,

i had asked for all the info from the chamber and just received the answer this morning. have been working on compiling it all for you--hope you didn't think it was avoiding or delaying. just took me a little time to get it all together.

as discussed, i would like to include Carrie ragers' picture of her and secdef with her thank you letter. photog is out in la, so the picture won't be printed until early next week. is it acceptable to wait to send hers until then?

in any event, here are the addresses:

Carrie Rogers

(b)(6)

- needs picture ... hold letter until next week

(this gal was the rockstar of the whole event. she made it happen. she helped us with whatever we needed and was so responsive. really went above and beyond to accomodate us and make sure we had everything we asked for...)

Jan Hart Black (two last names)  
president  
Greater Dallas Chamber  
700 N. Pearl Street, Suite 1200  
Dallas, Texas 75201

(her letter should specifically thank her for the hospitality and flexibility of her and her staff, as i mentioned to you over the phone.)

three more people should get thank yous:

Ms. Gail Cooksey  
Cooksey Communications  
5525 N. MacArthur Blvd., Suite 530  
Irving, Texas 75038

(she handled the media outreach for the event and helped with the "clean up" afterward)

Tim Baldy  
Swank Audio Visuals  
Westin City Center  
650 North Pearl Street  
Dallas, Texas 75201

(without him the call with secdef would not have happened. he scrambled to set up the a/v so that he could give his speech over the phone)

Mrs. Christina Oikle  
Westin City Center  
650 North Pearl Street  
Dallas, Texas 75201

(she was the hotel staff that coordinated everything--from routes, to rooms, food, a/v, security, etc. she was very professional, helpful and flexible. anything we needed, she made it happen.)

thanks.

tj

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

**From:** Casey, Carrie, CTR, OSD  
**Sent:** Thursday, August 04, 2005 11:16 AM  
**To:** Romley, David Capt. USMC, OASD-PA  
**CC:** Marriott, William P, CIV, OSD; Jones, Tara, CIV, OASD-PA  
**Subject:** RE: Dallas Chamber Info

Capt Romley-- I had just emailed Tara abt this. I need the addresses and correct spellings of the 2 ppl I am supposed to write -- as of now I have Jan Hartblack and Carrie Rogers -- but again, the info I have is from our phone

JAGUAR  
THE 2005 XJ



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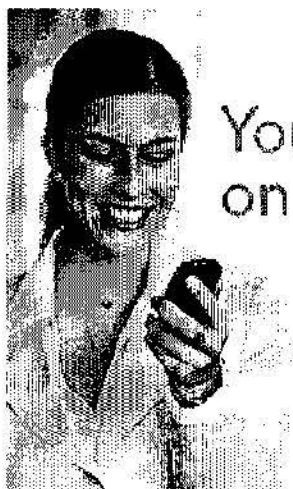
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Dallas Business Journal • 8:43 AM CDT Wednesday

## Rurnsfeld addresses Dallas Chamber

Margaret Allen  
Staff Writer

Citing recent national media reports that have mocked the Bush administration for reportedly changing its wording regarding the Iraq war from the "War on Terror" to the "struggle against violent extremism," U.S. Defense Secretary Donald Rumsfeld on Tuesday vigorously defended Bush's record.



Your office  
on the go:

"Let there be no mistake, we are a nation at war," said Rumsfeld, going on to say that "We need all elements of national power to win this war."

Rumsfeld was slated to speak Tuesday at a luncheon drawn together quickly last week by the Greater Dallas Chamber.

His Dallas ... airplane difficulties in New Mexico -- as Rumsfeld was returning from vacation -- and later in Amarillo. The holdup forced Rumsfeld to abandon delivery of his address face-to-face with a crowd of 500 business executives on hand to hear his talk. Chamber officials instead patched Rumsfeld in via telephone into the public address system of the Westin City Center hotel at Plaza of the

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- » Al Qaeda
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- » Groundbreaking set for southwest Dallas project
- » Foundation gives DPD \$15 million grant
- » McKinney names Main Street program director

- » Dallas group to honor Hughes
- » Workers' confidence holds steady

More

- » Companies in the News
- » People in the News

Americas in downtown Dallas.

In friendly comments to the crowd, Rumsfeld complimented Texans and thanked those who support the war for their backing.



Not so small: With revenue ne million they've grown beyond s business.

His comments to what was easily a friendly crowd, addressed many of the criticisms to the four-year war that have been emerging nationwide in recent months, in particular a timeframe for troop withdrawal and the rationale for continuing the war.

Without stating a firm date, Rumsfeld seemed to address the increasing calls from critics of the war to bring home U.S. troops.

"Once Iraq is safely in the hands of Iraqis, they will be able to go home," he said.

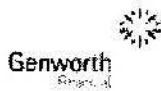
Despite government findings showing there was no link between Iraq and the Al Qaeda terrorism attacks on Sept. 11, 2001, Rumsfeld joined terrorism and Iraq in explaining the rationale for continuing the war there.

"The only way to defeat terrorism is to go on the attack, and that is exactly what our coalition is doing in Afghanistan and Iraq," he said.

[mallen@bizjournals.com](mailto:mallen@bizjournals.com) | 214-706-7119

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TAB  
UNCLASSIFIED

STANDARD TIME  
SEP 1 10 10 AM '05

2005 000 -9 PM 12- 11  
JUL 08 2005

TO: Gordon England  
Gen Dick Myers

FROM: Donald Rumsfeld 

SUBJECT: CSIS Goldwater-Nichols Study Brief to Strategic Planning Group

Do you think we ought to have John Hamre give his presentation to the SLRG,  
combined with the Combatant Commanders when they are in town?

Thanks.

DHR:dh  
070705-20

.....  
*Please Respond By July 14,2005*

OSD 15452-05

UNCLASSIFIED  
11-L-0559/OSD/51309

Tab



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

OFFICE OF THE  
SECRETARY OF DEFENSE

2005 08 08 12:11

CM-2681-05  
8 August 2005

INFO MEMO

FOR SECRETARY OF DEFENSE

FROM: General Richard D. Myers, CJCS

*RAM 8/8*

SUBJECT: CSIS Goldwater-Nichols Study Brief to Strategic Planning Group (SF 1063)

- **Answer.** In response to your question (TAB), Dr. Hamre's briefing is stimulating but misses the **mark** on several issues. To prevent confusion, I recommend he not present the briefing to the Senior Leader Review Group or to the combatant commanders until he further refines the presentation.

COORDINATION: NONE

Attachment:  
As stated

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

*Copy to OSD.*

11-L-0559/OSD/51310

OSD 15452-05

~~FOUO~~

August 09, 2005

TO: The Honorable Andrew H. Card Jr.  
FROM: Donald Rumsfeld *DR*  
SUBJECT: Nomination of Mike Wynne to be Secretary of the Air Force

*OSD AF*

Andy,

We have a very serious problem. Either the President nominates and sends to the Senate Mike Wynne's nomination as Secretary of the Air Force the first day the Senate is back in session -- September 6, 2005, or the Vacancy Act prevents our Acting Secretary of the Air Force, Pete Geren, from continuing in that position for another day. He would be done, which would be most disruptive.

Please let me know if there is anything that needs to be done that has not been done to get his nomination out on September 6. Also, please give me a report as to your confidence level as to whether that can be completed. It may take your working with the FBI to accelerate it. It may take your staff working with the White House Counsel's office. It may take some work with the Ethics office. But it shouldn't be a problem. Wynne has served in the Administration for four years in a Senate confirmed position. He is a seasoned, well-examined Presidential appointee.

We have greased the skids on the Hill and they say they are ready to receive it when they get back in session. We can't drop the ball on this.

Please let me know after you have a chance to look into it.

Thanks very much.

Regards,

DHR:ss  
080805-13

OSD 15454-05

*9 AUG 05*

~~FOUO~~

11-L-0559/OSD/51311

FOUO

UNITED STATES OF AMERICA  
DEPARTMENT OF DEFENSE

2005 JUL -9 PM 1:17

July 27, 2005

05/010135  
ES-3838

383.6

TO: Ryan Henry  
CC: Doug Feith  
FROM: Donald Rumsfeld *DL*  
SUBJECT: Over Capacity

What are we doing about this over capacity in Iraq at Camp Bucca and Abu Ghraib? *You* folks need to get that solved.

Please advise.

Thanks.

DHR:dh  
072705-09TS

.....  
*Please respond by August 25, 2005*

FOUO

OSD 15467-05

27 JUL 05

11-L-0559/OSD/51312



8/11  
DFIS



THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-3010

ACTION MEMO

August 3, 2005 10:00AM

DepSecDef \_\_\_\_\_

A-400.23

Robert Range

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

TO: SECRETARY OF DEFENSE

FROM: Ken Krieg, USD(AT&L)

Subject: Senator Santorum Inquiry on Tungsten

Steve Buccellato  
Staff Director

- This responds to your question regarding subject inquiry.
- Senator Santorum also wrote letters (TAB C) to the Defense Logistic Agency's Defense National Stockpile Center (DNSC) and to the Market Impact Committee (MIC), an interagency body which advises the DNSC.
- The MIC reviewed this issue and wrote a letter (TAB D) to the Administrator of the DNSC, reporting it was the consensus of the committee that the FY 2006 sales level of tungsten be increased from 5 to 8 million pounds.
- Your proposed response (TAB A) confirms the Senator's understanding of the tungsten market, refutes his belief regarding nuclear weapons, and outlines the statutory steps that are being taken to increase the amount of tungsten being sold from the National Defense Stockpile.

RECOMMENDATION: Sign the letter to Senator Santorum (TAB A)

COORDINATION: TAB E

Attachments:

As stated

So we  
Approved

Robert Rangel  
8/23

Prepared By: Tom Carter, ODUSD(L&MRLPP) (b)(6)

12/8/26  
22/8/23

MA SD	8/23	SMA DSD	
TSA SD	8/23	SA DSD	
EXEC SEC	148/11	0710	15/16/2005
ESR MA	MBS 8/10	1790	

3 Aug 05



**TAB**

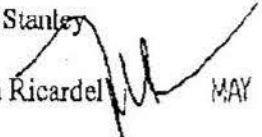
**B**

~~FOR OFFICIAL USE ONLY~~

SECRET  
OFFICE OF THE  
SECY OF DEFENSE  
05/007010-ES  
2005 MAY 25 PM 12:09 ES-3312

May 24, 2005

FOR SECRETARY OF DEFENSE  
UNDER SECRETARY OF DEFENSE FOR POLICY

CC: Dan Stanley  
FROM: Mira Ricardel  MAY 24 2005  
SUBJECT: Call From Senator Santorum on Tungsten Stockpiles

Your question is attached.

DoE stockpile and industrial base issues are handled by AT&L - we have asked them to look into Senator Santorum's question. There are no proliferation issues involved.

The responsible AT&L office is the DUSD for Logistics and Material Readiness (Bradley Berkson): my staff has been in touch with his to confirm they are providing a response for your review.

25-05-05 10:23 IN

~~FOR OFFICIAL USE ONLY~~

OSD 10058-05

11-L-0559/OSD/51315

**TAB**

**C**

United States Senate  
WASHINGTON, DC 20510

May 4, 2005

Mr. Correl Holder  
Administrator, Defense National Stockpile Center  
Defense Logistics Agency  
8725 John J. Kingman Road  
Suite 3339  
Fort Belvoir, Virginia 22060-6223

Dear Mr. Holder:

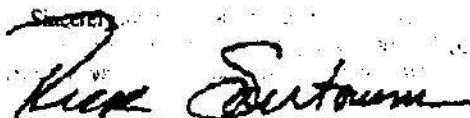
I write today on behalf of my constituents at Kennametal Inc., a significant manufacturer of tooling, engineered components and advanced materials consumed in production processes. Kennametal employs roughly 14,000 employees worldwide, of which 8,000 are located here in the U.S. As you may know, the company is headquartered in Latrobe, Pennsylvania.

As you are well aware, the global demand for steel and materials used in the production of steel has had an impact on the production costs for steel producers and companies in the steel industry. For example, Kennametal has experienced an unprecedented price escalation with respect to the cost paid for tungsten ore. Until relatively recently, Kennametal paid \$80 per metric ton for tungsten ore on the world market. Today, however, Kennametal pays upwards of \$260 per metric ton. Other reports are that ammonium paratungstate or APT, a downstream compound, is currently selling at \$22,000 per ton, up from the \$9,000 per ton it had been selling. Additionally, an estimated 80% of tungsten ore reserves are located in the People's Republic of China. Chinese officials, due to domestic pressures, have begun limiting the export of tungsten ore mined in China.

Because of the limitations on availability of tungsten ore impacting companies like Kennametal, it is only a matter of time before those industries such as the aerospace, automotive, energy, mining construction, light and heavy engineering, and general manufacturing are impacted. Given these shortages of tungsten ore and APT, companies such as Kennametal could be forced to move operations overseas or to countries where access to these materials is not an issue. I believe that there are actions that can be taken to avert such a situation or scenario.

With these observations in mind, I urge that the Defense National Stockpile Center (DNSC) release 20 million pounds of stockpile tungsten contained in tungsten ore to the market between July 1, 2005 and June 30, 2006. I am hopeful that you and others within the DNSC are sympathetic to the needs of American industry, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,  
  
Rick Santorum  
United States Senate



DEFENSE LOGISTICS AGENCY  
DEFENSE NATIONAL STOCKPILE CENTER  
8725 JOHN J. KINGMAN ROAD, SUITE 3229  
FT. BELVOIR, VIRGINIA 22060-6223

IN REPLY  
REFER TO

MAY 26 2005

The **Honorable Rick Santorum**  
United States **Senate**  
Washington D.C. 20510

Dear Senator **Santorum**:

This is in response to your May 4, 2005, inquiry on behalf of Kennametal, Inc., concerning the scarcity and price of tungsten ores. As a result of the shortage of material, you asked that the Defense **National** Stockpile Center (DNSC) **release** 20 million pounds of National Defense Stockpile (NDS) **tungsten** between July 1, 2005, and June 30, 2006.

The National Association of Manufacturers (NAM) has also asked that the AMP be increased. Although it may not be feasible to effect this change for FY 2005, DNSC has proposed an increase in **the FY 2005 and FY 2006 AMPs** to 20 million pounds as requested by the NAM. **This** increase, which represents a significant **change** to the **AMP**, must be approved by the interagency **Market Impact** Committee (MIC) before being submitted to Congress.

The MIC, co-chaired by the **Departments** of State and Commerce, is chartered to provide **advice** on the projected **domestic** and foreign economic effects of acquisitions and disposals (sales) from the NDS. As part of its deliberative process, the MIC publishes proposed changes to the **AMP** in the Federal Register (FR) with a 30-day public comment period. The MIC considers those comments in developing **its** recommendations to the **NDS Manager**, the Under Secretary of Defense (Acquisition, **Technology** and **Logistics**) (AT&L). The **NDS Manager** then **transmits** the proposed **AMP** revisions to Congress. Changes cannot be implemented earlier than **45** days after notification is transmitted to Congress.

The MIC **expects** to publish the FR **notice** within the next **two weeks** and has set a meeting to **discuss** public **comments** for June 28, 2005. Upon receipt of the MIC recommendations, we will request the **office** of the Under Secretary of Defense (AT&L) to expedite the **transmittal** to Congress. However, given the statutory time constraints, it is unlikely that we could implement any changes **before** the start of **FY 2006**.

Representatives **from** the Defense Logistics Agency and DNSC met with Kennametal officials on **May** 19, 2005, to address Kennametal's concerns. We discussed the foregoing as well as DNSC's **tungsten** sales plans for **FY 2006**. **Kennametal** appeared **satisfied** with DNSC's efforts in **this** matter and the meeting **adjourned** on a cordial note.

I hope the foregoing has **been** responsive to your request

Sincerely,

CORNEL A. HOLDER  
Administrator

Printed on Recycled Paper

11-L-0559/OSD/51318

COMMITTEES:  
FINANCE

MANAGEMENT AND LABOR AFFAIRS  
AGRICULTURE, NUTRITION AND FORESTRY  
RULES AND ADMINISTRATION  
SPECIAL COMMITTEE ON AGING

RICK SANTORUM  
PENNSYLVANIA

REPUBLICAN CONFERENCE  
Chairman

WASHINGTON, DC  
511 OGDEN SENATE OFFICE BLDG.  
WASHINGTON, DC 20510  
(202) 224-4374

# United States Senate

<http://santorum.senate.gov>

June 16, 2005

Mr. William J. Denk  
Co-chair, National Defense Stockpile ~~Market~~ Impact Committee  
Office of Strategic Industries and Economic Security  
U.S. Department of Commerce  
Bureau of Industry and Security, Room 3876  
14th Street and Constitution Avenue, NW  
Washington, DC 20230

Dear Mr. Denk:

I write today on behalf of my constituents at Kennametal Inc., a significant manufacturer of tooling, engineered components and advanced materials consumed in production processes. Kennametal employs roughly 14,000 employees worldwide, of which 8,000 are located here in the U.S. As you may know, the company is headquartered in Latrobe, Pennsylvania.

I am aware that the National Defense Stockpile Market Impact Committee, co-chaired by the Departments of Commerce and State, is seeking public comments on the potential market impact of proposed changes in the disposal levels of excess Chromium Metal, Ferrichromium, and Tungsten ores and concentrates under the Fiscal Year (FY) 2006 Annual Materials Plan (AMP). I am writing to encourage the Market Impact Committee to release additional quantities of Tungsten ore this year.

As you are well aware, the global demand for steel and materials used in the production of *stod* has had an impact on the production costs for steel producers and companies in the steel industry. For example, Kennametal has experienced an unprecedented price escalation with respect to the cost paid for tungsten ore. Until relatively recently, Kennametal paid \$80 per metric ton for tungsten ore on the world market. Today, however, Kennametal pays upwards of 4260 per metric ton. Other reports are that ammonium paratungstate or APT, a downstream compound, is currently selling at \$22,000 per ton, up from the \$9,000 per ton it had been selling. Additionally, an estimated 80% of tungsten ore reserves are located in the People's Republic of China. Chinese officials, due to domestic pressures, have begun limiting the export of tungsten ore mined in China.

Because of the limitations on availability of tungsten ore impacting companies like Kennametal, it is only a matter of time before those industries such as the aerospace, automotive, energy, mining, construction, light and heavy engineering, and general manufacturing are impacted. Given these shortages of tungsten ore and APT, companies such as Kennametal could be forced to move operations overseas or to countries where access to these materials is not an issue. I believe that there are actions that can be taken to avert such a situation or scenario.

With these observations in mind, I urge the Market Impact Committee to authorize the release of additional quantities of stockpile tungsten contained in tungsten ore to the market. I am hopeful that

- ALBANY, NY: 3800 FORTY-SEVEN AVENUE, 504 WEST HAMILTON STREET, ALBANY, NY 12205, (518) 776-0142
- ALBUQUERQUE, NM: BRADY & SULLIVAN, SUITE 202, ROUTE 223 NORTH, ALBUQUERQUE, NM 87102, (505) 946-7027
- ANNE ARBOR, MI: 81 MAIN HILL ROAD, ANN ARBOR, MI 48105, (313) 774-9777
- ARIZONA: 1705 WEST 26TH STREET, TUCSON, AZ 85710, (520) 456-7114
- BALTIMORE, MD: 255 BALDUIN STREET, BALTIMORE, MD 21201, (410) 231-7540
- BIRMINGHAM, AL: PHOENIX BUILDING, ONE SOUTH PINE SQUARE, SUITE 360, BIRMINGHAM, AL 35207, (205) 866-6900
- BOULDER, CO: 100 WEST STATION SQUARE, BOULDER, CO 80501, (303) 442-4533
- BRIDGEVILLE, PA: 527 LINCOLN STREET, SCRANTON, PA 18507, (717) 914-8797

you and others within the Departments of Commerce and State are sympathetic to the needs of American *industry*, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,



Rick Santorum  
United States Senate

RJS/gb



**TAB**

**D**

United States Senate  
WASHINGTON, DC 20510

May 4, 2005

Mr. Cornel Holder  
Administrator, Defense National Stockpile Center  
Defense Logistics Agency  
8725 John J. Kingman Road  
Suite 3339  
Fort Belvoir, Virginia 22060-6223

Dear Mr. Holder:

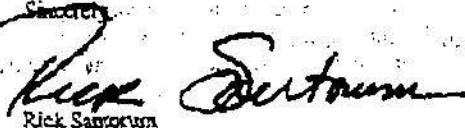
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Rick Santorum  
United States Senate



DEFENSE LOGISTICS AGENCY  
DEFENSE NATIONAL STOCKPILE CENTER  
8725 JOHN J. KINGMAN ROAD, SUITE 3229  
FT. BELVOIR, VIRGINIA 22060-6223

IN REPLY  
REFER TO

YAY 2 6 2005

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

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I hope the foregoing has been responsive to your request

Sincerely,

CORNEL A. HOLDER  
Administrator



11-L-0559/OSD/51323

RICK SANTORUM  
PENNSYLVANIA  
REPUBLICAN CONFERENCE  
Chairman  
WASHINGTON, DC  
511 SENATE CHAMBER BUILDING  
WASHINGTON, DC 20510  
(202) 224-4324

# United States Senate

<http://santorum.senate.gov>

COMMITTEES:  
FINANCE  
BANKING, HOUSING AND URBAN AFFAIRS  
AGRICULTURE, NUTRITION AND FORESTRY  
RULES AND ADMINISTRATION  
SPECIAL COMMITTEE ON AGING

June 16, 2005

Mr. William J. Denk  
Co-chair, National Defense Stockpile Market Impact Committee  
Office of Strategic Industries and Economic Security  
U.S. Department of Commerce  
Bureau of Industry and Security, Room 3876  
14th Street and Constitution Avenue, N W  
Washington, DC 20230

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- ALABAMA  
3000 FEDERAL STREET, 1ST FLOOR  
500 WEST HAMILTON STREET  
ANN ARBOR, PA 15105  
(410) 776-0142
- ALABAMA  
RICHARD SULLIVAN  
SUITE 202  
ROUTE 220 NORTH  
ALBUQUERQUE, PA 15441  
(816) 941-2029
- CALIFORNIA  
81 MANAR HILL ROAD  
CANTONMENT, PA 15915  
(814) 774-9713
- COLOREDISTRICT  
205 WEST 20th STREET  
DALLAS, PA 16508  
(816) 454-2114
- FLORIDA  
355 WAGNER STREET  
PO BOX 1000  
HAWTHORNE, PA 12111  
(772) 231-7510
- ILLINOIS  
PHILADELPHIA  
WINDY BLDG  
ONE SOUTH PLYMOUTH SQUARE  
SUITE 260  
PILGRIMAGE, PA 19107  
(215) 464-6906
- ILLINOIS  
100 West Station Square (Main)  
LANCASTER, PA 17601  
SUITE 250  
LITTLETON, PA 15219  
(412) 547-4633
- SCRANTON  
127 UNION STREET  
SCRANTON, PA 18503  
(570) 311-8777

you and others within the Departments of Commerce and State are sympathetic to the needs of American industry, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,

A handwritten signature in black ink that reads "Rick Santorum". The signature is written in a cursive style with a long horizontal stroke at the end.

Rick Santorum  
United States Senate

RJS/gb

11-L-0559/OSD/51325

TAB

E

## COORDINATION

SUBJECT: Senator Santorum Inquiry on Tungsten

<u>ORG</u>	<u>NAME</u>	<u>REMARKS</u>	<u>DATE</u>
USD(P)	Mr. Ken Handelman	No comment	5/25/05
OGC	D.J. Dell'Orto	Concur w/edit	7/29/05
ASD(LA)	Ms. Wendy Yeldell	Concur	5/25/05

**COORDINATION**

SUBJECT: Senator Santorum Inquiry on Tungsten

<u>ORG</u>	<u>NAME</u>	<u>REMARKS</u>	<u>DATE</u>
USD(P)	Mr. Ken Handelman	Nocom ent	5125105
OGC	<i>D. J. Dell'Antonio</i>	_____	<i>7/29/05</i>
ASD(LA)	<i>Principal Deputy</i>	_____	_____

Please call Mr. Tom Carter, (b)(6) or Mr. Rene Balanga, (b)(6) for pick-up.





ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301 3010

ACTION MEMO

July 5, 2005 10:00AM

FOR: SECRETARY OF DEFENSE

DepSecDef \_\_\_\_\_

FROM: Ken Krieg, USD(AT&L)

Subject: Senator Santorum Inquiry on Tungsten

- Your inquiry regarding Senator Santorum's concerns on tungsten (TAB B) was forwarded to me from Doug Feith for response because I oversee the National Defense Stockpile (NDS) through Brad Berkson's folks and the Defense Logistics Agency (DLA).
- Senator Santorum also wrote to DLA's Defense National Stockpile Center (DNSC) (which manages tungsten and other critical commodities, not OMB) and to the Market Impact Committee about this concern (TAB C).

*NOTE*  
 Section 3302 DCA  
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 to be...  
 of in 1999

- Senator Santorum is correct that tungsten prices are high and the market supply is tight. In addition, Section 3302 of the FY06 NDAA as passed by the House would authorize DoD to sell additional tungsten.

- The proposed response (TAB A) outlines the statutory process and gives the status of this action: Federal Register publication, Market Impact Committee (MIC) review, review by the Department and submission to Congress of any proposed revision.

*THAT MUST BE FOLLOWED TO INCREASE SALES OF TUNGSTEN FROM THE NDS.*

The process to date has resulted in conflicting opinions from the private sector and from other members of Congress (Representatives McHugh, Hunter, Gibbons, and Murtha) (TAB D). No recommendation has yet been received from the MIC.

RECOMMENDATION: Sign the letter to Senator Santorum (TAB A)

COORDINATION: TAB E

Attachments:  
As stated

Prepared By: Tom Carter, ODUSD(L&MR/LPP) (b)(6)





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

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

Dear Senator Santorum:

Thank you for your inquiry about sales of tungsten from the National Defense Stockpile. You are correct that tungsten prices are high, market supply is tight, and China is the major supplier. In addition, tungsten can be used in nuclear weapons.

Because of the shortage, action is underway to consider increasing sales of tungsten from the stockpile in Fiscal Year 2006. ~~Section 3302 of the National Defense Authorization Act for Fiscal Year 2006 passed by the House of Representatives would authorize the Department to sell additional tungsten.~~ On May 27, 2005, a Federal Register notice requested comments on a proposed increase of tungsten sales from 5 million pounds to 20 million pounds. This notice resulted in approximately 25 letters from the public and Congress. The letters expressed a wide range of comments, concerns, and opinions, both for and against the proposed increase.

MEMORANDUM OF

The Market Impact Committee (MIC), an inter-agency advisory committee, convened on June 28, 2005, and discussed the tungsten quantity issue but did not reach a conclusion on its recommendation. As required by the Stock Piling Act, the Department's selected quantity will be sent to Congress in a proposed revision to the Fiscal Year 2006 Annual Materials Plan for the stockpile.

WHENEVER TUNGSTEN SALES SHOULD BE INITIATED.

(50 U.S.C. 4911)

I hope this information is helpful to you.

Sincerely,

(AMP)

SECTION 5(a)(2) OF THE STRATEGIC AND CRITICAL MATERIALS

DISPOSAL

WE MUST WAIT FOR A PERIOD OF 45 DAYS AFTER THE APPROPRIATE COMMITTEES OF CONGRESS RECEIVE THE REVISED AMP BEFORE WE CAN BEGIN ANY SALES.



# **BACKGROUND**

11-L-0559/OSD/51331

**SEC. 3302. REVISION OF FISCAL YEAR 1999 AUTHORITY TO DISPOSE OF CERTAIN MATERIALS IN THE NATIONAL DEFENSE STOCKPILE.**

(a) Required Receipts From Disposals- Section 3303(a) of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999 (Public Law 105-261; 50 U.S.C. 98d note), as amended by section 3302 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 (Public Law 108-375; 118 Stat. 2193), is amended by striking paragraph (5) and inserting the following new paragraph:

(5) \$1,000,000,000 by the end of fiscal year 2011.

(b) Effect of Amendment- The amendment made by subsection (a) will result in the continued disposal of certain materials in the National Defense Stockpile after September 30, 2005, pursuant to the disposal authority provided by section 3303 of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999, and allow the National Defense Stockpile Manager to take advantage of favorable market conditions for the sales of several of the materials authorized for disposal, such as tungsten ferro, tungsten metal powder, and tungsten ores and concentrates.

\$59,700,000 of the funds in the National Defense Stockpile Transaction Fund established under subsection (a) of section 9 of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98h) for the authorized uses of such funds under subsection (b)(2) of such section, including the disposal of hazardous materials that are environmentally sensitive.

(b) **ADDITIONAL OBLIGATIONS.**—The National Defense Stockpile Manager may obligate amounts in excess of the amount specified in subsection (a) if the National Defense Stockpile Manager notifies Congress that extraordinary or emergency conditions necessitate the additional obligations. The National Defense Stockpile Manager may make the additional obligations described in the notification after the end of the 45-day period beginning on the date on which Congress receives the notification.

(c) **LIMITATIONS.**—The authorities provided by this section shall be subject to such limitations as may be provided in appropriations Acts.

**SEC. 3302. REVISION OF EARLIER AUTHORITY TO DISPOSE OF CERTAIN MATERIALS IN NATIONAL DEFENSE STOCKPILE.**

50 USC 98d note.

Section 3303(a) of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999 (Public Law 105-261; 50 U.S.C. 98d note) is amended by striking paragraphs (4) and (5) and inserting the following new paragraphs:

- “(4) \$785,000,000 by the end of fiscal year 2005; and
- “(5) \$870,000,000 by the end of fiscal year 2009.”

**SEC. 3303. DISPOSAL OF FERROMANGANESE.**

50 USC 98d note.

(a) **DISPOSAL AUTHORIZED.**—The Secretary of Defense may dispose of up to 50,000 tons of ferromanganese from the National Defense Stockpile during fiscal year 2005.

(b) **CONTINGENT AUTHORITY FOR ADDITIONAL DISPOSAL.**—(1) If the Secretary of Defense completes the disposal of the total quantity of ferromanganese authorized for disposal by subsection (a) before September 30, 2005, the Secretary of Defense may dispose of up to an additional 25,000 tons of ferromanganese from the National Defense Stockpile before that date.

(2) If the Secretary completes the disposal of the total quantity of additional ferromanganese authorized for disposal by paragraph (1) before September 30, 2005, the Secretary may dispose of up to an additional 25,000 tons of ferromanganese from the National Defense Stockpile before that date.

(c) **CERTIFICATION.**—The Secretary of Defense may dispose of ferromanganese under the authority of paragraph (1) or (2) of subsection (b) only if the Secretary submits written certification to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, not later than 30 days before the commencement of disposal under the applicable paragraph, that—

- (1) the disposal of the additional ferromanganese from the National Defense Stockpile is in the interest of national defense;
- (2) the disposal of the additional ferromanganese will not cause undue disruption to the usual markets of producers and processors of ferromanganese in the United States; and
- (3) the disposal of the additional ferromanganese is consistent with the requirements and purpose of the National Defense Stockpile.

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\*\*\* CURRENT THROUGH P.L. 109-20, APPROVED 7/01/05 \*\*\*

TITLE 50. WAR AND NATIONAL DEFENSE  
CHAPTER 5. ARSENALS, ARMORIES, ARMS, AND WAR MATERIALS GENERALLY  
ACQUISITION AND DEVELOPMENT OF STRATEGIC RAW MATERIALS

GO TO CODE ARCHIVE DIRECTORY FOR THIS JURISDICTION

50 USCS § 98d (2005)

§ 98d. Authority for stockpile operations

(a) Funds appropriated for acquisitions; proposed stockpile transactions; significant changes therein.

(1) Except for acquisitions made under the authority of paragraph (3) or (4) of section 6(a) [50 USCS § 98e(a)(3) or (4)], no funds may be obligated or appropriated for acquisition of any material under this Act [50 USCS § 98 et seq.] unless funds for such acquisition have been authorized by law. Funds appropriated for such acquisition (and for transportation and other incidental expenses related to such acquisition) shall remain available until expended, unless otherwise provided in appropriation Acts.

(2) If for any fiscal year the President proposes certain stockpile transactions in the annual materials plan submitted to Congress for that year under section 11(b) [50 USCS § 98h-2(b)] and after that plan is submitted the President proposes (or Congress requires) a significant change in any such transaction, or a significant transaction not included in such plan, no amount may be obligated or expended for such transaction during such year until the President has submitted a full statement of the proposed transaction to the appropriate committees of Congress and a period of 45 days has passed from the date of the receipt of such statement by such committees.

(b) Disposal. Except for disposals made under the authority of paragraph (3), (4), or (5) of section 6(a) or under section 7(a), no disposal may be made from the stockpile unless such disposal, including the quantity of the material to be disposed of, has been specifically authorized by law.

(c) Authorization of appropriations. There is authorized to be appropriated such sums as may be necessary to provide for the transportation, processing, refining, storage, security, maintenance, rotation, and disposal of materials contained in or acquired for the stockpile. Funds appropriated for such purposes shall remain available to carry out the purposes for which appropriated for a period of two fiscal years, if so provided in appropriation Acts.

**HISTORY:**

(June 7, 1939, ch 190, § 5, 53 Stat. 812; July 23, 1946, ch 590, 60 Stat. 598; July 30, 1979, P.L. 96-41, § 2(a), 93 Stat. 321; Aug. 13, 1981, P.L. 97-35, Title II, Subtitle A, § 203(a), (b), 95 Stat. 381; Oct. 19, 1984, P.L. 98-525, Title IX, § 903(a), (b) 98 Stat. 2573; Nov. 14, 1986, P.L. 99-661, Div C, Title II, § 3207(a)(2), 100 Stat. 4069; Dec. 4, 1987, P.L. 100-180, Div C, Title II, § 3206(a), 101 Stat. 1247; Oct. 23, 1992, P.L. 102-484, Div B, Title XXXIII, Subtitle B, § 3312, 106 Stat. 2653; Nov. 30, 1993, P.L. 103-160, Div C, Title XXXIII, Subtitle B, § 3312, 107 Stat. 1962.)

**HISTORY; ANCILLARY LAWS AND DIRECTIVES**

## Amendments:

1946. Act July 23, 1946, substituted this section for one which read "Purchases under this Act shall be made in accordance with Title III of the Act of March 3, 1933 (47 Stat. 1520), but a reasonable time (not to exceed one year) shall be allowed for production and delivery from domestic sources and in the case of any such material available in the United States but which has not been developed commercially, the Secretary of War and the Secretary of the Navy may, if they find that the production of such material is economically feasible, direct the purchase of such material without requiring the vendor to give bond."

1979. Act July 30, 1979, substituted this section for one which read "The stock piles shall consist of all such materials heretofore purchased or transferred to be held pursuant to this Act, or hereafter transferred pursuant to section 6 hereof, or hereafter purchased pursuant to section 3 hereof, and not disposed of pursuant to this Act. Except for the rotation to prevent deterioration and except for the disposal of any material pursuant to section 3 of this Act, materials acquired under this Act shall be released for use, sale, or other disposition only (a) on order of the President at any time when in his judgment such release is required for purposes of the common defense, or (b) in time of war or during a national emergency with respect to common defense proclaimed by the President, on order of such agency as may be designated by the President."

1981. Act Aug. 13, 1981, in subsec. (a), designated the existing provisions as para. (1), and in para. (1) as so designated, inserted "and other incidental expenses", and substituted "until expended, unless otherwise" for "for a period of five fiscal years, if so", and added para. (2); and, in subsec. (b), inserted "(1)", and inserted ", or (2) if the disposal would result in there being a balance in the National Defense Stockpile Transaction Fund in excess of \$ 1,000,000,000 or, in the case of a disposal to be made after September 30, 1983, if the disposal would result in there being a balance in the fund in excess of \$ 500,000,000".

1984. Act Oct. 19, 1984, in subsec. (b)(2), substituted "an unobligated balance" for "a balance", and substituted "\$ 250,000,000." for "\$ 1,000,000,000 or, in the case of a disposal to be made after September 30, 1983, if the disposal would result in there being a balance in the fund in excess of \$ 500,000,000."

Such Act further (effective 10/1/87 as provided by § 903(b) in part, as amended by Act Nov. 8, 1985, P.L. 99-145, Title XVI, Part B, § 1611(b), 99 Stat. 776), in subsec. (b)(2), substituted "\$ 100,000,000" for "\$ 250,000,000".

1986. Act Nov. 14, 1986, in subsec. (b), substituted "(3), (4)," for "(4)".

1987. Act Dec. 4, 1987, in subsec. (a)(2), deleted "or until each such committee, before the expiration of such period, notifies the President that it has no objection to the proposed transaction" preceding ". In computing".

1992. Act Oct. 23, 1992, in subsec. (b), deleted "(1)" following "stockpile" and deleted ", or (2) if the disposal would result in there being an obligated balance in the National Defense Stockpile Transaction Fund in excess of \$ 100,000,000" following "authorized by law".

1993. Act Nov. 30, 1993, in subsec. (a)(2), substituted "and a period of 45 days has passed from the date of the receipt of such statement by such committees." for "and a period of 30 days has passed from the date of the receipt of such statement by such committees. In computing any 30-day period for the purpose of the preceding sentence, there shall be excluded any day on which either House of Congress is not in session because of an adjournment of more than three days to a day certain."

## Other provisions:

**Materials in the National Defense Stockpile**

Provisions relating to certain materials in the National Defense Stockpile were contained in the following acts:

Act Aug. 13, 1981, P.L. 97-35, Title II, § 201, 95 Stat. 380.

Act Dec. 29, 1981, P.L. 97-114, Title VII, § 788, 95 Stat. 1592.

Act Dec. 21, 1982, P.L. 97-377, Title I, § 101(c) (Title VII, § 799B), 96 Stat. 1866.

Act Oct. 19, 1984, P.L. 98-525, Title IX, § § 901, 902, 98 Stat. 2573.

Act Oct. 18, 1986, P.L. 99-500, § 101(c) (Title IX, § 9110), (m) (Title V, § 519), 100 Stat. 1783-82, 1783-120, 1783-308, 1783-326.

Act Oct. 30, 1986, P.L. 99-591, § 101(c) (Title IX, § 9110), (m) (Title V, § 519), 100 Stat. 3341-82, 3341-120, 3341-308, 3341-326.

Act Nov. 14, 1986, P.L. 99-661, Div C, Title II, § § 3204, 3205, 100 Stat. 4068.

Act Sept. 29, 1988, P.L. 100-456, Div A, Title XV, § 1501, 102 Stat. 2085.

Act Nov. 29, 1989, P.L. 101-189, Div C, Title XXXIII, § § 3301, 3302, 103 Stat. 1685.

Act Nov. 26, 1991, P.L. 102-172, Title VIII, § 8094, 105 Stat. 1196.

Act Dec. 5, 1991, P.L. 102-190, Div C, Title XXXIII, § 3301, 105 Stat. 1583; Act Oct. 23, 1992, P.L. 102-484, Div C, Title XXXIII, § 3308, 106 Stat. 2653.

## 50 USCS § 98d

Act Oct. 23, 1992, P.L. 102-484, Div C, Title XXXIII, § § 3301-3303, 106 Stat. 2649-2651; Act Nov. 30, 1993, P.L. 103-160, Div C, Title XXXIII, § 3303(b), 107 Stat. 1961; Act Oct. 5, 1994, P.L. 103-337, Div A, Title X, § 1070(c)(3), Div C, Title XXXIII, § 3303, 108 Stat. 2858, 3098.

Act Nov. 30, 1993, P.L. 103-160, Div C, Title XXXIII, § § 3301, 3303(a), 107 Stat. 1960, 1961.

Act Oct. 5, 1994, P.L. 103-337, Div C, Title XXXIII, § 3304, 108 Stat. 3098.

Act Sept. 23, 1996, P.L. 104-201, Div C, Title XXXIII, § § 3301, 3303, 110 Stat. 2854, 2855; Act Oct. 5, 1999, P.L. 106-65, Div C, Title XXXIV, § § 3402(f)(1), 3403(c), 113 Stat. 973, 974; Act Dec. 28, 2001, P.L. 107-107, Div C, Title XXXIII, § 3304(c), 115 Stat. 1390.

Act Nov. 18, 1997, P.L. 105-85, Div A, Title XXXIII, § § 3301, 3303-3305, 111 Stat. 2056, 2057; Act Oct. 5, 1999, P.L. 106-65, Div C, Title XXXIV, § § 3402(f)(2), 3403(b), 113 Stat. 973; Act Dec. 28, 2001, P.L. 107-107, Div C, Title XXXIII, § § 3304(b), 3305, 115 Stat. 1390.

Act Oct. 17, 1998, P.L. 105-261, Div C, Title XXXIII, § § 3301, 3303, 112 Stat. 2262, 2263; Oct. 5, 1999, P.L. 106-65, Div C, Title XXXIV, § 3403(a), 113 Stat. 973; Oct. 30, 2000, P.L. 106-398, § 1, 114 Stat. 1654 (enacting into law § 3302 of Title XXXIII of Division C of H.R. 5408 (114 Stat. 1654A-483), as introduced on Oct. 6, 2000); Dec. 28, 2001, P.L. 107-107, Div C, Title XXXIII, § 3304(a), 115 Stat. 1390; Oct. 28, 2004, P.L. 108-375, Div C, Title XXXIII, § 3302, 118 Stat. 2193.

Act Oct. 17, 1998, P.L. 105-262, Title VIII, § 8109, 112 Stat. 2322.

Act May 21, 1999, P.L. 106-31, Title I, § 303, 113 Stat. 67.

Act Oct. 5, 1999, P.L. 106-65, Div C, Title XXXIV, § 3402(a)-(e), 113 Stat. 972; Nov. 24, 2003, P.L. 108-136, Div C, Title XXXIII, § 3302, 117 Stat. 1788.

Act Oct. 30, 2000, P.L. 106-398, § 1 (Div C, Title XXXIII, § 3303), 114 Stat. 1654, 1654A-483.

Act Dec. 28, 2001, P.L. 107-107, Div C, Title XXXIII, § § 3301, 3303, 3306(a), 115 Stat. 1388, 1389, 1391.

Act Oct. 28, 2004, P.L. 108-375, Div C, Title XXXIII, § 3303, 118 Stat. 2193.

**Applicability of 1981 amendment of subsec. (a).** Act Aug. 13, 1981, P.L. 97-35, Title II, Subtitle A, § 203(f), 95 Stat. 382, provides: "The amendments made by subsection (a) [amendment of subsec. (a) of this section; see the Amendments note] shall apply with respect to funds appropriated for fiscal years beginning after September 30, 1981."

**Authorization of appropriations; utilization.** Act Aug. 13, 1981, P.L. 97-35, Title II, Subtitle A, § 202, 95 Stat. 381, provides:

"(a) Effective on October 1, 1981, there is authorized to be appropriated the sum of \$ 535,000,000 for the acquisition of strategic and critical materials under section 6(a) of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98e(a)).

"(b) Any acquisition using funds appropriated under the authorization of subsection (a) shall be carried out in accordance with the provisions of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98 et seq.)."

**Prohibition of reductions in stockpile goals.** Act Nov. 8, 1985, P.L. 99-145, Title XVI, Part B, § 1612, 99 Stat. 776; Nov. 14, 1986, P.L. 99-661, Div C, Title II, § 3201, 100 Stat. 4067, provides:

"(a) Freeze on goals. (1) No action may be taken before October 1, 1987, to implement or administer any change in a stockpile goal in effect on October 1, 1984, that results in a reduction in the quality or quantity of any strategic and critical material to be acquired for the National Defense Stockpile.

"(b) Definition. For purposes of subsection (a), the term 'stockpile goal' means a determination made by the President under section 3(a) of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98b) with respect to the National Defense Stockpile."

**NOTES:****Related Statutes & Rules:**

This section is referred to in 50 USCS § § 98e, 98h, 98h-2, 98h-6.



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**DEFENSE NUCLEAR  
ACTIVITY BOARD**

iated for fiscal year 1999.  
Defense Nuclear Facilities  
Atomic Energy Act of 1954

**NATIONAL DEFENSE  
STOCKPILE**

is in National Defense Stockpile  
remediation, restoration,  
activities.

stockpile" means the stock-  
pile of the Strategic and Critical  
Materials Stockpile Transaction  
Authority of the United States  
of the Strategic and Critical  
Materials Stock Piling Act  
(98h(a)).

**DEFENSE FUNDS.**

3.—During fiscal year 1999,  
the manager may obligate up to  
\$1 billion of Defense Stockpile Trans-  
action Authority funds under section  
202 of the Strategic and Critical  
Materials Stock Piling Act  
for the disposal of hazardous materials

National Defense Stockpile  
Transaction Authority of the amount specified  
in section 202 of the Stockpile Manager notifies  
the Secretary of Energy conditions necessitate  
the Secretary of Defense Stockpile Manager  
described in the notification  
dated on the date on which

(c) LIMITATIONS.—The authorities provided by this section shall  
be subject to such limitations as may be provided in appropriations  
Acts.

**SEC. 8803. AUTHORITY TO DISPOSE OF CERTAIN MATERIALS IN  
NATIONAL DEFENSE STOCKPILE.**

50 USC 88d note.

(a) DISPOSAL REQUIRED.—Subject to subsection (c), the Presi-  
dent shall dispose of materials contained in the National Defense  
Stockpile and specified in the table in subsection (b) so as to  
result in receipts to the United States in the amount of—

- (1) \$105,000,000 by the end of fiscal year 1999;
- (2) \$460,000,000 by the end of fiscal year 2002;
- (3) \$555,000,000 by the end of fiscal year 2003; and
- (4) \$590,000,000 by the end of fiscal year 2005.

(b) LIMITATION ON DISPOSAL QUANTITY.—The total quantities  
of materials authorized for disposal by the President under sub-  
section (a) may not exceed the amounts set forth in the following  
table:

MINIMUM  
DISPOSAL  
AUTHORITY

Authorized Stockpile Disposals

Material for disposal	Quantity
Bauxite Refractory .....	29,000 long calcined ton
Beryllium Metal .....	100 short tons
Chromite Chemical .....	84,000 short dry tons
Chromite Refractory .....	159,000 short dry tons
Chromium Ferroalloy .....	125,000 short tons
Columbium Carbide Powder .....	21,372 pounds of con- tained Columbium
Columbium Concentrates .....	1,733,454 pounds of con- tained Columbium
Columbium Ferro .....	249,396 pounds of con- tained Columbium
Columbium Metal—Ingots .....	161,123 pounds of con- tained Columbium
Diamond, Stones .....	3,000,000 carats
Germanium Metal .....	28,196 kilograms
Graphite Natural Ceylon Lump .....	5,492 short tons
Iridium .....	14,248 troy ounces
Mica Muscovite Block .....	301,000 pounds
Mica Phlogopite Block .....	130,746 pounds
Platinum .....	439,887 troy ounces
Platinum—Iridium .....	4,450 troy ounces
Platinum—Palladium .....	750,000 troy ounces
Tantalum Carbide Powder .....	22,688 pounds of con- tained Tantalum
Tantalum Metal Ingots .....	125,000 pounds of con- tained Tantalum
Tantalum Metal Powder .....	125,000 pounds of con- tained Tantalum
Tantalum Minerals .....	1,751,354 pounds of con- tained Tantalum
Tantalum Oxide .....	122,730 pounds of con- tained Tantalum
Tungsten Carbide Powder .....	2,032,896 pounds of con- tained Tungsten
Tungsten Ferro .....	2,024,143 pounds of con- tained Tungsten
Tungsten Metal Powder .....	1,899,009 pounds of con- tained Tungsten

## Authorized Stockpile Disposals—Continued

Material for disposal	Quantity
Tungsten Ores & Concentrates .....	76,356,235 pounds of contained Tungsten

(c) **MINIMIZATION OF DISRUPTION AND LOSS.**—The President may not dispose of materials under subsection (a) to the extent that the disposal will result in—

(1) undue disruption of the usual markets of producers, processors, and consumers of the materials proposed for disposal; or

(2) avoidable loss to the United States.

(d) **TREATMENT OF RECEIPTS.**—Notwithstanding section 9 of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98h), funds received as a result of the disposal of materials authorized for disposal under subsection (a) shall be treated as follows:

(1) The following amounts shall be transferred to the Secretary of Health and Human Services, to be credited in the manner determined by the secretary to the Federal Hospital Insurance Trust Fund and the Federal Supplementary Medical Insurance Trust Fund:

(A) \$3,000,000 during fiscal year 1999.

(B) \$22,000,000 during fiscal year 2000.

(C) \$28,000,000 during fiscal year 2001.

(D) \$31,000,000 during fiscal year 2002.

(E) \$8,000,000 during fiscal year 2003.

(2) The balance of the funds received shall be deposited into the general fund of the Treasury.

(e) **RELATIONSHIP TO OTHER DISPOSAL AUTHORITY.**—The disposal authority provided in subsection (a) is new disposal authority and is in addition to, and shall not affect, any other disposal authority provided by law regarding the materials specified in such subsection.

(f) **AUTHORIZATION OF SALE.**—The authority provided by this section to dispose of materials contained in the National Defense Stockpile so as to result in receipts of \$100,000,000 of the amount specified for fiscal year 1999 in subsection (a) by the end of that fiscal year shall be effective only to the extent provided in advance in appropriation Acts.

**SEC. 3304. USE OF STOCKPILE FUNDS FOR CERTAIN ENVIRONMENTAL REMEDIATION, RESTORATION, WASTE MANAGEMENT, AND COMPLIANCE ACTIVITIES.**

Section 9(b)(2) of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98h(b)(2)) is amended—

(1) by redesignating subparagraphs (J) and (K) as subparagraphs (K) and (L), respectively; and

(2) by inserting after subparagraph (I) the following new subparagraph (J):

“(J) Performance of environmental remediation, restoration, waste management, or compliance activities at locations of the stockpile that are required under a Federal law or are undertaken by the Government under an administrative decision or negotiated agreement.”.

**TITLE XXXIV—NAVAL PETROLEUM RESERVE**

**Sec. 3401. Definitions.**

Sec. 3402. Authorization of appropriations.

Sec. 3403. Disposal of Naval Petroleum Reserve.

Sec. 3404. Disposal of Naval Petroleum Reserve.

Sec. 3405. Disposal of Oil Shale Reserve.

Sec. 3406. Administration.

**SEC. 3401. DEFINITIONS.**

In this title:

(1) The term “naval petroleum reserve” means the term given the term in section 7420(3) of title 10, U.S.C.

(2) The term “Naval Petroleum Reserve” means the naval petroleum reserve at the Buena Vista unit, that is located in the State of Alaska and was established by Executive Order December 13, 1912.

(3) The term “Naval Petroleum Reserve” means the naval petroleum reserve at the Teapot Dome unit, that is located in the State of Wyoming and was established by Executive Order April 30, 1915.

(4) The term “Oil Shale Naval Petroleum Reserve” means the naval petroleum reserve that is located in the State of Colorado and was established by Executive Order December 6, 1916.

(5) The term “antitrust exemption” means the term in section 1(a) of the Clayton Act (15 U.S.C. 1) that the term also includes—

(A) the Act of June 19, 1906 (34 Stat. 1415), commonly known as the Elkins Act;

(B) section 5 of the Clayton Act (15 U.S.C. 45), to the extent that the term applies to unfair methods of competition;

(6) The term “petroleum” means the term in section 7420(3) of title 10, U.S.C.

**SEC. 3402. AUTHORIZATION OF APPROPRIATIONS.**

(a) **AMOUNT.**—There are hereby authorized to be appropriated to the Secretary of Energy \$22,000,000 for the purpose of carrying out—

(1) activities under chapter 34 of title 10, U.S.C., relating to the naval petroleum reserve;

(2) closeout activities authorized under section 1 upon the sale of title XXXIV of the National Defense Stockpile Act (Public Law 104-104) (Public Law 104-104);

(3) activities under this title relating to the Naval Petroleum Reserve Numbered 3, and

(b) **PERIOD OF AVAILABILITY:** the authorization of appropriations available until expended.

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TITLE 50. WAR AND NATIONAL DEFENSE  
CHAPTER 5. ARSENALS, ARMORIES, ARMS, AND WAR MATERIALS GENERALLY  
ACQUISITION AND DEVELOPMENT OF STRATEGIC RAW MATERIALS

GO TO CODE ARCHIVE DIRECTORY FOR THIS JURISDICTION

50 USCS § 98h-2 (2005)

§ 98h-2. Reports to Congress

(a) Not later than January 15 of each year, the President shall submit to the Congress an annual written report detailing operations under this Act [50 USCS § 98 et seq.]. Each such report shall include--

- (1) information with respect to foreign and domestic purchases of materials during the preceding fiscal year;
- (2) information with respect to the acquisition and disposal of materials under this Act [50 USCS § 98 et seq.] by barter, as provided for in section 6(c) of this Act [50 USCS § 98e(c)], during such fiscal year;
- (3) information with respect to the activities by the Stockpile Manager to encourage the conservation, substitution, and development of strategic and critical materials within the United States;
- (4) information with respect to the research and development activities conducted under sections 2 and 5 [50 USCS § 98a, 98g];
- (5) a statement and explanation of the financial status of the National Defense Stockpile Transaction Fund and the anticipated appropriations to be made to the fund, and obligations to be made from the fund, during the current fiscal year; and
- (6) such other pertinent information on the administration of this Act [50 USCS § 98 et seq.] as will enable the Congress to evaluate the effectiveness of the program provided for under this Act and to determine the need for additional legislation.

(h) (1) Not later than February 15 of each year, the President shall submit to the appropriate committees of the Congress a report containing an annual materials plan for the operation of the stockpile during the next fiscal year and the succeeding four fiscal years.

(2) Each such report shall include details of all planned expenditures from the National Defense Stockpile Transaction Fund during such period (including expenditures to be made from appropriations from the general fund of the Treasury) and of anticipated receipts from proposed disposals of stockpile materials during such period. Each such report shall also contain details regarding the materials development and research projects to be conducted under section 9(b)(2)(G) [50 USCS § 98h(b)(2)(G)] during the fiscal years covered by the report. With respect to each development and research project, the report shall specify the amount planned to be expended from the fund, the material intended to be developed, the potential military or defense industrial applications for that material, and the development and research methodologies to be used.

(3) Any proposed expenditure or disposal detailed in the annual materials plan for any such fiscal year, and any expenditure or disposal proposed in connection with any transaction submitted for such fiscal year to the appropriate committees of Congress pursuant to section 5(a)(2) [50 USCS § 98d(a)(2)], that is not obligated or executed in that fiscal year may not be obligated or executed until such proposed expenditure or disposal is resubmitted in a subsequent

## 50 USCS § 98h-2

annual materials plan or is resubmitted to the appropriate committees of Congress in accordance with section 5(a)(2) [50 USCS § 98d(a)(2)], as appropriate.

**HISTORY:**

(June 7, 1939, ch 190, § 11, as added July 30, 1979, P.L. 96-41, § 2(a), 93 Stat. 324; Aug. 13, 1981, P.L. 97-35, Title II, Subtitle A, § 203(e), 95 Stat. 382; Nov. 14, 1986, P.L. 99-661, Div C, Title II, § 3207(a)(3), 100 Stat. 4069; Dec. 4, 1987, P.L. 100-180, Div C, Title II, § 3205, 101 Stat. 1247; Sept. 29, 1988, P.L. 100-456, Div A, Title XV, § 1503, 102 Stat. 2086; Nov. 29, 1989, P.L. 101-189, Div C, Title XXXIII, Part B, § 3315, 103 Stat. 1688; Dec. 5, 1991, P.L. 102-190, Div C, Title XXXIII, Part B, § 3311(b), 105 Stat. 1584; May 31, 1993, P.L. 103-35, Title II, § 204(d), 107 Stat. 103.)

**HISTORY; ANCILLARY LAWS AND DIRECTIVES****Explanatory notes:**

Former § 11 [10] of Act June 7, 1939, ch 190, as added July 23, 1946, ch 590, 60 Stat. 600, and redesignated by Act Nov. 17, 1971, P.L. 92-156, Title V, § 503(1), 85 Stat. 427, was repealed by Act July 30, 1979, P.L. 96-41, § 2(h)(2), 93 Stat. 324. It provided for a short title, and was classified to 50 USCS § 98.

**Amendments:**

1981, Act Aug. 13, 1981 designated the existing provisions as subsec. (a), and added subsec. (b).

1986, Act Nov. 14, 1986, in subsec. (h), substituted "each year, at the time that the Budget is submitted to Congress pursuant to section 1105 of title 31, United States Code, for the next fiscal year," for "each year with the Budget submitted to Congress pursuant to section 201(a) of the Budget and Accounting Act, 1921 (31 U.S.C. 11(a)), for the next fiscal year".

1987, Act Dec. 4, 1987, in subsec. (h), substituted "Not later than February 15 of each year, the President" for "The President" and deleted "each year, at the time that the Budget is submitted to Congress pursuant to section 1105 of title 31, United States Code, for the next fiscal year." following "Congress".

1988, Act Sept. 29, 1988, in subsec. (a), redesignated former paras. (3) and (4) as paras. (5) and (6), respectively, and added new paras. (3) and (4); and, in subsec. (b), substituted "the next fiscal year" for "such fiscal year" and "all planned expenditures from the National Defense Stockpile Transaction Fund" for "planned expenditures for acquisition of strategic and critical materials", and added the sentence beginning "Any proposed expenditure . . .".

1989, Act Nov. 29, 1989, in subsec. (a)(5), substituted "made to the fund, and obligations to be made from the fund," for "made from the fund".

1991, Act Dec. 5, 1991, in subsec. (a), in the introductory matter, substituted "Not later than January 15 of each year, the President" for "The President" and substituted "an annual" for "every six months a"; in para. (2), substituted "fiscal year" for "period" and, in para. (5), substituted "current fiscal year" for "next fiscal year"; and, in subsec. (b), designated the existing provisions as paras. (1) through (3) and, in para. (2) as so designated, inserted the sentences beginning "Each such report, ..." and "With respect to each, ...".

Such Act further, in subsec. (a)(1), purported to substitute "fiscal year" for "6-month period"; however, that amendment could not be executed because "6-month period" did not appear in subsec. (a)(1).

1993, Act May 31, 1993, in subsec. (a)(1), substituted "fiscal year" for "six-month period".

**Other provisions:**

**Ex. Or. No. 12155 revoked.** Ex. Or. No. 12155 of Sept. 10, 1979, 44 Fed. Reg. 53071, which formerly appeared in part as a note to this section, was revoked by Act Dec. 4, 1987, P.L. 100-180, Div C, Title II, § 3203(b), 101 Stat. 1247, effective 30 days after enactment on Dec. 4, 1987. Ex. Or. No. 12155 provided for delegation of Presidential functions to various departments and agencies.

**Delegation of functions.** For delegation of functions of the President under this section, see Ex. Or. No. 12636 of Feb. 25, 1988, § 1, 53 Fed. Reg. 6114, which appears as 50 USCS § 98 note.

**NOTES****Related Statutes & Rules:**

This section is referred to in 50 USCS §§ 98d, 98h-1, 98h-6



UNITED STATES DEPARTMENT OF COMMERCE  
Bureau of Industry and Security  
Washington, D.C. 20230

JUL 26 2005

Cornel A. Holder  
Administrator  
Defense National Stockpile Center  
8725 John J. Kingman Road, Suite 3229  
Fort Belvoir, VA 22060-6223

Dear Mr. Holder:

Section 10 of the Strategic and Critical Materials Stock Piling Act, as amended by the National Defense Authorization Act for Fiscal Year (FY) 1993, requires the interagency Market Impact Committee (MIC) to advise the National Defense Stockpile Manager of the projected domestic and foreign economic effects of all acquisitions and disposals of materials from the Stockpile proposed for inclusion in an Annual Materials Plan (AMP) submitted to the Congress.

This letter is to provide you with MIC comments and recommendations concerning the proposed revisions to the previously approved FY 2006 AMP. The three commodities for which increases to the AMP were proposed are: 1) chromium metal, from the previously approved 500 short tons to the newly proposed 1,000 short tons, 2) ferrochromium, from the previously approved 110,000 short tons to the newly proposed 150,000 short tons, and 3) tungsten ores and concentrates, from the previously approved 5,000,000 pounds to the newly proposed 20,000,000 pounds.

On May 27, 2005, as part of the MIC's efforts to fulfill its statutory requirement to consult with parties affected by our deliberations, a *Federal Register* notice (70 FR 30693) requesting public comment was published to provide interested parties with an opportunity to inform the MIC of their views on the proposed revisions to the FY 2006 AMP. Thirty comments were received from industry and members of Congress pertaining to the potential increase in the sales ceiling for tungsten ores and concentrates.

On June 28, 2005, the MIC held an interagency meeting with Defense National Stockpile Center (DNSC) officials to discuss the public comments received. The co-chairs of the committee solicited the perspectives of the relevant agencies regarding the market conditions of the proposed commodities and the potential economic impact of additional sales. Background data and previous analyses were submitted to committee members for their review. Specifically, the members of the MIC considered price trends, global supply trends, market share, changing trade patterns (i.e., net imports), and other relevant economic data, and weighed it against DNSC's and the MIC's legislative mandate to protect the U.S. government from avoidable loss.

The MIC co-chairs concurred with the unanimous perspectives of the MIC members in favor of the proposed revisions to the FY 2006 AMP regarding the potential AMP increase for chromium metal and ferrochromium. There were no public comments received regarding the potential AMP increase for chromium metal or ferrochromium.



11-L-0559/OSD/51341

There were thirty public comments received regarding the potential AMP increase for tungsten ores and concentrates. The possibility of certain federal agencies and the military services requesting an increased supply of tungsten ores and concentrates from the National Defense Stockpile in the next few months necessitated that the sales level of tungsten ores and concentrates be increased to eight million pounds from its previously approved level of five million pounds. In addition, documentation submitted by industry supported agency findings that the price spike of tungsten ores and concentrates strongly suggested a condition of markets, both domestic and foreign, facing scarcities of supply for various reasons.

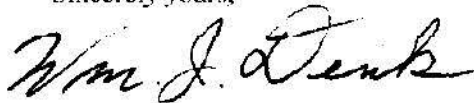
This additional quantity of three million pounds would represent a sixty percent increase over the previously approved AMP level for FY 2006. However, the originally proposed ceiling of twenty million pounds published in the Federal Register on May 27, 2005 was found to lack the necessary economic and trade data to support the position. Moreover, the original proposal was judged to be excessive, at this time, given the global market's capacity to absorb tungsten ores and concentrates in a given year.

It is the consensus of the MIC, at this time, that the proposed disposal quantities of 1,000 short tons for chromium metal, 150,000 short tons for ferrochromium, and 8,000,000 pounds for tungsten ores and concentrates are not likely to cause an undue disruption of the affected domestic and foreign markets for producers, processors, or consumers.

As always, the Committee urges DNSC to pay close attention to industry concerns, particularly for those materials where our information on markets is incomplete, where there is a substantial degree of market uncertainty, or where industry interest in the sales is notable. The MIC will continue to closely monitor markets and will provide DNSC with supplemental comments should we believe there is a need to modify the AMP.

We look forward to working closely with you in this effort and at our next meeting in November 2005.

Sincerely yours,



William Denk  
Co-chair, Market Impact Committee  
U.S. Department of Commerce



Stanley Speck  
Chairman, Market Impact Committee  
U.S. Department of State

~~FOUO~~

1-05/00/0 10  
ES-3312

DEPT OF THE  
SEN  
OFFICE OF THE  
SEC  
DEFENSE

May 19, 2005

2005 MAY 26 PM 12:09

TO: **Doug** Feith

CC: **Den** Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Call ~~from~~ Senator Rick Santorum and the Issue of Tungsten

I received a call from Senator Rick Santorum. He raised the **issue** of tungsten. He said the US has a stockpile; that prices are soaring, and **he** has companies that **are** adversely affected. He wondered if it might make sense to sell some portion of the stockpile, to relieve the price pressure. He believes China is involved, and that it has to do with making nuclear weapons.

I told him I thought OMB controls stockpiles, and that the nuclear weapons issue was one the Department of Energy handles, but that I would get **smart** on it and get back to him.

Please find out what the facts are, and let's prepare a good memo for Rick Santorum. I'd like to get back to him by next Wednesday, May 25.

Thanks.

DHR:as  
051905-5

-----  
Please respond by 5/24/05

~~FOUO~~

05-19-05 18:17 IN

OSD 10058-05

11-L-0559/OSD/51343

**Shufflebarger, Newman, LTC, OSD-ATL**

OFFICE OF THE  
SEC. OF DEFENSE

from: Carter, Thomas, Mr, OSD-ATL  
Sent: Monday, August 08, 2005 12:53 PM  
To: Shufflebarger, Newman, LTC. **OSD-ATL**  
Subject: Bullet explaining GC removal of Section 3302 reference

2005 AUG 22 AM 10:14

2-400.23

- DoD GC removed the reference to Section 3302 of the **FY06 NDAA** on the grounds that it "does not authorize increased sales of tungsten. It requires increased sales of any materials otherwise authorized to be disposed of. Tungsten **was** authorized to be disposed of in 1999."

AUG 22 2005

MR RANGEL,

ABOVE PARAGRAPH ADDRESSES YOUR NOTE.

LTC S

22 Aug 05

3 Aug 05

**OSD 15523-05**





THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-3010

2005 AUG 03 11:12:05

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

ACTION MEMO

August 3, 2005 10:00AM

FOR: SECRETARY OF DEFENSE

DepSecDef \_\_\_\_\_

FROM: Ken Krieg, USD(AT&L) *AKS - 5/2/05*

Subject: Senator Santorum Inquiry on Tungsten

- This responds to your question (TAB B) regarding subject inquiry.
- Senator Santorum also wrote letters (TAB C) to the Defense Logistic Agency's Defense National Stockpile Center (DNSC) and to the Market Impact Committee (MIC), an interagency body which advises the DNSC.
- The MIC reviewed this issue and wrote a letter (TAB D) to the Administrator of the DNSC, reporting it was the consensus of the committee that the FY 2006 sales level of tungsten be increased from 5 to 8 million pounds.
- Your proposed response (TAB A) confirms the Senator's understanding of the tungsten market, refutes his belief regarding nuclear weapons, and outlines the statutory steps that are being taken to increase the amount of tungsten being sold from the National Defense Stockpile.

RECOMMENDATION: Sign the letter to Senator Santorum (TAB A)

COORDINATION: TAB E

Attachments:

As stated

Prepared By: Tom Carter, ODUSD(L&MR/LPP), (b)(6)

MA SD		SMA DSD	
TSA SD	<i>5/25/04</i>	SA DSD	
EXEC SEC	<i>11/8/11</i>	<i>0710</i>	<i>1/10 P20</i>
ESR MA	<i>MBS 8/10</i>	<i>1790</i>	





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

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

Dear Senator Santorum:

*Thank* you for your inquiry about sales of tungsten from the National Defense Stockpile. You are correct that tungsten prices are high, market supply is tight, and China is the major supplier. There are, however, no proliferation issues involved.

Because of the shortage, action is underway to increase sales of tungsten from the stockpile in FY 2006. On May 27, 2005, a Federal Register notice requested comments on a proposed increase of tungsten sales from 5 million pounds to 20 million pounds.

The Market Impact Committee (MIC), an inter-agency advisory committee, convened on June 28, 2005, and discussed the tungsten quantity issue. In a letter to the Administrator of the Defense National Stockpile Center dated July 26, 2005, the co-chairs of the MIC reported that it was the consensus of the committee that the sales level of tungsten be increased to eight million pounds. The originally proposed ceiling of 20 million pounds was found to lack the necessary economic and trade data to support the position.

As required by Section 5(a)2 of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98(d)), the Department's selected disposal quantity will be sent to Congress in a proposed revision to the Fiscal Year 2006 Annual Materials Plan (AMP). We must wait for a period of 45 days after the appropriate committees of Congress receive the revised AMP before we can begin additional sales.

I hope this information is helpful to you.

Sincerely,

**Shufflebarger, Newman, LTC, OSD-ATL**

---

**From:** Carter, Thomas, Mr, OSD-ATL  
**Sent:** Monday, August 08, 2005 12:53 PM  
**To:** Shufflebarger, Newman, LTC, OSD-ATL  
**Subject:** Bullet explaining GC removal of Section 3302 reference

- DoD GC removed the reference to Section 3302 of the FY06 NDAA on the grounds that it "does not authorize increased sales of tungsten. It requires increased sales of any materials otherwise authorized to be disposed of. Tungsten was authorized to be disposed of in 1999."

MR RANGEL,

ABOVE PARAGRAPH ADDRESSES YOUR NOTE.

LTC S

~~FOUO~~

1-04-00-00  
ES-3312

OFFICE OF THE  
SECRETARY OF DEFENSE

May 19, 2005

2005 MAY 26 PM 12:09

TO: Doug Feith

cc: **Den** Stanley

FROM: Donald Rumsfeld *DR*

SUBJECT: Call from Senator Rick Santorum and the Issue of Tungsten

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I told him I thought OMB controls stockpiles, and that the nuclear weapons issue was one the Department of Energy handles, but that I would get smart on it and get back to him.

Please find out what the facts are, and let's prepare a good memo for Rick Santorum. I'd like to get back to him by next Wednesday, May 25.

Thanks.

DHR:ss  
051905-5

.....  
Please respond by 5/24/05

~~FOUO~~

05-19-05 18:17 IN

OSD 10058-05

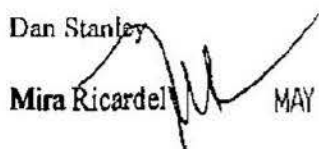
~~FOR OFFICIAL USE ONLY~~

OFFICE OF THE  
SECRETARY OF DEFENSE  
05/007010-ES  
2005 MAY 23 PM 12:09 ES-3312

May 24, 2005

FOR: SECRETARY OF DEFENSE  
UNDER SECRETARY OF DEFENSE FOR POLICY

CC: Dan Stanley

FROM: Mira Ricardel  MAY 24 2005

SUBJECT: Call From Senator Santorum on Tungsten Stockpiles

Your question is attached.

DoE stockpile and industrial base issues are handled by AT&L – we have asked them to look into Senator Santorum's question. There are no proliferation issues involved.

The responsible AT&L office is the DUSD for Logistics and Material Readiness (Bradley Berkson): my staff has been in touch with his to confirm they are providing a response for your review.

~~FOR OFFICIAL USE ONLY~~

25-05-05 10:23 IN

OSD 10058-05

11-L-0559/OSD/51349

United States Senate  
WASHINGTON, DC 20510

May 4, 2005

Mr. Cornel Holdis  
Administrator, Defense National Stockpile Center  
Defense Logistics Agency  
8725 John J. Kingman Road  
Suite 3339  
Fort Belvoir, Virginia 22060-6223

Dear Mr. Halder:

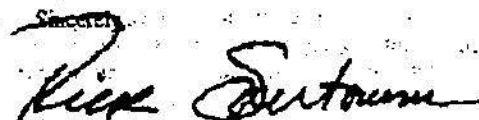
I write today on behalf of my constituents at Kennametal Inc., a significant manufacturer of tooling, engineered components and advanced materials consumed in production processes. Kennametal employs roughly 14,000 employees worldwide, of which 8,000 are located here in the U.S. As you may know, the company is headquartered in Latrobe, Pennsylvania.

As you are well aware, the global demand for steel and materials used in the production of steel has had an impact on the production costs for steel producers and companies in the steel industry. For example, Kennametal has experienced an unprecedented price escalation with respect to the cost paid for tungsten ore. Until relatively recently, Kennametal paid \$80 per metric ton for tungsten ore on the world market. Today, however, Kennametal pays upwards of \$260 per metric ton. Other reports are that ammonium paratungstate or APT, a downstream compound, is currently selling at \$22,000 per ton, up from the \$9,000 per ton it had been selling. Additionally, an estimated 80% of tungsten ore reserves are located in the People's Republic of China. Chinese officials, due to domestic pressures, have begun limiting the export of tungsten ore mined in China.

Because of the limitations on availability of tungsten ore impacting companies like Kennametal, it is only a matter of time before these industries such as the aerospace, automotive, energy, mining construction, light and heavy engineering, and general manufacturing are impacted. Given these shortages of tungsten ore and APT, companies such as Kennametal could be forced to move operations overseas or to countries where access to these materials is not an issue. I believe that there are actions that can be taken to avert such a situation or scenario.

With these observations in mind, I urge that the Defense National Stockpile Center (DNSC) release 20 million pounds of stockpile tungsten contained in tungsten ore to the market between July 1, 2005 and June 30, 2006. I am hopeful that you and others within the DNSC are sympathetic to the needs of American industry, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,  
  
Rick Santorum  
United States Senator



DEFENSE LOGISTICS AGENCY  
DEFENSE NATIONAL STOCKPILE CENTER  
0725 JOHN J. KINGMAN ROAD, SUITE 3229  
FT. BELVOIR, VIRGINIA 22060-6223

IN REPLY  
REFER TO

YAY 26 2005

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

Dear Senator Santorum:

This is in response to your May 4, 2005, inquiry on behalf of Kennametal, Inc., concerning the scarcity and price of tungsten ores. As a result of the shortage of material, you asked that the Defense National Stockpile Center (DNSC) release 20 million pounds of National Defense Stockpile (NDS) tungsten between July 1, 2005, and June 30, 2006.

The National Association of Manufacturers (NAM) has also asked that the AMP be increased. Although it may not be feasible to effect this change for FY 2005, DNSC has proposed an increase in the FY 2005 and FY 2006 AMPs to 20 million pounds as requested by the NAM. This increase, which represents a significant change to the AMP, must be approved by the interagency Market Impact Committee (MIC) before being submitted to Congress.

The MIC, co-chaired by the Departments of State and Commerce, is chartered to provide advice on the projected domestic and foreign economic effects of acquisitions and disposals (sales) from the NDS. As part of its deliberative process, the MIC publishes proposed changes to the AMP in the Federal Register (FR) with a 30-day public comment period. The MIC considers those comments in developing its recommendations to the NDS Manager, the Under Secretary of Defense (Acquisition, Technology and Logistics) (AT&L). The NDS Manager then transmits the proposed AMP revisions to Congress. Changes cannot be implemented earlier than 45 days after notification is transmitted to Congress.

The MIC expects to publish the FR notice within the next two weeks and has set a meeting to discuss public comments for June 28, 2005. Upon receipt of the MIC recommendations, we will request the office of the Under Secretary of Defense (AT&L) to expedite the transmittal to Congress. However, given the statutory time constraints, it is unlikely that we could implement any changes before the start of FY 2006.

Representatives from the Defense Logistics Agency and DNSC met with Kennametal officials on May 19, 2005, to address Kennametal's concerns. We discussed the foregoing as well as DNSC's tungsten sales plans for FY 2006. Kennametal appeared satisfied with DNSC's efforts in this matter and the meeting adjourned on a cordial note.

I hope the foregoing has been responsive to your request

Sincerely,

CORNELA HOLDER  
Administrator

Printed on Recycled Paper

11-L-0559/OSD/51351

**RICE SANTORUM**  
PENNSYLVANIA  
REPUBLICAN CONFERENCE  
Chairman  
WASHINGTON, DC  
511 CONGRESS SQUARE, 15th Floor  
WASHINGTON, DC 20510  
(202) 225-4324

**United States Senate**  
<http://santorum.senate.gov>

COMMITTEES  
FINANCE  
RANGING, HOUSING AND URBAN AFFAIRS  
AGRICULTURE, NUTRITION AND FORESTRY  
RULES AND ADMINISTRATION  
SPECIAL COMMITTEE ON ASIAN

June 16, 2005

Mr. William J. Denk  
Co-chair, National Defense Stockpile Market Impact Committee  
Office of Strategic Industries and Economic Security  
U.S. Department of Commerce  
Bureau of Industry and Security, Room 3876  
14th Street and Constitution Avenue, NW  
Washington, DC 20230

Dear Mr. Denk:

I write today on behalf of my constituents at Kennametal Inc., a significant manufacturer of tooling, engineered components and advanced materials consumed in production processes. Kennametal employs roughly 14,000 employees worldwide, of which 8,000 are located here in the U.S. As you may know, the company is headquartered in Latrobe, Pennsylvania

I am aware that the National Defense Stockpile Market Impact Committee, co-chaired by the Departments of Commerce and State, is seeking public comments on the potential market impact of proposed changes in the disposal levels of excess Chromium Metal, Ferrocromium, and Tungsten ores and concentrates under the Fiscal Year (FY) 2006 Annual Materials Plan (AMP) I am writing to encourage the Market Impact Committee to release additional quantities of Tungsten ore this year.

As you are well aware, the global demand for steel and materials used in the production of steel has had an impact on the production costs for steel producers and companies in the steel industry. For example, Kennametal has experienced an unprecedented price escalation with respect to the cost paid for tungsten ore. Until relatively recently, Kennametal paid \$80 per metric ton for tungsten ore on the world market. Today, however, Kennametal pays upwards of \$260 per metric ton. Other reports are that ammonium paratungstate or APT, a downstream compound, is currently selling at \$22,000 per ton, up from the \$9,000 per ton it had been selling. Additionally, an estimated 80% of tungsten ore reserves are located in the People's Republic of China. Chinese officials, due to domestic pressures, have begun limiting the export of tungsten ore mined in China

Because of the limitations on availability of tungsten ore impacting companies like Kennametal, it is only a matter of time before those industries such as the aerospace, automotive, energy, mining, construction, light and heavy engineering, and general manufacturing are impacted. Given these shortages of tungsten ore and APT, companies such as Kennametal could be forced to move operations overseas or to countries where access to these materials is not an issue. I believe that there are actions that can be taken to avert such a situation or scenario.

With these observations in mind, I urge the Market Impact Committee to authorize the release of additional quantities of stockpile tungsten contained in tungsten ore to the market. I am hopeful that

- ALBANY, NY: 300 S. FEDERAL STREET, ALBANY, NY 12202, (518) 487-1111
- ALBUQUERQUE, NM: 200 N. GARDEN, ALBUQUERQUE, NM 87102, (505) 243-1111
- ANCHORAGE, AK: 100 W. 10TH AVENUE, ANCHORAGE, AK 99501, (907) 263-1111
- ARIZONA: 100 N. CENTRAL AVENUE, PHOENIX, AZ 85004, (602) 442-1111
- ARKANSAS: 100 N. GARDEN, LITTLE ROCK, AR 72202, (501) 482-1111
- CALIFORNIA: 100 N. GARDEN, SACRAMENTO, CA 95811, (916) 442-1111
- COLORADO: 100 N. GARDEN, DENVER, CO 80202, (303) 442-1111
- CONNECTICUT: 100 N. GARDEN, HARTFORD, CT 06103, (860) 442-1111
- DELAWARE: 100 N. GARDEN, DOVER, DE 19901, (302) 442-1111
- DISTRICT OF COLUMBIA: 100 N. GARDEN, WASHINGTON, DC 20540, (202) 442-1111
- FLORIDA: 100 N. GARDEN, TALLAHASSEE, FL 32304, (904) 442-1111
- GEORGIA: 100 N. GARDEN, ATLANTA, GA 30334, (404) 442-1111
- HAWAII: 100 N. GARDEN, HONOLULU, HI 96813, (808) 442-1111
- ILLINOIS: 100 N. GARDEN, SPRINGFIELD, IL 62762, (217) 442-1111
- INDIANA: 100 N. GARDEN, INDIANAPOLIS, IN 46204, (317) 442-1111
- IOWA: 100 N. GARDEN, DES MOINES, IA 50319, (515) 442-1111
- KANSAS: 100 N. GARDEN, TOPEKA, KS 66603, (785) 442-1111
- KENTUCKY: 100 N. GARDEN, FRANKFORT, KY 40601, (502) 442-1111
- LOUISIANA: 100 N. GARDEN, MONROE, LA 70132, (504) 442-1111
- MAINE: 100 N. GARDEN, AUGUSTA, ME 04330, (207) 442-1111
- MARYLAND: 100 N. GARDEN, ANNAPOLIS, MD 21403, (410) 442-1111
- MASSACHUSETTS: 100 N. GARDEN, BOSTON, MA 02108, (617) 442-1111
- MICHIGAN: 100 N. GARDEN, LANSING, MI 48201, (313) 442-1111
- MINNESOTA: 100 N. GARDEN, ST. PAUL, MN 55101, (612) 442-1111
- MISSISSIPPI: 100 N. GARDEN, JACKSON, MS 39201, (601) 442-1111
- MISSOURI: 100 N. GARDEN, JEFFERSON CITY, MO 64101, (314) 442-1111
- MONTANA: 100 N. GARDEN, HELENA, MT 59601, (406) 442-1111
- NEBRASKA: 100 N. GARDEN, LINCOLN, NE 68501, (402) 442-1111
- NEVADA: 100 N. GARDEN, CARSON CITY, NV 89401, (702) 442-1111
- NEW HAMPSHIRE: 100 N. GARDEN, CONCORD, NH 03301, (603) 442-1111
- NEW JERSEY: 100 N. GARDEN, TRENTON, NJ 08646, (609) 442-1111
- NEW MEXICO: 100 N. GARDEN, SANTA FE, NM 87501, (505) 442-1111
- NEW YORK: 100 N. GARDEN, ALBANY, NY 12202, (518) 442-1111
- NORTH CAROLINA: 100 N. GARDEN, RALEIGH, NC 27601, (919) 442-1111
- NORTH DAKOTA: 100 N. GARDEN, BISMARCK, ND 58101, (701) 442-1111
- OHIO: 100 N. GARDEN, COLUMBUS, OH 43260, (614) 442-1111
- OKLAHOMA: 100 N. GARDEN, OKLAHOMA CITY, OK 73101, (405) 442-1111
- OREGON: 100 N. GARDEN, PORTLAND, OR 97201, (503) 442-1111
- PENNSYLVANIA: 100 N. GARDEN, HARRISBURG, PA 17101, (717) 442-1111
- RHODE ISLAND: 100 N. GARDEN, PROVIDENCE, RI 02901, (401) 442-1111
- SOUTH CAROLINA: 100 N. GARDEN, COLUMBIA, SC 29201, (803) 442-1111
- SOUTH DAKOTA: 100 N. GARDEN, SIOUX FALLS, SD 57101, (605) 442-1111
- TENNESSEE: 100 N. GARDEN, NASHVILLE, TN 37201, (615) 442-1111
- TEXAS: 100 N. GARDEN, AUSTIN, TX 78701, (512) 442-1111
- UTAH: 100 N. GARDEN, SALT LAKE CITY, UT 84101, (801) 442-1111
- VERMONT: 100 N. GARDEN, MONTPELIER, VT 05601, (802) 442-1111
- VIRGINIA: 100 N. GARDEN, RICHMOND, VA 23219, (804) 442-1111
- WASHINGTON: 100 N. GARDEN, OLYMPIA, WA 98501, (360) 442-1111
- WEST VIRGINIA: 100 N. GARDEN, CHARLESTON, WV 25301, (304) 442-1111
- WISCONSIN: 100 N. GARDEN, MADISON, WI 53701, (608) 442-1111
- WYOMING: 100 N. GARDEN, CHEYENNE, WY 82001, (307) 442-1111



you and others within the Departments of Commerce and State are sympathetic to the needs of American industry, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,

A handwritten signature in black ink that reads "Rick Santorum". The signature is written in a cursive style with a long, sweeping underline.

United States Senate

RJS/gb

United States Senate  
WASHINGTON, DC 20510

May 4, 2005

Mr. Cornel Holder  
Administrator, Defense National Stockpile Center  
Defense Logistics Agency  
8725 John J. Kingman Road  
Suite 3339  
Fort Belvoir, Virginia 22060-6223

Dear Mr. Holder:

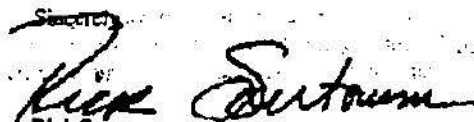
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Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,  
  
Rick Santorum  
United States Senate



DEFENSE LOGISTICS AGENCY  
DEFENSE NATIONAL STOCKPILE CENTER  
8725 JOHN J. KINGMAN ROAD, SUITE 3229  
FT. BELVOIR, VIRGINIA 22060-6223

IN REPLY  
REFER TO

YAY 26 2005

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

Dear Senator Santorum:

This is in response to your May 4, 2005, inquiry on behalf of Kennametal, Inc., concerning the **scarcity** and price of tungsten ores. As a result of the shortage of material, you asked that the Defense National Stockpile Center (DNSC) release 20 million pounds of National Defense Stockpile (NDS) tungsten between July 1, 2005, and June 30, 2006.

The National Association of Manufacturers (NAM) has also asked that the AMP be increased. Although it may not be feasible to effect this change for FY 2005, DNSC has proposed an increase in the FY 2005 and FY 2006 AMPs to 20 million pounds as requested by the NAM. This increase, which represents a significant change to the AMP, must be approved by the interagency Market Impact Committee (MIC) before being submitted to Congress.

The MIC, co-chaired by the Departments of State and Commerce, is chartered to provide advice on the projected domestic and foreign economic effects of acquisitions and disposals (sales) from the NDS. As part of its deliberative process, the MIC publishes proposed changes to the AMP in the Federal Register (FR) with a 30-day public comment period. The MIC considers those comments in developing its recommendations to the NDS Manager, the Under Secretary of Defense (Acquisition, Technology and Logistics) (AT&L). The NDS Manager then transmits the proposed AMP revisions to Congress. Changes cannot be implemented earlier than 45 days after notification is transmitted to Congress.

The MIC expects to publish the FR notice within the next two weeks and has set a meeting to discuss public comments for June 28, 2005. Upon receipt of the MIC recommendations, we will request the office of the Under Secretary of Defense (AT&L) to expedite the transmittal to Congress. However, given the statutory time constraints, it is unlikely that we could implement any changes before the start of FY 2006.

Representatives from the Defense Logistics Agency and DNSC met with Kennametal officials on May 19, 2005, to address Kennametal's concerns. We discussed the foregoing as well as DNSC's tungsten sales plans for FY 2006. Kennametal appeared satisfied with DNSC's efforts in this matter and the meeting adjourned on a cordial note.

I hope the foregoing has been responsive to your request.

Sincerely,

CORNEL A. HOLDER  
Administrator

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11-L-0559/OSD/51355

RICE SANTORUM  
PENNSYLVANIA  
REPUBLICAN CONFERENCE  
Chairman  
WASHINGTON DC  
511 CONGRESS SQUARE, PH 1004  
WASHINGTON, DC 20516  
(202) 224-4324

# United States Senate

<http://santorum.senate.gov>

COMMITTEES  
FINANCE  
RANKING, HOUSING, AND URBAN AFFAIRS  
AGRICULTURE, NUTRITION AND FORESTRY  
RULES AND ADMINISTRATION  
SPECIAL COMMITTEE ON AGRIC.

June 16, 2005

Mr. William J. Denk  
Co-chair, National Defense Stockpile Market Impact Committee  
Office of Strategic Industries and Economic Security  
U.S. Department of Commerce  
Bureau of Industry and Security, Room 3876  
14th Street and Constitution Avenue, NW  
Washington, DC 20230

Dear Mr. Denk:

I write today on behalf of my constituents at Kennametal Inc., a significant manufacturer of tooling, engineered components and advanced materials consumed in production processes. Kennametal employs roughly 14,000 employees worldwide, of which 8,000 are located here in the U.S. As you may know, the company is headquartered in Latrobe, Pennsylvania.

I am aware that the National Defense Stockpile Market Impact Committee, cochaired by the Departments of Commerce and State, is seeking public comments on the potential market impact of proposed changes in the disposal levels of excess Chromium Metal, Ferrosilicon, and Tungsten ores and concentrates under the Fiscal Year (FY) 2006 Annual Materials Plan (AMP). I am writing to encourage the Market Impact Committee to release additional quantities of Tungsten ore this year.

As you are well aware, the global demand for steel and materials used in the production of *steel* has had an impact on the production costs for steel producers and companies in the steel industry. For example, Kennametal has experienced an unprecedented price escalation with respect to the cost paid for tungsten ore. Until relatively recently, Kennametal paid \$80 per metric ton for tungsten ore on the world market. Today, however, Kennametal pays upwards of \$2W per metric ton. Other reports are that ammonium paratungstate or APT, a downstream compound, is currently selling at \$22,000 per ton, up from the \$9,000 per ton it had been selling. Additionally, an estimated 80% of tungsten ore reserves are located in the People's Republic of China. Chinese officials, due to domestic pressures, have begun limiting the export of tungsten ore mined in China.

Because of the limitations on availability of tungsten ore impacting companies like Kennametal, it is only a matter of time before those industries such as the aerospace, automotive, energy, mining, construction, light and heavy engineering, and general manufacturing are impacted. Given these shortages of tungsten ore and APT, companies such as Kennametal could be forced to move operations overseas or to countries where access to these materials is not an issue. I believe that there are actions that can be taken to avert such a situation or scenario.

With these observations in mind, I urge the Market Impact Committee to authorize the release of additional quantities of stockpile tungsten contained in tungsten ore to the market. I am hopeful that

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ALLIANTOWN, PA 18105  
(610) 770-0142
- ALTOONA  
Route 128 North  
ALTOONA, PA 16601  
814.942.7023
- COLLETSPOINT  
31 MARSH HILL ROAD  
COLLETSVILLE, PA 16815  
(814) 274-9713
- ONE  
1705 North 20th Street  
ONE, PA 16868  
814.954-7114
- HARRISBURG  
555 BALBOA STREET  
PACET PLAZA  
HARRISBURG, PA 17111  
(717) 231-7340
- HILLSIDE PARK  
HARRISBURG BUILDING  
One South Plum Street  
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(717) 664-6200
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- SCRANTON  
127 LINDSEY STREET  
SCRANTON, PA 18501  
(570) 311-0772

you and others within the Departments of Commerce and State are sympathetic to the needs of American industry, and that you will support viable options to release tungsten from the stockpile.

Thank you for your kind consideration of this request. Please do not hesitate to contact me if I can be of additional assistance to you on this matter.

Sincerely,

A handwritten signature in black ink that reads "Rick Santorum". The signature is written in a cursive style with a large, sweeping "R" and "S".

Rick Santorum  
United States Senate

RJS/gb

11-L-0559/OSD/51357

## COORDINATION

SUBJECT: Senator Santorum Inquiry on Tungsten

<u>ORG</u>	<u>NAME</u>	<u>REMARKS</u>	<u>DATE</u>
USD(P)	Mr. Ken Handelman	No comment	5/25/05
OGC	D.J. Dell'Orto	Concur w/edit	7/29/05
ASD(LA)	Ms. Wendy Yeldell	Concur	5/25/05

11-L-0559/OSD/51358

**COORDINATION**

SUBJECT: Senator Santorum Inquiry on Tungsten

<u>ORG</u>	<u>NAME</u>	<u>REMARKS</u>	<u>DATE</u>
USD(P)	Mr. Ken Handelman	No comment	5/25/05
OGC	<i>[Handwritten signature]</i>	<i>[Handwritten note]</i>	<i>[Handwritten date]</i>
ASD(LA)	<i>[Handwritten signature]</i>		

Please call Mr. Tom Carter (b)(6) or Mr. Rene Balanga (b)(6) for pick-up-



THE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-3010

ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

ACTION MEMO

July 5, 2005 10:00AM

FOR: SECRETARY OF DEFENSE

DepSecDef \_\_\_\_\_

FROM: Ken Krieg, USD(AT&L)

Subject: Senator Santorum Inquiry on Tungsten

- Your inquiry regarding Senator Santorum's concerns on tungsten (TAB B) was forwarded to me from Doug Feith for response because I oversee the National Defense Stockpile (NDS) through Brad Berkson's folks and the Defense Logistics Agency (DLA).
- Senator Santorum also wrote to DLA's Defense National Stockpile Center (DNSC) (which manages tungsten and other critical commodities, not OMB) and to the Market Impact Committee about this concern (TAB C).

*NOTE:*  
 SECTION 3302 DODAS  
 NOT AFFECTED  
 INCREASED  
 SALES OF  
 TUNGSTEN. IT  
 INCREASES  
 SALES OF  
 ANTI-MISSILE  
 OPERATIONS  
 A GROUND TO  
 BE DISTURBED  
 = TUNGSTEN  
 WAS A HISTORY  
 TO BE OBTAINED  
 OF IN 1999

- Senator Santorum is correct that tungsten prices are high and the market supply is tight. In addition, Section 3302 of the FY06 NDAA as passed by the House would authorize DoD to sell additional tungsten.

- The proposed response (TAB A) outlines the statutory process and gives the status of this action: Federal Register publication, Market Impact Committee (MIC) review, review by the Department and submission to Congress of any proposed revision.

*THAT MUST BE FOLLOWED TO INCREASE SALES OF TUNGSTEN FROM THE NDS.*

The process to date has resulted in conflicting opinions from the private sector and from other members of Congress (Representatives McHugh, Hunter, Gibbons, and Murtha) (TAB D). No recommendation has yet been received from the MIC.

RECOMMENDATION: Sign the letter to Senator Santorum (TAB A)

COORDINATION: TAB E

Attachments:  
As stated

Prepared By: Tom Carter, ODUSD(L&MR/LPP), (b)(6)







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

The Honorable Rick Santorum  
United States Senate  
Washington, D.C. 20510

Dear Senator Santorum:

Thank you for your inquiry about sales of tungsten from the National Defense Stockpile. You are correct that tungsten prices are high, market supply is tight, and China is the major supplier. In addition, tungsten can be used in nuclear weapons.

Because of the shortage, action is underway to consider increasing sales of tungsten from the stockpile in Fiscal Year 2006. ~~Section 3302 of the National Defense Authorization Act for Fiscal Year 2006 passed by the House of Representatives would authorize the Department to sell additional tungsten.~~ On May 27, 2005, a Federal Register notice requested comments on a proposed increase of tungsten sales from 5 million pounds to 20 million pounds. This notice resulted in approximately 25 letters from the public and Congress. The letters expressed a wide range of comments, concerns, and opinions, both for and against the proposed increase.

MEMBERS OF

WHETHER TUNGSTEN SALES SHOULD BE INCREASED.

The Market Impact Committee (MIC), an inter-agency advisory committee, convened on June 28, 2005, and discussed the tungsten quantity issue but did not reach a conclusion on its ~~recommendation~~. As required by the Stock Piling Act, <sup>(50 U.S.C. 98(d))</sup> the Department's selected quantity will be sent to Congress in a proposed revision to the Fiscal Year 2006 Annual Materials Plan for the stockpile.

I hope this information is helpful to you.

(AMP)

Sincerely,

SECTION 5(a)(2) OF THE STRATEGIC AND CRITICAL MATERIALS

DISPOSAL

WE MUST WAIT FOR A PERIOD OF 45 DAYS AFTER THE APPROPRIATE COMMITTEES OF CONGRESS RECEIVE THE REVISED AMP BEFORE WE CAN BEGIN ANY SALES.



**SEC. 3302. REVISION OF FISCAL YEAR 1999 AUTHORITY TO DISPOSE OF CERTAIN MATERIALS IN THE NATIONAL DEFENSE STOCKPILE.**

(a) Required Receipts From Disposals- Section 3303(a) of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999 (Public Law 105-261; 50 U.S.C. 98d note), as amended by section 3302 of the Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005 (Public Law 108-375; 118 Stat. 2193), is amended by striking paragraph (5) and inserting the following new paragraph:

(5) \$1,000,000,000 by the end of fiscal year 2011.

(b) Effect of Amendment- The amendment made by subsection (a) will result in the continued disposal of certain materials in the National Defense Stockpile after September 30, 2005, pursuant to the disposal authority provided by section 3303 of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999, and allow the National Defense Stockpile Manager to take advantage of favorable market conditions for the sales of several of the materials authorized for disposal, such as tungsten ferro, tungsten metal powder, and tungsten ores and concentrates.

\$59,700,000 of the funds in the National Defense Stockpile Transaction Fund established under subsection (a) of section 9 of the Strategic and Critical Materials Stock Piling Act (50 U.S.C. 98h) for the authorized uses of such funds under subsection (b)(2) of such section, including the disposal of hazardous materials that are environmentally sensitive.

(b) **ADDITIONAL OBLIGATIONS.**—The National Defense Stockpile Manager may obligate amounts in excess of the amount specified in subsection (a) if the National Defense Stockpile Manager notifies Congress that extraordinary or emergency conditions necessitate the additional obligations. The National Defense Stockpile Manager may make the additional obligations described in the notification after the end of the 45-day period beginning on the date on which Congress receives the notification.

(c) **LIMITATIONS.**—The authorities provided by this section shall be subject to such limitations as may be provided in appropriations Acts.

**SEC. 3302. REVISION OF EARLIER AUTHORITY TO DISPOSE OF CERTAIN MATERIALS IN NATIONAL DEFENSE STOCKPILE.**

50 USC 98d note.

Section 3303(a) of the Strom Thurmond National Defense Authorization Act for Fiscal Year 1999 (Public Law 105-261; 50 U.S.C. 98d note) is amended by striking paragraphs (4) and (5) and inserting the following new paragraphs:

- “(4) \$785,000,000 by the end of fiscal year 2005; and  
“(5) \$870,000,000 by the end of fiscal year 2009.”.

**SEC. 3303. DISPOSAL OF FERROMANGANESE.**

50 USC 98d note.

(a) **DISPOSAL AUTHORIZED.**—The Secretary of Defense may dispose of up to 50,000 tons of ferromanganese from the National Defense Stockpile during fiscal year 2005.

(b) **CONTINGENT AUTHORITY FOR ADDITIONAL DISPOSAL.**—(1) If the Secretary of Defense completes the disposal of the total quantity of ferromanganese authorized for disposal by subsection (a) before September 30, 2005, the Secretary of Defense may dispose of up to an additional 25,000 tons of ferromanganese from the National Defense Stockpile before that date.

(2) If the Secretary completes the disposal of the total quantity of additional ferromanganese authorized for disposal by paragraph (1) before September 30, 2005, the Secretary may dispose of up to an additional 25,000 tons of ferromanganese from the National Defense Stockpile before that date.

(c) **CERTIFICATION.**—The Secretary of Defense may dispose of ferromanganese under the authority of paragraph (1) or (2) of subsection (b) only if the Secretary submits written certification to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, not later than 30 days before the commencement of disposal under the applicable paragraph, that—

(1) the disposal of the additional ferromanganese from the National Defense Stockpile is in the interest of national defense;

(2) the disposal of the additional ferromanganese will not cause undue disruption to the usual markets of producers and processors of ferromanganese in the United States; and

(3) the disposal of the additional ferromanganese is consistent with the requirements and purpose of the National Defense Stockpile.

1 of 5 DOCUMENTS

UNITED STATES CODE SERVICE  
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\*\*\* CURRENT THROUGH P.L. 109-20, APPROVED 7/01/05 \*\*\*

TITLE 50, WAR AND NATIONAL DEFENSE  
CHAPTER 5. ARSENALS, ARMORIES, ARMS, AND WAR MATERIALS GENERALLY  
ACQUISITION AND DEVELOPMENT OF STRATEGIC RAW MATERIALS

GO TO CODE ARCHIVE DIRECTORY FOR THIS JURISDICTION

50 USCS § 98d (2006)

§ 98d. Authority for stockpile operations

(a) Funds appropriated for acquisitions; proposed stockpile transactions; significant changes therein.

(1) Except for acquisitions made under the authority of paragraph (3) or (4) of section 6(a) [50 USCS § 98a(a)(3) or (4)], no funds may be obligated or appropriated for acquisition of any material under this Act [50 USCS § 98 et seq.] unless funds for such acquisition have been authorized by law. Funds appropriated for such acquisition (and for transportation and other incidental expenses related to such acquisition) shall remain available until expended, unless otherwise provided in appropriation Acts.

(2) If for any fiscal year the President proposes certain stockpile transactions in the annual materials plan submitted to Congress for that year under section 11(b) [50 USCS § 98h-2(b)] and after that plan is submitted the President proposes (or Congress requires) a significant change in any such transaction, or a significant transaction not included in such plan, no amount may be obligated or expended for such transaction during such year until the President has submitted a full statement of the proposed transaction to the appropriate committees of Congress and a period of 45 days has passed from the date of the receipt of such statement by such committees.

Arms  
Manufacture

(b) Disposal. Except for disposals made under the authority of paragraph (3), (4), or (5) of section 6(a) or under section 7(a), no disposal may be made from the stockpile unless such disposal, including the quantity of the material to be disposed of, has been specifically authorized by law.

(c) Authorization of appropriations. There is authorized to be appropriated such sums as may be necessary to provide for the transportation, processing, refining, storage, security, maintenance, rotation, and disposal of materials contained in or acquired for the stockpile. Funds appropriated for such purposes shall remain available to carry out the purposes for which appropriated for a period of two fiscal years, if so provided in appropriation Acts.

HISTORY:

(June 7, 1939, ch 190, § 5, 53 Stat. 812; July 23, 1946, ch 590, 60 Stat. 598; July 30, 1979, P.L. 96-41, § 2(a), 93 Stat. 321; Aug. 13, 1981, P.L. 97-35, Title II, Subtitle A, § 203(a), @, 95 Stat. 381; Oct. 19, 1984, P.L. 98-525, Title IX, § 903(a), (b) 98 Stat. 2573; Nov. 14, 1986, P.L. 99-661, Div C, Title II, § 3207(a)(2), 100 Stat. 4069; Dec. 4, 1987, P.L. 100-180, Div C, Title II, § 3206(a), 101 Stat. 1247; Oct. 23, 1992, P.L. 102-484, Div B, Title XXXIII, Subtitle B, § 3312, 106 Stat. 2653; Nov. 30, 1993, P.L. 103-160, Div C, Title XXXIII, Subtitle B, § 3312, 107 Stat. 1962.)

HISTORY; ANCILLARY LAWS AND DIRECTIVES

11-L-0559/OSD/51364

## Amendments:

1946. Act July 23, 1946, substituted **this** section for one which read "Purchases under this Act shall be made in accordance with Title III of the Act of March 3, 1933 (47 Stat. 1520), but a reasonable time (not to exceed one year) shall be allowed for production and delivery from domestic sources and in the case of any such material available in the United States but which has not been developed commercially, the Secretary of War and the Secretary of the Navy may, if they find that the production of such material is economically feasible, direct the purchase of such material without requiring the vendor to give bond."

1979. Act July 30, 1979, substituted **this** section for one which read "The stock piles shall consist of all such materials heretofore purchased or transferred to be held pursuant to **this** Act, or hereafter transferred pursuant to section 6 hereof, or hereafter purchased pursuant to section 3 hereof, and not disposed of pursuant to **this** Act. Except for the rotation to prevent deterioration and except for the disposal of any material pursuant to section 3 of this Act, materials acquired under this Act shall be released for use, sale, or other disposition only (a) on order of the President at any time when in his judgment such release is required for purposes of the common defense, or (b) in time of war or during a national emergency with respect to common defense proclaimed by the President, on order of such agency as may be designated by the President."

1981. Act Aug. 13, 1981, in subsec. (a), designated the existing provisions as para. (1), and in para. (1) as so designated, inserted "and other incidental expenses", and substituted "until expended, unless otherwise" for "for a period of five fiscal years, if so", and added para. (2); and, in subsec. (b), inserted "(1)", and inserted ", or (2) if the disposal would result in there being a balance in the National Defense Stockpile Transaction Fund in excess of \$ 1,000,000,000 or, in the case of a disposal to be made after September 30, 1983, if the disposal would result in there being a balance in the fund in excess of \$500,000,000".

1984. Act Oct. 19, 1984, in subsec. (b)(2), substituted "an unobligated balance" for "a balance", and substituted "\$ 250,000,000." for "\$ 1,000,000,000 or, in the case of a disposal to be made after September 30, 1983, if the disposal would result in there being a balance in the fund in excess of \$ 500,000,000."

Such Act further (effective 10/1/87 as provided by § 903(b) in part, as amended by Act Nov. 8, 1985, P.L. 99-145, Title XVI, Part B, § 1611(b), 99 Stat. 776), in subsec. (b)(2), substituted "\$ 100,000,000" for "\$250,000,000".

1986. Act Nov. 14, 1986, in subsec. (b), substituted "(3), (4)," for "(4)".

1987. Act Dec. 4, 1987, in subsec. (a)(2), deleted "or until each such committee, before the expiration of such period, notifies the President that it has no objection to the proposed transaction" preceding ". In computing".

1992. Act Oct. 23, 1992, in subsec. (b), deleted "(1)" following "stockpile" and deleted ", or (2) if the disposal would result in there being an obligated balance in the National Defense Stockpile Transaction Fund in excess of \$ 100,000,000" following "authorized by law".

1993. Act Nov. 30, 1993, in subsec. (a)(2), substituted "and a period of 45 days has passed from the date of the receipt of such statement by such committees." for "and a period of 30 days has passed from the date of the receipt of such statement by such committees. In computing any 30-day period for the purpose of the preceding sentence, there shall be excluded any day on which either House of Congress is not in session because of an adjournment of more than three days to a day certain."

## Other provisions:

**Materials in the National Defense Stockpile**

Provisions relating to certain materials in the National Defense Stockpile were contained in the following acts:

Act Aug. 13, 1981, P.L. 97-35, Title II, § 201, 95 Stat. 380.

Act Dec. 29, 1981, P.L. 97-114, Title VII, § 788, 95 Stat. 1592.

Act Dec. 21, 1982, P.L. 97-377, Title I, § 101(c) (Title VII, § 799B), 96 Stat. 1866.

Act Oct. 19, 1984, P.L. 98-525, Title IX, § § 901, 902, 98 Stat. 2573.

Act Oct. 18, 1986, P.L. 99-500, § 101(c) (Title IX, § 9110), (m) (Title V, § 519), 100 Stat. 1783-82, 1783-120, 1783-308, 1783-326.

Act Oct. 30, 1986, P.L. 99-591, § 101(c) (Title IX, § 9110), (m) (Title V, § 519), 100 Stat. 3341-82, 3341-120, 3341-308, 3341-326.

Act Nov. 14, 1986, P.L. 99-661, Div C, Title II, § § 3204, 3205, 100 Stat. 4068.

Act Sept. 29, 1988, P.L. 100-456, Div A, Title XV, § 1501, 102 Stat. 2085.

Act Nov. 29, 1989, P.L. 101-189, Div C, Title XXXIII, § § 3301, 3302, 103 Stat. 1685.

Act Nov. 26, 1991, P.L. 102-172, Title VIII, § 8094, 105 Stat. 1196.

Act Dec. 5, 1991, P.L. 102-190, Div C, Title XXXIII, § 3301, 105 Stat. 1583; Act Oct. 23, 1992, P.L. 102-484, Div C, Title XXXIII, § 3308, 106 Stat. 2653.