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671786 [4]

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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
001	Letter	[Letter] - To: POTUS	1	04/28/2005	P3/b3;
002	Handwritten Note	[Note]	1	07/19/2005	P6/b6;
003	Letter	[Letter] - To: POTUS	1	02/24/2004	P3/b3; P6/b6;
004	Letter	[Letter] - To: Gaynell and Stanley Lapinski - From: POTUS	1	06/20/2005	P6/b6;
005	Letter	[Letter] - To: Jennifer Farley - From: POTUS	1	03/17/2005	P6/b6;
006	Email	[untitled] - To: Christine Baer, et al. - From: Mary Ann Hanusa	1	03/16/2005	P6/b6;
007	Letter	[Letter] - To: POTUS - From: Jennifer M. Farley	1	03/07/2005	P6/b6;

COLLECTION TITLE:

Presidential Correspondence, Office of

SERIES:

Hanusa, Mary Ann - Correspondence

FOLDER TITLE:

671786 [4]

FRC ID:

8974

RESTRICTION CODES

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- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
008	Email	RE: Address for Jennifer Farley - To: Mary Ann Hanusa - From: Caleb Graves	1	03/16/2005	P6/b6;
009	Letter	[Letter] - To: Dawn Smith - From: POTUS	1	07/25/2005	P6/b6;
010	Fax Cover Sheet	fax - To: POTUS - From: Dawn and Windell Smith	1	07/16/2005	P6/b6;
011	Fax Cover Sheet	fax - To: POTUS - From: Dawn and Windell Smith	1	07/16/2005	P6/b6;
012	Fax Cover Sheet	fax - To: POTUS - From: Dawn and Windell Smith	1	07/16/2005	P6/b6;
013	Email	RE: Smith Letter - To: Maggie H. Greenhill, et al. - From: Maggie H. Greenhill	1	07/25/2005	P6/b6;

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014	Email	Smith Letter - To: Lynn A. Crable, et al. - From: Maggie H. Greenhill	1	07/25/2005	P6/b6;
015	Email	RE: Another one - To: Mary Ann Hanusa - From: Tim Goeglin	1	02/28/2005	P6/b6;
016	Letter	[Letter] - To: Tim Goeglin - From: Herb London	1	01/20/2005	P6/b6;

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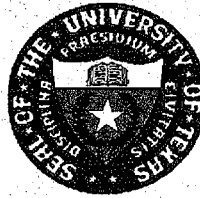
*Per Brett Kavanaugh, NRW
7/22/05*

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Executive Vice Chancellor for Academic Affairs
Telephone 512/499-4233 Fax 512/499-4240

July 5, 2005

President George W. Bush
The White House
Washington, DC

Dear President Bush:

The Board of Regents of The University of Texas System has initiated the process to select a new President for The University of Texas at Austin. President Larry R. Faulkner has announced his resignation following seven successful years as President.

As Chair of the Advisory Committee charged with recommending candidates to the Board of Regents, I would appreciate your assistance in identifying candidates who, in your judgment, are qualified to fill this position. If you wish to nominate someone, please send contact information for your nominee together with any personal and/or evaluative comments you may care to make. For best consideration, we would like to receive your nomination by September 1, 2005.

The criteria for the position are outlined in the attached advertisement, which has also appeared in national and local media.

Our policy is to keep the names of nominees and applicants confidential. Only the names of finalists must be made public under Texas law.

Please direct nominations to me at the above address, or to the following e-mail address: utaustin@utsystem.edu. I am the only person who monitors this e-mail address.

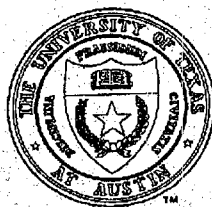
Thank you for your assistance.

Warmest regards,

Teresa A. Sullivan
Executive Vice Chancellor
For Academic Affairs

TAS:ws

Attachment



PRESIDENT The University of Texas at Austin

The University of Texas at Austin invites applications and nominations for the position of President. The University of Texas at Austin is the largest institution of The University of Texas System and is a major research university. The campus is home to 50,000 students, 2,700 faculty and 17,000 staff members. The University has one of the largest single-campus enrollments in the nation, including students from all 254 counties in Texas, all 50 states and more than 100 foreign countries. President Larry R. Faulkner has announced that he is stepping down following seven successful years as President.

The faculty at The University of Texas at Austin is composed of outstanding scholars in a wide range of disciplines, including hundreds of members of prestigious academic and scientific organizations. The University has one of the largest graduate schools in the nation.

Colleges and Schools include Architecture, McCombs School of Business, Communication, Continuing Education Division, Education, Engineering, Fine Arts, Graduate Studies, School of Information, School of Law, LBJ School of Public Affairs, Liberal Arts, Natural Sciences, Nursing, Pharmacy, Social Work, and interdisciplinary units.

The University of Texas System, which is composed of nine academic institutions and six health institutions, is led by Chancellor Mark G. Yudof. The President has broad delegated authority for the administration of the campus and oversees an annual budget of \$1.5 billion. The Board of Regents seeks a President whose academic and administrative accomplishments demonstrate the leadership, management, communication, and fund raising abilities required to continue the University's role as a national education and research leader.

The Presidential Search Advisory Committee will continue to accept applications and nominations until the position is filled. Screening of candidates will begin immediately. For best consideration, applications and nominations should be provided by September 1, 2005. An application should include a letter describing relevant experience and interest in the position and a curriculum vitae. Submission of materials as an MS Word attachment is strongly encouraged. Individuals wishing to make nominations should submit a letter that includes the name, position, address, and telephone number of the nominee. Greenwood & Associates, Inc., an executive search firm, is assisting The University of Texas System in the search.

Applications and letters of nominations should be submitted to:

Drs. Jan Greenwood or Betty Asher

Greenwood & Associates, Inc.

12273 W. Hwy. 98, Suite 204A

Miramar Beach, FL 32550

Phone: 850 650-2277

Fax: 850 650-2272

Email: [janganwood@greenwoodsearch.com](mailto:jangreenwood@greenwoodsearch.com)

Email: bettyasher@greenwoodsearch.com

For more information about The University of Texas at Austin, please visit <http://www.utexas.edu>. The University of Texas at Austin is an affirmative action, equal opportunity employer. This position has been designated as security-sensitive, and a criminal background check will be conducted on all finalists for the position.

Greenwood and Associates, Inc.

EXECUTIVE SEARCH, CONSULTING, AND TRAINING

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THE WHITE HOUSE
WASHINGTON

Date: 7-20-05

To: *Mary Ann Honusa*

From: **Office of Presidential Correspondence**

FYI

Trudy/Hogg

Appropriate Action

Direct Response

Prepare Response For My Signature

Per Our Conversation

Let's Discuss

Per Your Request

Please Return

Deadline

Other

Comments: _____

*NRN /
per Brett
Kavanaugh*

*MAH
7/21/05*



Reason

June 27, 2005

The Honorable George W. Bush
President, United States of America
The White House
Washington, DC 20500

Dear Mr. President,

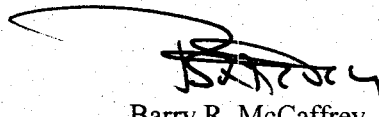
Enclosed is my article "**Ground Down: The Army and Marine Corps are Dangerously Understrength**" published in the June 2005 edition of the Armed Forces Journal.

The article focuses on the inadequacy of current levels of military manpower. The U.S. Army and Marine Corps are in trouble. They are too small to handle the burdens place upon them. Despite their high morale, courage, and leadership -- our troops will be unable to sustain the pressures of a military at war unless we increase the end strength of the US Army and Marine Corps.

Hope that you find these ideas useful to the public debate.

Sincerely,

U to


Barry R. McCaffrey
General, USA (Ret.)

Thanks for your political and
moral courage in the war on
Terror.



Armed Forces Journal

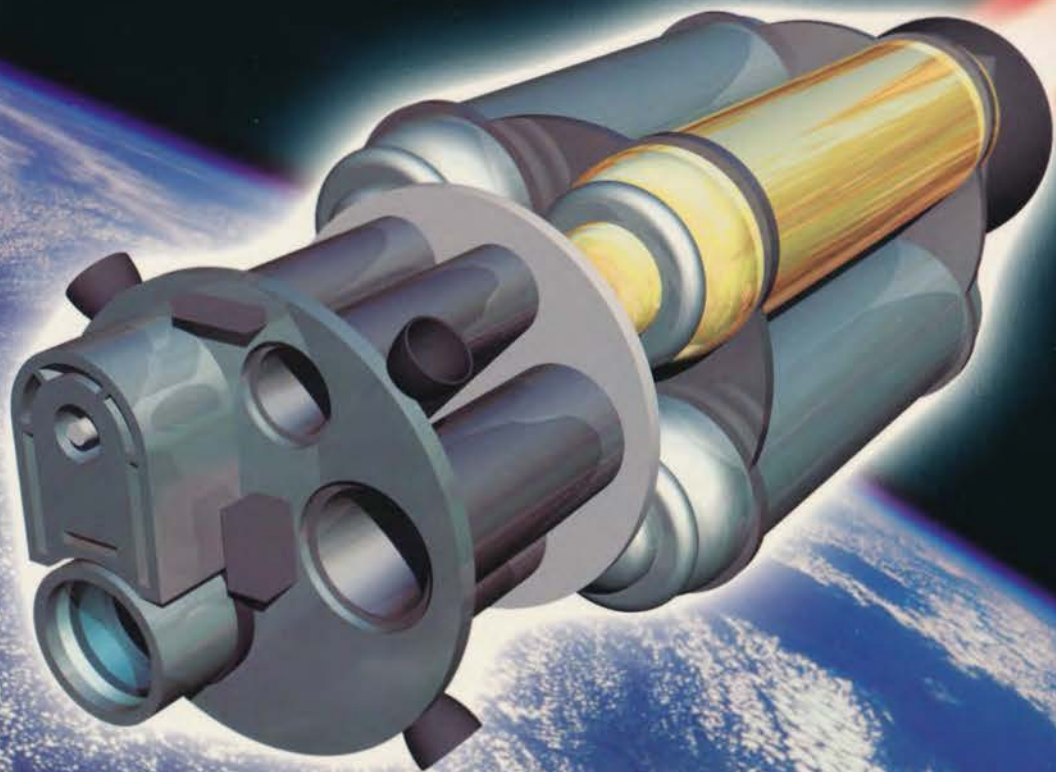
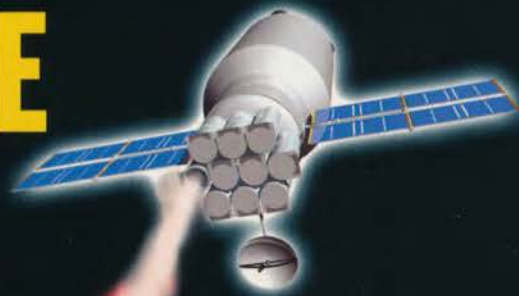
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Armed Forces Journal

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On the Cover

The U.S. is moving ahead with plans to test a missile defense system. Early plans envision a constellation of 50 to 100 missile-killing satellites.

COVER DESIGN BY MARK FONDERSMITH
ILLUSTRATION BY JOHN BRETSCHNEIDER



Landlocked sea warriors



Marines in Iraq for the long haul

Despite increased speculation about how soon the Pentagon might begin withdrawing large numbers of troops from Iraq, soldiers and Marines serving in Operation Iraqi Freedom show no indication they're planning to leave their desert outposts anytime soon. In fact, during a recent visit to Iraq, AFJ was struck by a contrary realization: Soldiers and Marines — yes, even the Marines — serving there are digging in for extended stays.

Open-ended operations are nothing new for Army planners, who have learned from experience that any high-profile mission — even those launched as short-duration deployments — can turn into a seemingly interminable operation. And these long-term commitments are why the Army keeps legions of mechanics and other combat service support troops in its ranks.

In contrast, the Marines' logistical and support pipelines are far shorter and much less robust than those of their Army colleagues. By design, the Corps' Tables of Organization and Tables of Equipment (TOs and TEs) — the baseline documents specifying how many warriors of various stripes comprise particular organizations and the types and quantities of equipment they have — are tailored for short-duration combat operations.

Since the end of the Vietnam conflict, the Marine Corps has been designed primarily to kick in the door for more robustly supported follow-on Army forces. As a result, Marines are organized and equipped to wrap up independent combat operations in no

more than 90 days, then return to launching pads somewhere offshore.

But Iraq has changed — in practice, if not in theory — this basic precept about how the Corps should be used. A shortage of Army combat units created a requirement that has about 22,000 Marines and sailors supporting coalition activities in Iraq. As a result, the demands of altering a TO- and TE-based Marine force designed for short-duration intervention actions into a force capable of conducting and sustaining extended combat operations ashore is taking the Corps into uncharted waters. As a field-grade Marine Corps officer told AFJ: "Doctrinally, we're out of the box on this one." Out of the box, perhaps, but they're adapting quite well.

Because the Marine Corps isn't designed for conducting extended operations ashore, many of the support-related challenges facing the service are more acute than those confronting the Army. A prime example involves keeping their wheeled-vehicle fleets running over the long haul, even as they outfit those vehicles with the latest add-on armor packages.

In order to get a first-hand look at how the Marines are handling those problems, AFJ accepted an invitation from Marine Corps Systems Command to attend a dedication ceremony for a new Humvee "up-armor" facility in Taqaddum, Iraq.

In mid-April, accompanying general officers from Systems Command, Marine Corps Logistics Command and II Marine Expeditionary Force (Forward), which commands Marines in Iraq, AFJ attended the building-dedication

ceremony. The Marine Armor Installation Site (MAIS), as the facility is known, is located on a sprawling joint-service logistical base in Taqaddum, west of Baghdad, between Fallujah and Ramadi.

The cavernous Quonset-type building where the armor kits are being installed is striking evidence that the Marines are settling in for an extended stay in Iraq.

Just two months before the dedication ceremony, the site where the MAIS (a Systems Command project) stands was a barren field. Nearby, with some borrowed tools and about a half-dozen civilian contractor employees, the Marines began installing "bolt-on" armor kits on Humvees. During those two months, armor kits were installed on about 175 Humvees.

Now, after a substantial investment in the new facility, and supported by civilian employees of Honeywell, Oshkosh and Kellogg, and Brown & Root, the Marines expect to more than double that output at the MAIS — the production target is 200 vehicles per month. Derived from an Army design, the kits are manufactured at the Corps' LogCom maintenance center in Albany, Ga. Vehicles exiting the MAIS will go to II MEF (F).

The MAIS is a prime example of how a short-term intervention force is coping with the demands of an open-ended mission. And, although workers at the new facility in Taqaddum declined to speculate about when Marines might leave Iraq, they, too, see in their new facility a tangible indication that it won't be happening anytime soon. ■

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Civilian-crewed maritime prepositioning ships will be critical to future sea-basing operations.

NAVY

Lily pads, sea bases

Speaking as a past manager of afloat prepositioning ships at Military Sealift Command headquarters, I would like to say that the article, "New kind of lily pad," in the March issue is a little off target about what kind of ships are needed for sea basing.

The 30 ships and thousands of Navy personnel that supported tsunami relief efforts did a magnificent job, but that was not a precursor of the sea base of the future. It was a great example of in-promptu distribution logistics cobbled together from existing assets. There were far too many (and too valuable) ships involved in comparison to the relatively small amount of "cargo" provided.

Now don't misunderstand — there were huge numbers of small parcels of water and provisions moved ashore, primarily through airlift. That was a great effort. The willingness of the sailors, Marines and mariners to give the extra work involved was highly laudable. But the sea base of the future will be all about moving thousands of tons of

cargo, equipment and personnel through a large floating base offshore to objective areas inland.

Sea basing involves throughput (as the Army calls it), which means sealift ships to keep the sea base fully stocked as well as aircraft and lighters to distribute material ashore in quantity and sizes that can be easily used by the war fighters. The magnitude of that operation far exceeds that of the effort for tsunami relief.

The importance of the sea base as a trans-shipment terminal cannot be overemphasized. For as much as its supporting systems, such as high-speed vessels, are interesting and necessary, the truly important innovations will be in sea-base ship systems that can handle cargo. This capability will include selectively discharging the material in shipping containers, and accommodating/moving large numbers of troops off the ship to other ships or ashore. That is more than a lily pad — it's a floating shipping terminal able to take merchant freighters and contain-

er ships alongside, handle military helos on its flight deck, and cross-service with various new and old types of surface lighters all at once.

Contrary to what the article states, maritime prepositioning ships are specially fitted hulls that can carry containers, dry cargo and liquid cargo in bulk, accommodate troops and have Navy-certified flight decks. Most merchant ships cannot do all of the above! Maritime prepositioning ships can, but they are not generally used for logistical purposes. They are classified as Navy service-unique assets that are not under Transportation Command.

After they are free of service cargo, they can be released for general transportation missions. They have a limited sea-basing capability, developed to meet second-generation strategic sealift requirements in the mid-1980s. Future prepositioning ships are expected to support or complement a sea base. After all, 95 percent of war material gets to a war zone in merchant ships, not aircraft.

Marine Corps Commandant Gen. Mike Hagee correctly defined the terms of sea-basing needs: It's all about reducing foot-

print on land and erasing the line between the sea and land. I believe what he was referring to was not about using an aircraft carrier or Navy combatants near shore, but rather distribution logistics on a massive scale from a sea base.

Bob Work's assumption that the more "gray-bottomed" ships the better for sea basing is contrary to most requirements documents and serious studies about maritime prepositioning ships. They all point to civilian-crewed ships.

We do not need another expensive, gray-hulled aircraft carrier; we need a group of black-hulled, civilian-crewed sea lift ships with significant cargo capability and troop accommodations. While more amphibious warfare type ships are needed, they also are complemented by a sea base since do they not have significant cargo-carrying capacity and would, in all likelihood, be supported by the sea base.

Lee Wahler
Falls Church, Va.

FOR THE RECORD

Your publication recently took out of context comments made by the president of the Civil Affairs Association at the January board meeting of the association ["Uncivil affair," March].

First, at that meeting Tom Matthews was speaking as a private citizen and a member of our association who is interested in our national defense. He was not speaking in his capacity as a member of the staff at Joint Forces Command.

Second, his comments were in no way related to recent discussions in the Army and at the Defense Department relative to the organizational assignment within the Defense Department of Army civil affairs units. His comments were made prior to the time these Defense Department-level discussions began.

Finally, and for the record, the Civil Affairs Association has not taken a position on where these Army units should be assigned. The association's interest is that both Army and Marine civil affairs units be adequately and appropriately resourced and managed, regardless of where they are located in the Defense Department.

Dennis A. Wilkie
Secretary Treasurer,
Civil Affairs Association



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The price of the DD(X) destroyer has climbed from \$700 million in the mid-1990s to \$3.3 billion today.

RAYTHEON

'Tough choices'

Skyrocketing costs mean services can't have it all

BY WILLIAM MATTHEWS

With \$445.6 billion budgeted for defense spending in 2005 and \$82 billion more approved by Congress to pay for the wars in Iraq and Afghanistan, the United States is spending more on its military than at any time since World War II.

"One would think with the funding that has been provided, we would not be facing any budgetary issues," said Sen. Daniel Inouye, D-Hawaii.

Instead, money is so tight that Defense Secretary Donald Rumsfeld is asking Congress to retire an aircraft carrier, cut shipbuilding and curtail the production of warplanes.

The cost of weapons is rising so fast that even historically high defense spending can't keep pace.

The Air Force's cherished F/A-22 Raptor fighter, for example, now costs \$257 million per plane, Rumsfeld told the Senate Appropriations' defense subcommittee. That's about triple the cost cited a decade ago and seven times the targeted price when the program

was started in 1986.

Rumsfeld recalled his first stint as defense secretary in 1976 when the Air Force bought the F-16. It was "about \$10 million or \$12 million an airplane," he said.

The price tag on the Navy's DD(X) destroyer has ballooned from \$700 million in the mid-1990s to \$3.3 billion.

The Army's new generation of high-tech, manned and unmanned ground and air vehicles, the Future Combat Systems family, has escalated in price from \$92 billion just last summer to \$125 billion today.

The trend is alarming to those who have to pay the bills. Where is the money going to come from?

BUDGET CRUNCH

"According to the plans we've seen, Department of Defense procurement accounts will grow by about 50 percent, from \$70 billion to \$118 billion from this fiscal year to 2011," said Sen. Ted Stevens, R-Alaska.

Even at that rate of growth, it is doubtful that the Defense Department can afford all of the weapons it is planning to buy, said Stevens, who is chairman of the defense appropriations subcommittee.

During a late April hearing, Stevens listed programs that may be in financial jeopardy: "F-22, Joint Strike Fighter, DD(X), the littoral combat ship, Future Combat Systems, space satellites, the whole series of things.

What is going to be the ability to continue on those systems with that type of projection of the procurement accounts?" he asked Rumsfeld.

"Well, that's a question, Mr. Chairman, that we all wrestle with," Rumsfeld replied.

The answer, Rumsfeld continued, is that not all of the programs will survive.

"For a variety of reasons, some things disappear. Some things don't work. Sometimes things change and tough choices get made," Rumsfeld said. "We made tough choices in this budget."

The 2006 budget he was referring to would retire the aircraft carrier John F. Kennedy, reduce F/A-22 buys from 277 to 170, end production of C-130J cargo planes in 2006 with 100 fewer planes than planned and cut the production of DD(X) destroyers to as few as eight; the Navy originally wanted 30.

Rumsfeld reminded lawmakers that he has made tough budget choices before.

In 2002 he canceled the Army's \$11 billion Crusader artillery system program. And in early 2004 he pulled the plug on the troubled \$39 billion Comanche helicopter program.

Sometimes, the threatened imminent demise of a weapon program causes even more angst for members of Congress than does the specter of future unaffordability. Rumsfeld's plan to retire the

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Kennedy has sparked a frenzied campaign by House and Senate members from Florida, where the carrier is based, and Virginia, where it was to undergo a \$350 million overhaul, to keep the 37-year-old ship in service.

Meanwhile, the congressional delegations from Georgia, where C-130Js are assembled, and Arkansas, where many of them are based, are waging a fierce campaign to thwart Rumsfeld's plan to end production.

And lawmakers from Maine and Louisiana have joined forces to block the Navy from consolidating DD(X) construction at one shipyard. Doing so, the Navy says, would cut \$300 million off the price of each ship. But it could also put Maine's Bath Iron Works shipyard out of business.

POLITICS TRUMPS POLICY

Saving the defense industrial infrastructure — and local jobs — is a priority for politicians that almost always trumps broader national security policy. Yet there is growing agreement in Congress

that something must be done to control spiraling weapons costs.

In the past four years, the military's top five weapons systems have increased in cost from \$281 billion to \$521 billion, said Sen. John Cornyn, R-Texas. "As the costs of these systems go up, we are buying fewer units and thus falling short of meeting our military requirements."

Sen. John McCain, R-Ariz., worried during a recent hearing that at \$13 billion apiece, new aircraft carriers are becoming unaffordable. "We're just pricing ourselves out of the business," the former Navy aviator said.

Because of "dramatic cost overruns" in shipbuilding, "we now have less Navy ships than we've had since World War I," McCain said.

The Government Accountability Office (GAO) reported on March 31 that U.S. weapons programs "often take significantly longer and cost significantly more money than promised." As a result, the military often ends up with fewer weapons than it expected. "It is not unusual for estimates of time

and money to be off by 20 to 50 percent," the GAO said.

Rising weapons costs are just one factor that will force the services to pull the plug on some of the weapons they want. Federal budget deficits are expected to average \$250 billion through fiscal 2009, according to the GAO. Deficit spending will make it hard for the administration and Congress to add much to defense spending.

At the same time, the "discretionary" share of the U.S. budget — which includes the defense budget — will shrink from about 39 percent to about 33 percent of federal spending, putting further pressure on defense accounts.

"It will be difficult for the Defense Department to increase its budget share to cover cost increases in weapon programs in that environment," the GAO reports.

Former Pentagon official Jacques Gansler agrees. "As the nation's budget problems get more visible, it's obvious that the defense budget is not going to be able to continue going up," he said. "They're going to have to be

more sensitive to cost," said Gansler, who was undersecretary of defense for acquisition, technology and logistics from November 1997 until January 2001.

Within the defense budget, "must-pay" expenses such as personnel costs may force the services to kill weapons programs whose costs keep spiraling up, U.S. Comptroller General David Walker said in the March 31 GAO report. Walker, who heads the GAO, blames rising costs and stretched-out development on decisions by the services to pursue immature technologies.

In a review of 54 programs, he said, "We found that successful programs take steps to gather knowledge that confirms that their technologies are mature, their designs stable, and their production processes are in control."

'SOMETHING'S WRONG'

Stevens, the defense appropriations subcommittee chairman, sees another link between advanced technology and weapons costs. In a perverse twist, even as



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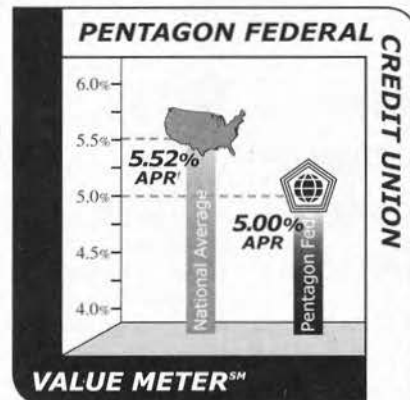
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technology prices drop in the civilian marketplace and sophisticated consumer goods become ever more affordable, technology costs seem only to climb for the military, he said.

Rumsfeld conceded that "something's wrong with the system." He said the acquisition practices will be thoroughly examined during the Quadrennial Defense Review, which is to be completed late this year. But Rumsfeld argued that to focus too intently on cost overruns and development delays is to miss an important point: that the U.S. military is the world's best-equipped force. Cost notwithstanding, the weapons being produced

today are far more capable than those that they replace, he said.

The ships being built today can do three or four times as much as ships built a decade or two ago, he said. And, thanks to changes in the way the Navy operates and maintains its ships, today's fleet of 285 ships routinely deploys 95 ships — almost as many as the 102 ships the 485-ship fleet could deploy in 1991.

Smart bombs cost more than dumb bombs, he also pointed out, but one smart bomb can do the work of 10 unguided bombs.

So, "what have we got?" Rumsfeld asked. "Well, we've got something that is more valuable, at a higher cost, but on a cost-benefit

basis, it's improved, as opposed to deteriorated."

But even some smart munitions are on a glide path to being unaffordable, according to the GAO.

The Navy's extended-range guided munition, for instance, is on the GAO's list of weapons plagued by price increases and development delays. The price has tripled since the Navy began working on it in 1997, rising from \$45,000 to \$191,000 per weapon. As a result, the number of munitions to be bought has been cut from more than 8,500 to about 3,150. At least three more years of development work remain before a production decision will be made. ■

Scrap big-bucks programs, analysts say

While members of Congress fret over what to do about the skyrocketing cost of military weapons, two defense think tanks offer a simple solution: Stop buying them.

The military's most expensive weapons aren't particularly useful for the wars the United States is most likely to fight, say analysts from the Center for Defense Information and Foreign Policy in Focus, both based in Washington.

The U.S. military doesn't need more "expensive aircraft, ships, and missiles designed to combat a superpower," say Marcus Corbin and Miriam Pemberton in a study released May 10 by the two groups.

The Air Force's F/A-22 Raptor tops their list of weapons that should go. At \$257 million each, the fighters are "one of the least-needed major weapon programs currently underway," they say.

Raptors were designed more than two decades ago to counter Soviet fighters. To justify keeping the program alive, the Air Force now plans to use them as bombers. It would be cheaper and more effective to scrap the F/A-22 and buy F-16s, the pair says. F-16s cost about \$40 million apiece.

Another Cold War leftover is the Virginia-class attack submarine, Corbin and Pemberton say. Without new Soviet submarines to counter, it's hard to justify buying \$2.2 billion Virginias — especially while the Navy is retiring Los Angeles-class submarines early, they say. The DD(X) destroyer is a "large, high-end ship" whose price has hit more than \$3 billion a ship, but it's not ideal for coastal warfare where the Navy is most likely to find itself fighting, they add.

Corbin and Pemberton would also kill the long-troubled V-22 tilt-rotor aircraft, along with a secret \$10 billion satellite program and the Army's Tactical Command and Control System that performed poorly in Iraq. They call for \$53 billion in cuts to the 2006 defense budget. ■

— William Matthews

CAPITOL HILL REPORT CARD

Reservists should receive 'identical benefits for identical effort and sacrifice.'

B+ To Sens. Patrick Leahy, D-Vt., left, and Kit Bond, R-Mo., for legislation that would give reservists serving on active duty the same monthly housing allowance that other active-duty troops receive. If this bill becomes law, those reservists will receive housing allowance increases of \$300 to \$400 a month, on average, according to the two senators. Reliance on reserve troops has increased dramatically since the Sept. 11, 2001, terrorist attacks, so reservists should receive "identical benefits for identical effort and sacrifice when they go on active duty," Leahy said. National Guard troops comprise about half the U.S. Army troops serving in Iraq.



In populated areas, a nuclear bunker buster would likely kill and injure millions.

B To Rep. Ellen Tauscher, D-Calif., for steadfastness in the nuclear "bunker buster" debate. After a year of study, the National Research Council concludes that while nuclear earth-penetrating weapons can destroy enemy underground bunkers, they cannot be made to penetrate deeply enough to prevent widespread radioactive contamination. In populated areas, millions would likely be killed and injured. Tauscher, who helped cut spending on bunker-buster research in 2003 and 2004, called on President Bush to withdraw his request for more than \$8 million for bunker-buster research in 2006. Tauscher would have earned an even higher grade if she had been able to propose a viable way for striking underground bunkers.



More black programs aren't the answer to cost overruns.

D To Rep. Norm Dicks, D-Wash., for suggesting that the way to curb rising costs and late deliveries of major weapons would be to "do them in the black [classified realm]. Sometimes you can do things a lot faster if you do them in a classified setting," he said — and he wasn't kidding. Dicks apparently forgets that absence of oversight led to the infamous Air Force acquisitions of \$659 ashtrays, \$640 toilet seats and \$748 pliers. More black programs aren't the answer to the cost overruns plaguing many Pentagon programs. Genuine acquisition reform is needed. Simply moving poor program management out of sight won't make it go away.

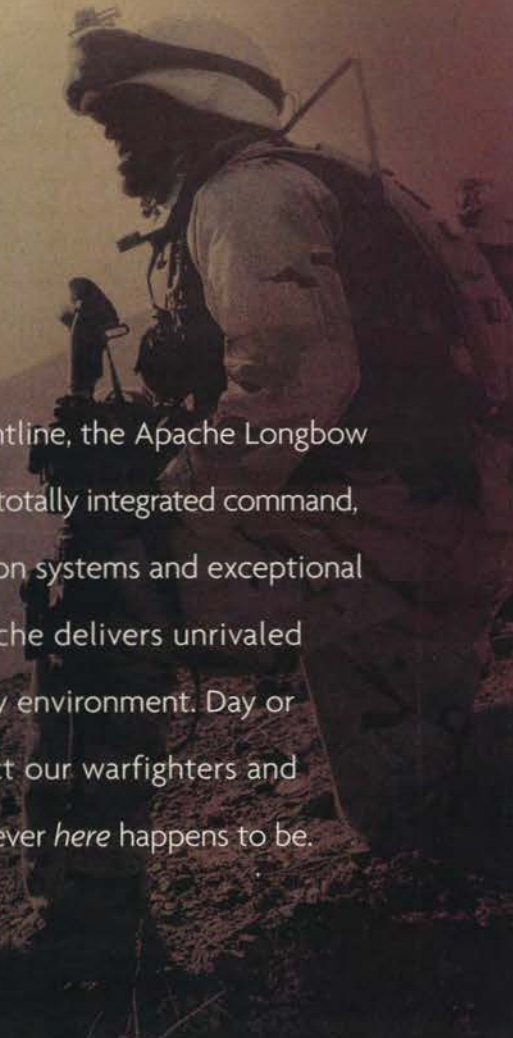
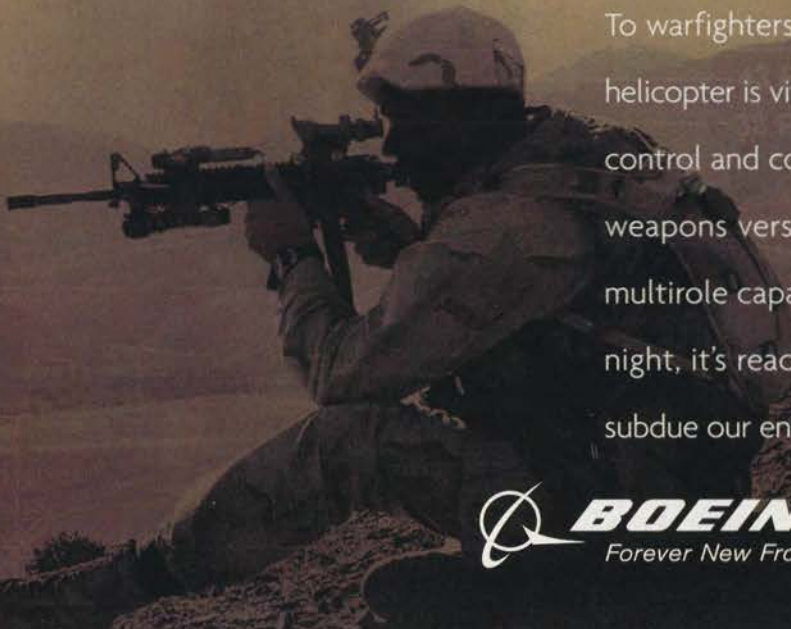


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Small-boat tactics

Marines expand training center, but might not use it

By PATRICIA KIME

The Marine Corps is spending \$20 million to build a facility at Camp Lejeune, N.C., that will house an expanding Coast Guard-run school that trains small-boat handlers in special tactics. But it's uncertain whether Marines will get to attend the Special Missions Training Center (SMTC).

The Coast Guard has operated a school at Camp Lejeune's Courthouse Bay area since 1998, training Navy and Coast Guard port security and maritime safety and security teams in boat handling, anti-terrorism and force-protection skills.

Demand for maritime security personnel grew after the destroyer Cole was bombed in 2000 in Yemen and the United States was attacked Sept. 11, 2001. In response, the Coast Guard established 13 new maritime safety and security teams, and the Navy bolstered its mobile security forces and harbor defense units. To teach this growing cadre of port security personnel, the Coast Guard center at Lejeune expanded from six boats and 12 active-duty members in 1998 to 32 boats with a staff of 108 today, including active-duty and reserve Coast Guard, Navy and Marine Corps personnel.

In April, the Marine Corps and Coast Guard broke ground on a \$22 million four-building complex, generically coined the joint maritime operations and training facility, which will contain the Special Missions Training Center. The Coast Guard is contributing \$2 million to the project.

UNCERTAIN FUTURE

The Marine Corps was to send members of its specialized boat unit, Small Craft Company of Headquarters Battalion, 2nd Marine Division, to SMTC as well. But under a force restructuring plan unveiled in February by Marine Corps Commandant Gen.

Mike Hagee, the Small Craft Company is being excised from the service's active-duty rolls. Whether Small Craft Company's mission — riverine combat and riverine combat support — will be transferred to the Reserve or dispersed among reconnaissance units has not been determined.

A Marine Corps spokesman said in May that a "decision on these issues is pending" and it is "too early in the process to discuss them."

The Marine Corps has been an integral part of SMTC's development since 1998, when it provided facilities and logistics support to the Coast Guard's small port security training detachment. The Corps' reconnaissance units near Courthouse Bay have trained with the Coast Guardsmen and Navy personnel, and the sea services have shared experiences and lessons learned.

A detachment of nine Marines serves on SMTC's staff. Small Craft Company members were to

be their primary students, but with the unit's uncertain future, the detachment is concentrating on developing doctrine and instructional materials with the Coast Guard and Navy, Capt. Roberto Martinez, officer in charge of the SMTC detachment, told AFJ.

Small boat operations "definitely fits into Marine air-ground task force operations. There's definitely a need for it," Martinez said. "We're moving toward 'joint,' but the Navy and Coast Guard, because of their operational taskings right now, cannot support that mission. So the Marine Corps has to maintain that capability."

Currently, Marine coxswains learn their skills at courses taught at the unit level.

STANDARDIZED CURRICULUM

The new building complex, located on 20 acres at Courthouse Bay, a remote waterfront camp in the base's southeastern quadrant, will meet the growing unit's needs.

It will have classrooms, simulators, a training pool, maintenance buildings and a 100-student lecture hall.

The plan is for SMTC to offer a standardized curriculum that can be used both at SMTC and at the unit level. Martinez said that if Marines don't attend SMTC, his staff might become traveling instructors, teaching the basic and advanced courses at reconnaissance and air naval gunfire liaison units.

"But that's all being decided right now at the headquarters level," Martinez said.

SMTC's standardized curriculum is being developed by seasoned veterans from the three sea services. Most of the Marine instructors assigned to SMTC were deployed to Iraq and have boat-handling experience either with reconnaissance units or Small Craft Company.

Small Craft Company platoons have rotated through Iraq since

The Coast Guard has operated a school at Camp Lejeune, N.C., since 1998 to train Navy and Coast Guard personnel in boat handling, anti-terrorism tactics and force-protection skills.

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February 2004. The unit has had several successful missions, including protecting a hydroelectric dam and finding weapons caches. In July 2004, it added a fourth platoon because demand for its services — insertion, raids and combat support — was high in Iraq. On Jan. 1 it lost a member, Lance Cpl. Brian Parello, during an operation against insurgents in Anbar, Iraq.

"One of the reasons we have obtained personnel returning from Iraq is we can take their recent combat experiences and build them into the lessons learned, the different [tactics, techniques and procedures] and the different personal experiences," Martinez said.

Marines operate a number of small craft in their reconnaissance units and Small Craft Company: combat rubber reconnaissance craft, which can carry up to 10 Marines and are used for raids and reconnaissance; riverine assault craft, aluminum-hulled boats used for inland and coastal waterway patrols; rigid raiding craft (RRC), small boats used to land Marines in areas accessible by inland waterways; and small unit riverine craft, which are replacing RRCs.

The 39-foot Small Unit Riverine Craft (SURC) was to be the mainstay of Small Craft Company and SMTC Marine Corps courses. It is capable of carrying 13 Marines and traveling at speeds of 35 knots. It can maneuver in waters as shallow as one foot and has three gun mounts for either the Mk 19 40mm grenade launcher or M2 .50-caliber machine gun.

The Marine Corps contracted to purchase 40 SURCs at a cost of more than \$27 million. It has at least 17 in its inventory, with several deployed to Iraq.

Marine Corps officials declined to comment on how the decommissioning of Small Craft Company would affect SURC procurement.

Under the restructuring plan, the Corps will cut several Reserve artillery batteries and tank companies, active and Reserve low-altitude defense battalions and the Small Craft Company. It plans to stand up two active-duty infantry battalions, light armored reconnaissance companies, force reconnaissance platoons and an air naval gunfire liaison company. ■

Hunting diesel subs

U.S., Peru, Colombia in undersea exercise

BY VIVIENNE HEINES

South American submarines recently participated in training exercises designed to enhance Navy capabilities for dealing with undersea threats.

In April, diesel-electric submarines from Peru and Colombia took part in Exercise Smart Search off the coast of Florida along with vessels from the Theodore Roosevelt Carrier Strike Group.

Diesel-electric submarines have proliferated in recent years and are a growing security concern for the United States. These joint exercises provide U.S. submarines, which are nuclear powered, an opportunity to work with and against diesel-electric submarines and to improve anti-submarine warfare

(ASW) skills.

"We want to make sure that we not only train with this type of platform, but that we also work toward interoperability with some of these nations because they are considered our partners," said Juan Fernandez, tactical analysis director for Submarine Force, Atlantic Fleet. Fernandez is also program manager for the diesel-electric submarine initiative instituted by commander, Fleet Forces Command.

The Peruvian submarine Antofagasta and the Pijao from Colombia were scheduled to be in the United States for 160 days and 60 days, respectively, under the training agreement.

Antofagasta and Pijao are Type 209 diesel-electric submarines, with a displacement of approximately 1,200 tons (compared with an average of 10,000

tons for nuclear submarines). These smaller submarines generally operate in the littorals, not in deep water.

"They are a smaller platform that presents a narrow acoustic platform presentation. They also bring to the mix different tactics. We get to see how they operate these submarines and how they tactically employ their forces against our forces," Fernandez said.

"We want to see how we measure up in finding a real diesel-electric submarine."


These smaller submarines are less expensive to operate, but lack the multimission capability of the larger, nuclear-powered submarines, officials said.

The joint exercises provide the South American submariners with training opportunities as well, said the com-

The Pijao, a Colombian Navy submarine, participated in Exercise Smart Search, in which it represented the type of small, quiet subs that could threaten coastal regions.

NAVY



A high-angle, black and white photograph of an F-35 fighter jet in flight. The aircraft is shown from a top-down perspective, banking to the right. Its canards are raised, and the main wings are swept back. The cockpit canopy is prominent. The background is a textured, light-colored surface, possibly a sky or a ground surface, with some faint, illegible markings.

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manding officer of Antofagasta, Capitan de Fragata Manuel Otoy.

"We see these deployments as a main training enabler for our submarine crews as it enhances our naval exposure to different types of naval air, surface and submarine platforms in myriad tactical situations," he said. "This type of interaction poses a positive challenge for our submarines, as they conduct exercises with U.S. Navy units with a greater technological advantage and with a more advanced anti-submarine warfare capability."

Antofagasta is a German-type 209/1200 diesel-electric submarine built by Howaldtswerke-Deutsche Werft in Kiel, Germany. Her keel was laid March 14, 1980, and she was commissioned May 22, 1981.

The ship is 56 meters long, has a breadth of 6.24 meters and displaces 1,180 tons. The normal crew size is seven officers and 37 sailors. However, for this deployment, the Antofagasta carried eight officers and 44 crew members to maximize the training opportunity, officials said.

The submarine has an endurance of 50 days, can operate at speeds up to 22 knots, and can carry 22 torpedoes. As a diesel-electric submarine using an electric motor for main propulsion, Antofagasta has 480 batteries and four diesel engine generators.

Submarine crews from South America have participated in annual joint exercises with U.S. forces since 2000, Fernandez said. The exercises have taken place on both the east and the west coasts.

This is the fourth deployment to the United States for Peru and the third for Colombia, he added.

"They really want to train with our forces," Fernandez said.

Challenges include the language barrier, which has been mitigated by the South American crews working to learn English prior to deployment, he said.

"The submarine community is an international community," Fernandez said. "We don't wear our flags on our arms. We view this as a big family. We really emphasize the camaraderie the submarine family shares as a whole, across international borders." ■



Predator gets more bite

Air Force updates UAV training, firepower

BY BRUCE ROLFSEN

As MQ-1 Predators take on a growing share of the Air Force's combat mission, the service is giving the remote-controlled aircraft a more lethal bite. In doing that, the Air Force is changing aircrew training to put more emphasis on the Predator's attack role.

To improve Predator's attack capability, the Air Force and Army jointly created a version of the Hellfire missile customized for the Predator. The upgraded missile's official name is AGM-114P — the "P" stands for Predator. The goal is to have upgraded missiles flying over Iraq this summer.

The Hellfire is a laser-guided missile developed to fire from Army helicopters. The Air Force made Hellfire the Predator's weapon of choice in 2001 because the missile's 250-pound weight was light enough to carry under Predator's spindly wings.

The main improvement to the Hellfire is a much wider view for its laser seeker, the device in the missile's nose that locates the

laser spot on a target, said Lt. Col. Eric Mathewson, Air Combat Command's division chief for unmanned aerial vehicles and a former Predator squadron commander.

The old Hellfire laser seeker had a field of view of 8 degrees, not much better than looking through a soda straw. The new Hellfire increased that field of view 90 degrees and has the potential to expand to 140 degrees, Mathewson said.

That wide view of the world means Predator no longer must point at its target.

If the Hellfire's seeker can find the laser spot on a target, the missile can be launched, even if the target is to the far left or right of where the Predator is pointed.

The wider view also allows Predator to fire the missile from as high as 25,000 feet, more than twice the altitude from which the old Hellfire launched.

With the time saved from not descending and lining up with its prey, a Predator should be able to launch a missile within 30 seconds of having a confirmed target, Mathewson estimated.

The Army's Redstone Arsenal in Alabama had primary responsibility for creating the new Hellfire.

Much of the missile's increased capability was gained by improving the targeting software of the Hellfire and the Predator, said Joey Buford, an engineer involved with the effort at the Army's Program Executive Office for Missiles and Space at Redstone.

On a parallel track, the Air Force is improving tactics for striking moving targets with the Hellfire, said Breeden.

The Air Force won't discuss specific tactics, but the new methods will free Predator pilots from waiting for a vehicle to stop before firing a Hellfire.

Creating more time to practice attack techniques was one reason the Air Force made a unique change to its Predator pilot course. When pilots learn to fly the Predator unmanned aerial vehicle (UAV), they won't learn how to take off or land the aircraft. Instead, a small cadre of experienced pilots will handle those roles. New pilots will fly

Keep 'em flying

Jayhawk helicopters will be upgraded, not replaced

BY PATRICIA KIME

The Coast Guard has abandoned plans to buy a new helicopter under the Deepwater acquisition strategy, choosing instead to modernize its HH-60J helicopters, starting in 2009.

In a revision of the Deepwater program plan, the Coast Guard said it will upgrade avionics on the Sikorsky-made HH-60J Jayhawk and replace its T700 turbine power plants. The helicopters also will receive airborne use-of-force packages to include the M242 machine gun, a .50-caliber precision rifle and hardened protection from small-arms fire.

Under Deepwater, the Coast Guard had considered buying the Bell Agusta AB-139 helicopter, a recovery and surveillance aircraft

that was to provide medium-range surveillance and vertical landing capability. Instead, the service decided to remain with the HH-60J because it offers airborne use-of-force potential as well as vertical insertion and delivery — capabilities the service says it needs in its expanded homeland security role.

"The [AB-139] aircraft was determined to be unsuitable to meet the post-9/11 airborne use of force and vertical insertion/vertical delivery mission requirements," the Coast Guard wrote in a revised Deepwater Implementation Plan presented to Congress March 25.

The Coast Guard has 42 HH-60Js. It received the first Jayhawk in 1990 as a replacement for the HH-3F Pelican, which had served the Coast Guard since 1967. The HH-60J is



AIR FORCE

Predator UAVs will be armed with a customized version of the Hellfire missile that gives its laser seeker a much wider field of view.

everything in between.

"It was a very hard decision," said Lt. Col. John Breeden, commander of the Predator schoolhouse, the 11th Reconnaissance Squadron, at Indian Springs Air Force Auxiliary Field, Nev.

"If we can give more war-fighting capability to the war fighter, that is what we need to do," said Breeden, who began flying Predators in 2002 after a career in A-10 Warthog cockpits.

Breeden estimates his instructors have increased the time spent on close-air support and other tactical operations by 25 percent since they stopped teaching take-offs and landings earlier this year. During 2005, the school expects to graduate 65 pilots and a like number of sensor operators, a 62 percent increase over 2004.

Once students finish the course, their first real-world assignment is just days away.

Because the Predator is flown by remote control, pilots and intel teams sitting at control consoles at Nellis Air Force Base, Nev., fly Predators on combat missions over Iraq and Afghanistan.

"They graduate from here and within a week they are flying combat missions," Breeden said.

No matter what upgrades are made to Predator's weapons and

tactics, mission success rests with the aircrew, Breeden said. Air Force studies suggesting Predators could be flown by pilots with much less training than now required are mistaken, he said.

"For the mission we do, we need a warrior trained to fight. It's not just the Predator we're putting into combat. Just like the Marines, it's the Marine behind the sniper rifle that makes the difference."

Most Air Force Predator training and operations is centered at Indian Springs, about 40 miles northwest of Las Vegas.

Until the Predators arrived in the late 1990s, the small base wasn't much more than an emergency landing field for planes over the Nellis Air Force Range, Nev.

Now Indian Springs is in the midst of a \$150 million construction boom, officials there said. Already, the 11th has a new office building and hangar.

About a mile away on the east side of the base another squadron hangar and operations center is being built for the 15th Reconnaissance Squadron. On the drawing boards is a twin hangar and operations center for another squadron.

As the buildings open, the Air Force will move combat Predator flight operations from temporary quarters at Nellis Air Force Base to Indian Springs.

Plans also call for buildings to house the next generation of Predator, the MQ-9 "Predator B," and facilities to handle Predator weapons, such as the Hellfire missile.

Maj. Gen. Stephen Goldfein, who oversees Predators as commander of the Air Force Warfare Center at Nellis, supports the notion of a Predator stand-alone wing.

"It seems to me that a combat wing that flies unmanned combat aircraft makes a lot of sense," Goldfein said. However, the Air Force will likely put off making a decision on a Predator wing until 2005 Base Realignment and Closure Commission recommendations are known, the commander said.

The Air Force also wants Indian Springs to become the "center of excellence" for Defense Department unmanned aircraft. As a first step, the Unmanned Aerial Vehicle Battlelab at Indian Springs is hosting the joint office. ■



COAST GUARD

HH-60J helicopter upgrades will include the addition of a machine gun and a .50-caliber rifle.

a medium-range recovery craft, used for search and rescue, homeland security, law enforcement and environmental missions.

The HH-60J cannot land on Coast Guard cutters or make water landings. In addition, it is not equipped for midflight refueling.

However, it is considered the workhorse of land-based search and rescue, especially in foul weather.

CONGRESSIONAL CONCERNS

Some members of Congress are questioning the Coast Guard's decision to renovate the Jayhawks rather than buy new helicopters. Deepwater, a projected \$19 billion to \$24 billion project that could take up to 25 years to complete, sets the plan for outfitting the Coast Guard through the middle of the century.

"We're presented with a program that will leave the Coast Guard with a fleet of aircraft that will be over 40 years old when the Deepwater acquisition program is completed," said Rep. Bob Filner, D-Calif., ranking member of the House Coast Guard and Maritime Transportation Committee.

The Coast Guard says the AB-139 was a "place holder" in the original Deepwater plan and its purchase was not definite.

The Deepwater contract is a performance-based program run by Integrated Coast Guard Systems, which is a partnership between Lockheed Martin and Northrop Grumman Ship Systems. Under Deepwater, assets are to provide the Coast Guard with the systems it needs to do its job; purchases can be changed as needs change.

The Army has had its version of the HH-60J, the UH-60A Blackhawk, since 1978. The Army has more than 1,200 UH-60s in its inventory and efforts are underway to modernize them. The service also plans to purchase new UH-60 airframes as well.

The Blackhawk was expected to have a service life of 25 years. The Army modernization effort is expected to add another 20 years to their lives.

The Coast Guard's HH-60J service life-extension program, including installation of an avionics package, is expected to cost \$248 million, or \$5.9 million per helicopter. The work is expected to be completed in 2011. ■

France's Neuron will be a subsonic, stealthy UCAV that can carry a 250-kilogram payload.



SAAB ILLUSTRATION

project is open to other European countries and Belgium, Greece, Italy, Spain, Sweden and Switzerland have joined since its launch.

Officials at the Délégation Générale pour l'Armement (DGA), the French procurement agency, and Dassault see Neuron as necessary to retain European technological know-how and an independent capacity to build combat aircraft.

The UCAV demonstrator is scheduled to make its maiden flight in 2010. Its development will contribute to preparations for a future operational program for a European air combat system around 2020. Accordingly, it complements the European Technology Acquisition Program, launched in December 2001 by France, Germany, Italy, Spain, Sweden and the United Kingdom, which aims to acquire air combat systems in about 15 years. These could include unmanned aerial vehicles (UAVs) and UCAVs, in addition to manned aircraft and conventionally armed, long-range cruise missiles.

The future program resulting from the UCAV demonstrator will not necessarily be unmanned, according to the DGA. The results of this demonstrator program could also be used for new manned combat aircraft or for the midlife update of the Rafale.

Two Swedish UCAV programs feeding into the Neuron project, the Swedish Highly Advanced Research Configuration technology demonstrator and the Flying Innovative Low-observable Unmanned Research vehicle, are making use of the experience of previous fighter programs and will have open architectures for future updates of the Gripen, Björn Kullberg, deputy UAV program manager at Saab, told AFJ.

Kullberg foresees UCAVs entering service in 2018-2020 and co-existing with manned combat aircraft for the following 20 years until unmanned technology matures.

Dassault is working on one concept for Rafales to be used as mother ships to control UCAVs.

Kullberg expects there to be a single European UCAV, which could involve further consolidation of the European aerospace industry. ■

Euro future fighters

Will all of them be unmanned?

BY NICHOLAS FIORENZA

The latest generation of European combat aircraft — those entering or already in service — could be the last fighters that carry pilots. Many next-generation fighters will be unmanned, although managers for the three largest European combat aircraft producers — Eurofighter, Dassault and Saab — see prospects for a future European fighter somewhat differently.

"It's too early to say," Yves Robins, Dassault's vice president of international affairs, told AFJ. Whether there is another European manned combat aircraft, unmanned combat air vehicles (UCAVs) will initially supplement manned combat aircraft and might eventually replace them, he said.

This would be of no small consequence for the European aeronautics industry. UCAVs are already becoming major vehicles

for European air armaments cooperation.

Dassault's Rafale and the Eurofighter Typhoon are finally entering service and are expected to fly with the British Royal Air Force, the German Luftwaffe, and the Italian and Spanish air forces until at least 2030. The same is true of the Saab Gripen, which has been in service with the Swedish Air Force.

Wolf-Dietrich Hoeveler, vice president for communications for Eurofighter, pointed out that upgrades to these aircraft will keep European aviation industries busy for some time to come.

Much of the European aerospace industry already is working on the Neuron UCAV demonstrator. When it was announced at the Paris Air Show in June 2003, France's defense procurement chief at the time, Yves Gleizes, compared the program led by France and prime contractor Dassault to the United States-led Joint Strike Fighter effort. The

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A French soldier participates in a NATO Response Force exercise in Turkey.

The French permanent representative to NATO, Ambassador Benoit d'Aboville, worried that putting an emphasis on the "soft military approach" — peacekeeping and similar duties — might lead to national parliaments reducing defense spending "for hard action." Referring to his experience in combat operations using so-called hard power, and peacekeeping missions using soft power, Jones said that a well-trained soldier is a good peacekeeper, but that the reverse is not necessarily true.

U.S. military officials and diplomats argue that the NRF has already been used, although d'Aboville would disagree. The United States welcomed the deployment of an Italian battalion from NRF 3, the third rotation of the force, last July as part of NATO support for the Afghan presidential elections as the first-ever deployment of the NRF. And Jones said NATO's Operation Distinguished Games, which helped protect the Athens summer Olympics, "might as well have been" a deployment of the NRF because it had the first special forces integrated unit in the command.

NATO

Force without a mission?

NATO ponders use of new rapid-reaction unit

By NICHOLAS FIORENZA

The current six-month rotation of the NATO Response Force (NRF) is the first time the force has been considered ready for deployment, but alliance and member countries' officials and diplomats disagree on how to best use the combined joint rapid-reaction unit.

The brigade-size ground component for NRF 4 consists of the Netherlands 43rd Mechanized Brigade, the Norwegian Telemark Battalion and a Danish reconnaissance company, supported by a French artillery battalion, a Dutch engineering battalion and German support troops.

At NATO's first transformation conference in Brussels, Belgium, in

April, members debated whether the NRF should be used only for high-intensity operations or for a wider range of potential missions, including peacekeeping, counterterrorism and embargo operations.

Once it reaches its full operating capability in October 2006, the 20,000-strong NRF will be ready to deploy within five days of a decision by the North Atlantic Council and will be able to sustain itself for 30 days, and longer, if resupplied.

NATO officials agree that the NRF is a vehicle of alliance transformation. But Gen. James Jones, the Supreme Allied Commander Europe, asked whether the NRF will be used proactively or reactively: "Is it, in fact, to be a creature of proactive change, or is it

destined to become like a nuclear deterrent, something that sits on the shelf and is rarely used?"

In a May speech on the future of NATO at Supreme Headquarters Allied Powers Europe, retired German Gen. Klaus Naumann, a former chairman of NATO's Military Committee, warned of the danger of the alliance acquiring a rapid-reaction capability without the will to use it.

NATO Secretary General Jaap de Hoop Scheffer supports using the NRF for the entire range of missions because "not ever using it means losing it." He said at the April transformation conference: "If the Asian tsunami had happened closer to the NATO area, I have little doubt we would have deployed the NRF."

OPERATIONAL LESSONS

Jones drew lessons from NATO operations that might be relevant to the NRF. Learning from the March 2004 riots in Kosovo, during which NATO's Kosovo Force (KFOR) was hampered partly because of a lack of intelligence, he said it would be irresponsible to deploy the NRF without adequate intelligence. Drawing another lesson from KFOR, 30 percent of whose 17,000 troops are national support elements, he said: "It's clear that the logistical tale of host nation support activities is going to have to be modified in the future in order for it to be able to do so."

Finally, Jones called for changes to NATO's policy of "costs lie where they fall," in which alliance members pay their own way during operations. He expressed concern that small nations providing niche capabilities would be reluctant to supply them to the NRF if they were forced to bear the costs. Jones proposed that NRF training and operations be at least partially funded from a common budget. ■

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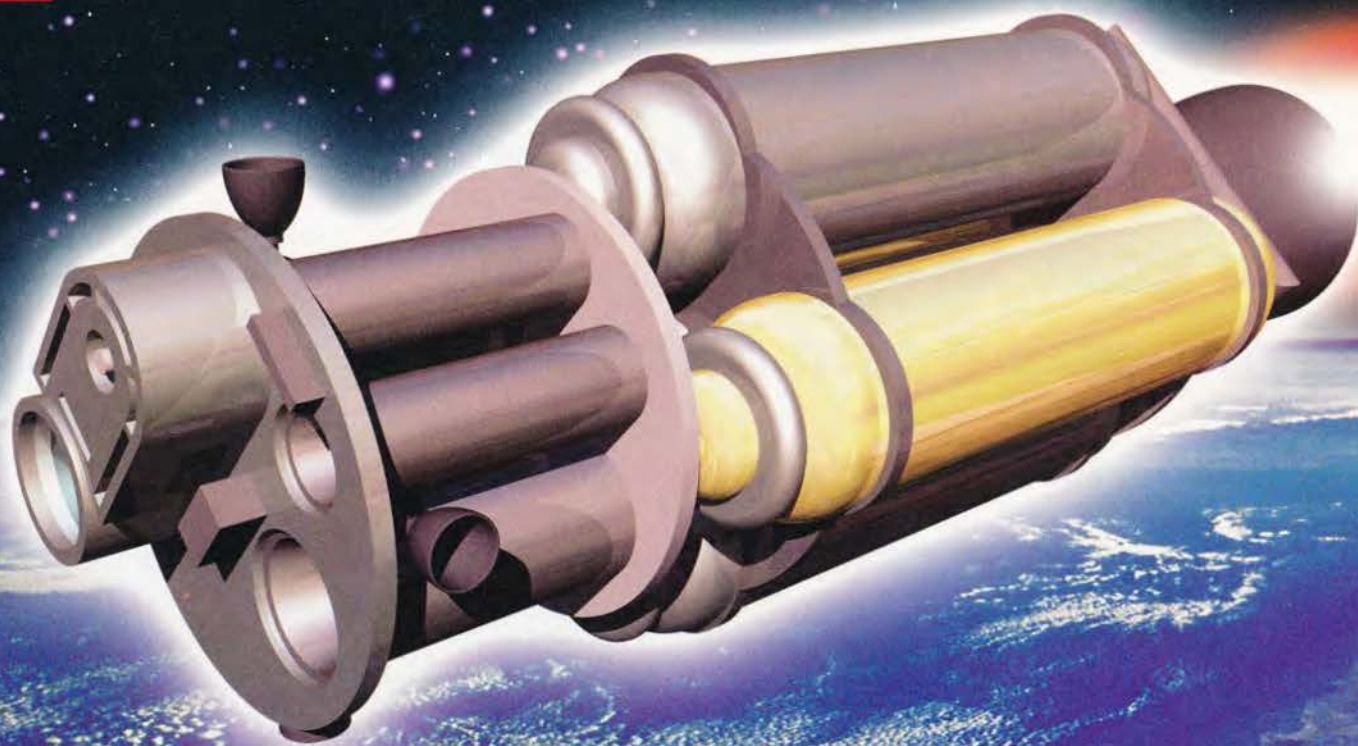
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Killers from

BY GOPAL RATNAM

More than two decades after President Reagan first proposed shooting down enemy missiles from space, the idea is finding new believers. As a result, advocates and opponents alike are readying for a showdown over the merits of a space-based missile defense system.

The Pentagon's Missile Defense Agency (MDA) signaled its intention to go ahead with research on space-based anti-missile systems by including \$673 million in its 2006 budget request. The funds would be spent between 2008 and 2011.

At an April 11 conference in Washington, Air Force Lt. Gen. Henry "Trey" Obering, director of the MDA, said, "Emerging threats around the world indicate the need for de-

veloping a space-based layer" of defensive systems.

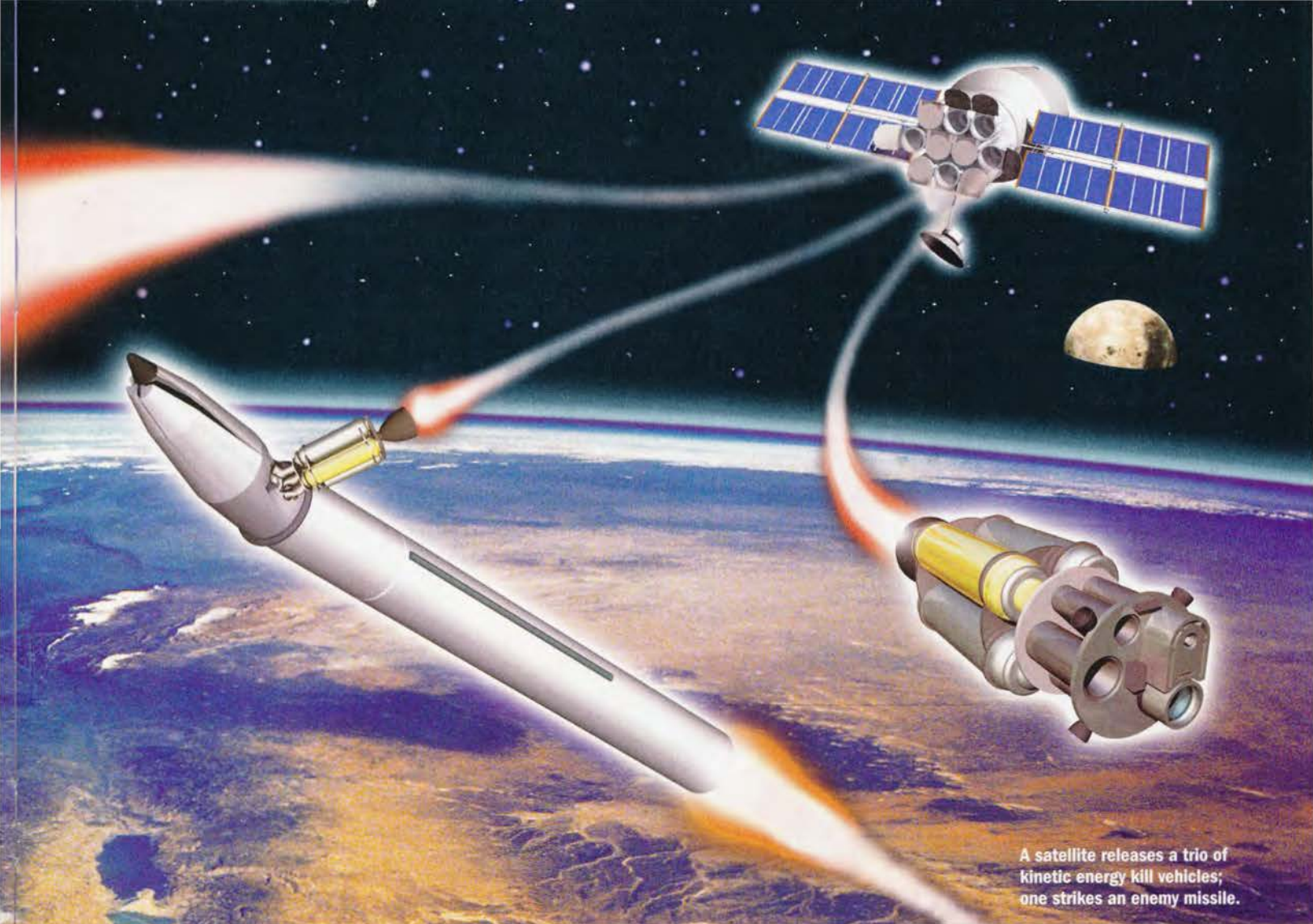
In budget justification material sent to Congress, the agency outlined its initial plan: "The Space Test Bed project will begin in fiscal year 2008," which begins in October 2007. "Our objective in adding a space-based interceptor layer to the Ballistic Missile Defense System is to transition our mobile terrestrial intercept capabilities to space in order to overcome the basing and geographic access limitations of our land, sea and airborne defenses."

The agency foresees a "limited constellation of space-based interceptors of 50 to 100 satellites [offering] a thin boost/ascent defense against intercontinental ballistic missiles ... [and] a multishot mid-course defense against medium to intercontinental range" missiles.

The agency's plans call for the first contract to be let out in 2008, the first intercept tests by 2012 and "a constellation production decision" by 2014.

Asked whether space-based interceptors could become part of the MDA's Ballistic Missile Defense System, Obering said, "I don't know, but I'm willing to experiment. ... There is a lot of attraction to space-based interceptors."

A Pentagon official said those experiments would focus on ground-based development of lightweight propulsion systems and electronics for the kinetic-kill vehicle to drive down launch costs as well as efforts to understand the role of space-based interceptors in a layered system; develop command, control and battle management; target acquisition and tracking; and constellation management.



A satellite releases a trio of kinetic energy kill vehicles; one strikes an enemy missile.

JOHN BRETSCHNEIDER, AFJ

space

DoD plans to orbit anti-missile weapons

But commencing those experiments will not be without political battles and scientific debate. Obering acknowledged the political risks in his April 11 remarks.

Starting experiments on space-based systems is fraught with "a lot of emotionalism and religious argument" associated with placing weapons in space, he said.

As for Democrats in Congress, "it's a red-line issue," said Hugh Brady, a staff member on the House Armed Services committee advising Democratic lawmakers, who spoke at the April 11 event.

The political arguments converge on the question of what constitutes a space-based weapon.

Many Democratic lawmakers accept the militarization of space — the use of spy satellites, Global Positioning System (GPS) satel-

lites and the use of ballistic missiles, which fly through space — but they would oppose so-called "weaponization," which they define as placing permanent, irreversible systems that can shoot targets from space, a Democratic congressional aide said.

WHAT'S AN INTERCEPTOR?

In 2004, Congress reversed the MDA's plans to conduct Near Field Infrared Experiments, or NFIRE, using a small projectile that would be shot from a satellite. Opponents of space weapons argued that such a projectile could become a surrogate space-based interceptor. The MDA said the projectile was intended to take infrared pictures of ballistic missiles to aid development of a better terrestrial Kinetic Energy Interceptor — a faster-flying booster rocket

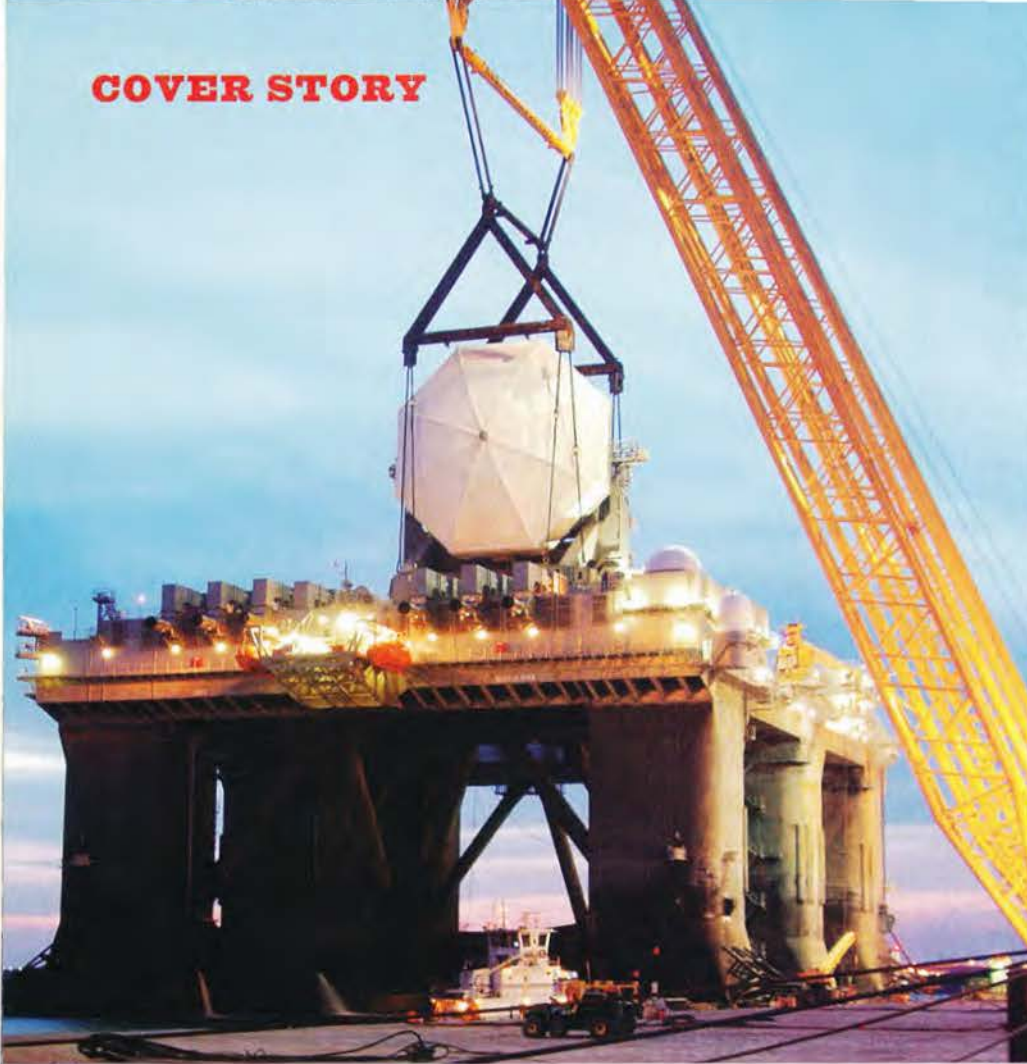
than the current rocket used by the ground-based Midcourse Missile Defense system.

"If you're talking about space-based kinetic interceptors or a space-based laser, then it raises the question of whether we are letting technology lead us there before setting policy on space," the congressional aide said. "Congress hasn't sorted through those issues."

Rep. Terry Everett, R-Ala., chairman of the House Armed Services strategic forces subcommittee, plans to hold a series of hearings on the subject this fall, after the 2006 defense budget is passed.

Advocates of space-based systems see little need for an elaborate debate because, in their view, space is already militarized and U.S. adversaries could potentially send their ballistic missiles flying through space.

"It's completely nuts to argue that Iran and



The Sea-Based X-band Radar, along with other sea, land and airborne missile-defense systems, must be bolstered with space-based interceptors, say proponents of armed satellites.

North Korea can send their weapons through space but we can't put something that's not nuclear in space," James Woolsey, former director of the CIA and currently a partner at the defense consulting firm Booz Allen Hamilton, said in a 2004 interview.

But opponents of space-based anti-missile systems draw a fine line between what does and doesn't constitute weaponization.

Theresa Hitchens, vice president at the Center for Defense Information, a think tank in Washington that's opposed to space weaponization, doesn't see ballistic missiles and GPS satellites as evidence of weapons. "I don't necessarily know that a lot of people consider those space weapons," she said at an April 6 conference organized by the Council on Foreign Relations in Washington.

Hitchens sees the effort to experiment on space-based anti-missile systems as part of a broader U.S. effort to dominate and control space. She expects the Pentagon to spell out its space plans this fall.

But "the U.S. doesn't own space," she said at the April 6 conference. "Nobody owns space. Nobody can own space. And so I really believe that a strategy of seeking space dominance is doomed to fail, with negative consequences likely not only to us but to the rest of the world."

Baker Spring, a defense analyst at the Heritage Foundation in Washington, and an advocate of U.S. space power, said opponents are "creating a make-believe world" by asserting that space is not already weaponized.

The "broader issue of weaponization of space" is already ongoing between the proponents and opponents, Spring said. The "other side" — opponents — kicked off the debate, he said, referring to a DVD titled "Arming the Heavens," made by the Center for Defense Information.

THE PRACTICAL DEBATE

While political debate revolves around what constitutes weaponization and whether the United States should proceed with arming the heavens, scientists are debating whether it's practical to build missile defenses in space.

The American Physical Society, an association of the country's top physicists that is based in College Park, Md., conducted a broad study in July 2003 of the Missile Defense Agency's boost-phase missile-defense efforts — systems that attempt to shoot down an enemy missile when it's still in powered flight — including space-based systems.

The report concluded that "space-based interceptors are a potentially attractive option

for boost-phase intercept ... but those advantages are offset ... by a number of drawbacks."

The United States would have to launch thousands of satellites with heavy payloads to build an effective constellation that can shoot down enemy ballistic missiles launched from anywhere on Earth, the report said.

Embarking on such a mission would "require roughly a five- to tenfold increase in the U.S. space-launch capacity," the report concluded.

But Gregory Canavan, an adviser at the Los Alamos National Laboratory in Los Alamos, N.M., and an advocate of space-based defenses, said the society's report addresses the wrong problem.

"Rather than treating today's problem of achieving defenses against one or two geographically concentrated rogues, they address the long-term problem of global space-based missile defense," he wrote in a September report titled "Estimates of Performance and Cost for Boost Phase Intercept," which he presented at the George Marshall Institute in Washington.

A limited system concentrated "over the latitude of a rogue" state could "make initial coverage possible at roughly a tenth the cost and size of uniform coverage," he said.

Even for such a limited system to be effective, the Pentagon has to improve its "immature kill vehicle and engine technology," he said. "These weaknesses could be removed and the apparent advantages of space-based interceptors thoroughly tested with modest investment."

The United States began working on some early space-based anti-missile systems as part of the Brilliant Pebbles concept — a follow-on to Reagan's ideas — during the administration of George H.W. Bush in the early 1990s.

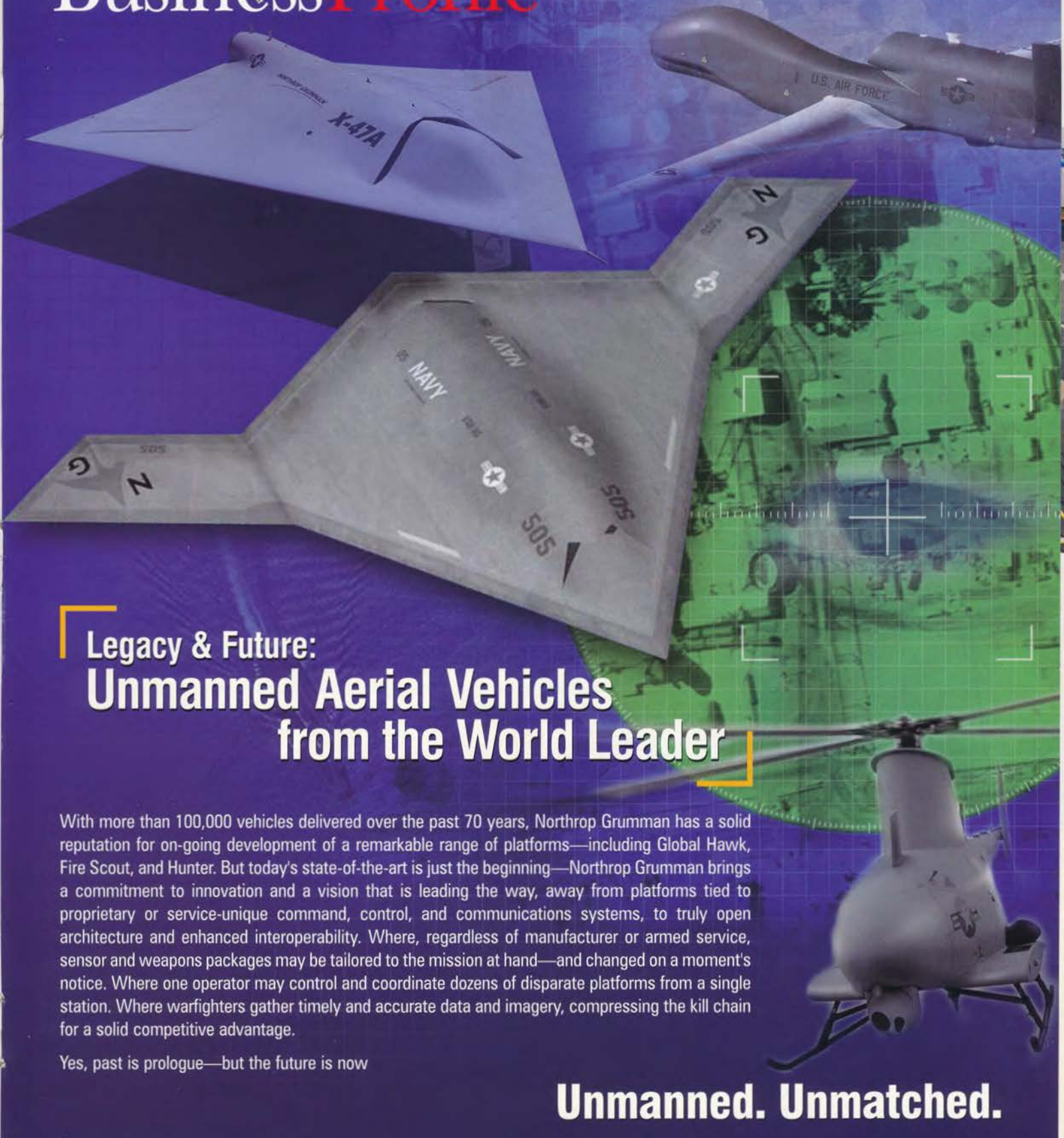
The idea was to deploy a 4,000-satellite constellation in low-Earth orbit that would fire high-velocity, watermelon-sized projectiles at long-range ballistic missiles launched from anywhere in the world, according to a description of the program by the Claremont Institute of Claremont, Calif.

Advocates of the effort bemoan the loss of institutional memory and lack of continuity after the research program was canceled during the Clinton administration amid an overall reduction in defense spending.

Smaller and lighter kill vehicles and the ability to put multiple kill vehicles on a rocket head could have been developed had the United States continued research in those areas, Spring said.

As the United States gears up for another national debate, even some opponents in Congress "would say 'I don't mind a hedge, if China or India surprises us' with advances in space, but the difficult point is how far can you go and how do you test" these systems without actually weaponizing space, Democratic staff aide Brady said. ■

Business Profile



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Yes, past is prologue—but the future is now

Unmanned. Unmatched.

NORTHROP GRUMMAN

DEFINING THE FUTURE

Northrop Grumman: a 70-year-track record in the design, development, production, and support,—with more than 100,000 (UAV) units delivered.



The spiritual ancestor of today's high-flyers was a radio-controlled balsa and plywood model airplane, first demonstrated to the U. S. Army in 1935 as a training target for anti-aircraft gunners. Proud parent Radioplane Company evolved into the Ventura Division of Northrop Grumman, which, augmented with the acquisitions of Ryan Aeronautical in 1999 and TRW in 2002, put Northrop Grumman in the pre-eminent position to serve our customers today.

GLOBAL HAWK: WORLD-CLASS, WORLD-WIDE

With advanced technology sensors, a range of greater than half-way around the world, and the ability to remain in flight for as long as 36 hours and on station for 24 hours, Global Hawk provides field commanders and headquarters staff with high resolution real-time image and signals intelligence of the battlespace, larger, and for much longer, than ever before possible. The Global Hawk's unique combination of true airspeed, altitude, endurance, and payload makes it the premier high-altitude-long-endurance vehicle in the world today.

Once mission parameters are programmed, Global Hawk can autonomously taxi, take off, fly, remain on station capturing imagery and collecting signals intelligence, return and land without human intervention—although ground-based operators can monitor UAV health and status and can change navigation and sensor plans during flight as necessary.

Global Hawk can lay claim to the world-title: High-Altitude Long-Endurance UAV. Nothing else comes close. Slower and lower-flying platforms are subject to strong winds between 30,000-45,000 feet, which can cut the time-on-station by almost half. Looking down from an altitude of 65,000 feet, day or night, fair weather or foul, one Global Hawk can cover an area the size of Illinois—or, more to the point, Iraq—in just 24 hours. A team of Global Hawks could cover the entire globe—simultaneously—from only five operational bases, sending appropriate information to any command, anywhere in the world.

Since first flight, Global Hawk has logged more than 6,500 total hours, of which 4,000, in Afghanistan and Iraq, are "combat-designated." Taking advantage of lessons learned in the high-pressure environment of actual combat—call it an exceptional opportunity for real-world test and evaluation—Northrop Grumman is developing the next-generation Global Hawk, RQ-4B, a slightly larger version of the original RQ-4A. RQ-4B has a payload of 3,000 lbs. (vs. 2,000 lbs.), and RQ-4B will more than double the RQ-4A's electrical output to permit RQ-4B to carry even more powerful sensors for the warfighter.

A team of Global Hawks could cover the entire globe—simultaneously—from only five operational bases, sending appropriate information to any command, anywhere in the world.

NAVY GLOBAL HAWK

Northrop Grumman is delivering the U.S. Navy's Global Hawk Maritime Demonstration (GHMD) system to NAS Patuxent River, MD in the 4th quarter of this year. Two RQ-4A Global Hawks are being modified for the maritime environment, including new radar modes for detecting and identifying ships at sea, as well as passive sensors capable of picking up hostile radars. The program was established to provide the U.S. Navy with a rapid technology, experimentation system to develop persistent maritime tactics and operating procedures for future naval UAV systems, such as the Broad Area Maritime Surveillance (BAMS) system. The U.S. Navy Global Hawks will be used to evaluate new technologies; to support fleet experiments and exercises; and to provide a operational contingency capability to support deployed U.S. Navy and U.S. Marine Corps forces. Other nations with maritime surveillance requirements—notably, Japan and Australia—have expressed interest.

FIRE SCOUT UNMANNED HELICOPTER

The transformational RQ-8B Fire Scout is a vertical takeoff and landing tactical unmanned aerial vehicle (VTUAV)—based on the Schweizer Model 333 manned helicopter that has over 20 million flight hours. It provides unprecedented situation awareness and precision targeting support and will be an important contributor to the Navy's vision of the future—SEAPOW 21. The Navy plans to initially use Fire Scout as a common core vehicle on its new Littoral Combat Ship (LCS). Fire Scout has the ability to autonomously take off and land on any aviation-capable warship and at unprepared landing zones.

With vehicle endurance greater than seven hours, Fire Scout can fly as high as 20,000 feet and be controlled up to 150 miles from its Ground Control Station. A baseline payload that includes electro-optical/infrared sensors and a laser designator enables Fire Scout to find tactical targets, track and designate targets, accurately provide targeting data to strike platforms and perform battle damage assessment. Through spiral development it is anticipated that Fire Scout will add sensor and payload capability that will enable even greater contributions to the LCS missions of anti-submarine warfare, surface warfare and mine warfare.

Acting as a communications node within the network-centric battlespace of the future, Fire Scout will increase the effectiveness and flexibility of other platforms. The line-of-sight range of the Ku-Band TCDL (Tactical Common Data Link) is about 280 km (150 nm).

FCS FIRE SCOUT

Selected as the Class IV Unmanned Aerial Vehicle of the Army's Future Combat System, the RQ-8B will be a key element of the Army's tactical intelligence, surveillance, reconnaissance and targeting architecture, providing real-time imagery and data collection and dissemination at the brigade level. By selecting a common airframe, the Army and Navy will benefit from commonality and reduced costs over the life of the programs. Modular architecture and preplanned product improvements will allow Fire Scout to seamlessly provide a variety of warfare mission contributions to the Army of the future.



HUNTER / RQ-5A

Initially developed by Israeli Aircraft Industries and TRW (acquired by Northrop Grumman in 2002), Hunter, the soldier's UAV, is the U.S. Army's seminal Extended Range/Multi-Purpose UAV. Hunter has logged more than 32,000 flight hours, 13,000 in combat operations in the Balkans and Iraq and 600 missions in just the past year. The Department of Homeland Security is using Hunters to assist with border patrol in Arizona.

Hunter missions cover a wide range: real time imagery, intelligence, artillery adjustment, battle damage assessment, reconnaissance and surveillance, target acquisition and battlefield observation. Hunter has been tested as a delivery platform for the Northrop Grumman BAT (Brilliant Antiarmor) submunition and a derivative, the Viper Strike precision weapon.

Hunter can be launched from a paved or semi-paved runway or it can be sent aloft with a rocket assisted take off. Hunter can land on a regular runway, grassy strip or highway using arresting cables.

The next generation is called the Endurance Hunter (E-Hunter). The first tests flights of the new configuration have already been completed. The E-Hunter will have an extended range, endurance and payload capacity, and will fly missions up to 30 hours, at altitudes of 20,000 feet. Longer wing and tail booms will be able to carry external sensors, communications and weapons payloads.

HUNTER II

Hunter II offers advanced technology sub-systems with redundant avionics and flight control architecture, providing high levels of autonomy—including automatic take off and landing—and improved navigation accuracy and reliability. Designed and built a Northrop Grumman led industry team, Hunter II builds on the legacy, experience and lessons learned from successfully integrating and employing Hunter over the past decade.



Army, Navy, Marine Corps, Air Force, Homeland Security. UAV leader Northrop Grumman always out in front.

TARGETS: STILL THE LEADER

Northrop Grumman remains the world leader in unmanned aerial targets, which simulate tactical threats by enemy aircraft and missiles for defense readiness training, air-to-air combat training, and the development and evaluation of weapons systems.

Northrop Grumman aerial targets—the original "UAVs"—can do about anything that an attacking aircraft or missile could do: perform high speed, high-g evasive maneuvers; come in under the radar at low altitude; or fly high—some models above the reach of most weapons. Deploying the latest electronic and physical countermeasures, they are equipped with something you would not likely find on an enemy aircraft: a scoring system.



The BQM-34 Firebee, which entered service more than 50 years ago, remains the premier high performance subsonic aerial target system in use today. It can be air launched or ground-launched, it delivers speeds as high as Mach 0.97, operates from as low as 10 feet above the sea to as high of 60,000 feet, and performs seven-g turns. As demonstrated during Operation Iraqi Freedom, Firebee can be readily modified to meet the needs of other special tactical unmanned aerial vehicle missions.

Combat-proven in Operation Desert Storm, the BQM-74 family of targets, BQM-74E, BQM-74F, and the international version, CHUKAR III, offer a smaller operational footprint and lower cost of ownership, with added capabilities but without sacrificing important levels of performance. BQM-74E meets the Navy's current target requirements; while the uprated BQM-74F offers increased speed, maneuverability, endurance, and payload to meet the customer's expanded mission profiles.

Future unmanned systems will incorporate technologies and deliver capabilities unavailable—perhaps, undreamt of—when today's premier UAVs were first laid down.

FOR THE FUTURE

Systems now being developed will incorporate technologies and deliver capabilities unavailable—perhaps, undreamt of—10 and 15 years ago, when today's premier UAVs were first laid down. Collaborative autonomy, vehicles that can respond to higher-level direction and work together, as a team, with the ability to handle a range of advanced sensors and weapons; along with lower cost of ownership and reduced maintenance requirements.



Among other efforts, and under the overall umbrella of the Defense Advanced Research Projects Agency (DARPA), Northrop Grumman is participating in the **Joint Unmanned Combat Air Systems (J-UCAS)** program, which will develop a carrier-qualified, net-centric aircraft—with endurance extended by in-flight refueling—to meet the needs of both the U.S. Navy and Air Force. In a company-funded project to demonstrate critical technologies for the Northrop Grumman proposed J-UCAS solution, Northrop Grumman developed, built, and flew an unmanned technology demonstrator dubbed Pegasus (designated X-47A); the company is working on the next iteration—X-47B.

The Northrop Grumman unmanned systems vision: regardless of manufacturer or armed service, sensor and weapons packages may be tailored to the mission at hand—and changed on a moment's notice... one operator may control and coordinate dozens of disparate platforms from a single station... warfighters will gather timely and accurate data and imagery, compressing the kill chain, for a solid competitive advantage. Unmanned systems. From Northrop Grumman.

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Fighting for survival

The nation's three remaining combat jet factories face an uncertain future

BY ROBERT F. DORR

With three major fighter programs vying for funding and a future, it's easy to overlook the fact that the United States has just three assembly plants rolling finished fighters out the front door. (Twenty six fighter production lines were operating in 1954.) Shrinking orders, soaring costs, government debt, few viable overseas sales prospects and a relentless trend toward consolidation have experts speculating that the U.S. might soon have just two, or even one, plant able to build fighter aircraft.

To a large degree, the situation with fighters also reflects what's occurring throughout the U.S. military aircraft industry

The industry is a shadow of its former self and, even in its contracted state, current order books are not adequate to support it.

As a result, U.S. aerospace workers are vanishing. According to a recent Bureau of Labor Statistics report, there were 1.1 million in 1991; there are 607,000 today.

The fighter final-assembly business is a significant chunk of the shrinking U.S. aerospace production industry — of the 10 plants that roll finished military aircraft out the door, three assemble fighters. Although there has been a dramatic decline in aerospace workers, the Pentagon's annual industrial capabilities report that went to Congress in March paints an optimistic picture. While not denying that the industry is shrinking, the report says the U.S. industrial base is not overly consolidated, and that competition is sufficient to avoid stifling innovation or hurting war fighters.

The report does not address what would happen if one or more of the nation's three fighter assembly plants were to close. With that prospect considered a very real possibility in the aerospace community, there is good reason to be concerned about the future of America's capacity to turn out finished fighter aircraft.

Like other key segments of the defense industrial base, fighter design, engineering and



U.S. AIR FORCE

The Lockheed Martin plant in Marietta, Ga., produces the F/A-22 Raptor and the C-130J Hercules. Pentagon budget-cutters want to limit the numbers of those aircraft, putting the future of the plant at risk.

production facilities employ some of the most highly skilled technicians in the U.S. In many — perhaps most — instances when a facility closes its doors, the expertise that resided there is permanently lost, and those capabilities cannot be reconstituted easily or quickly.

In the fighter world, dozens of facilities provide support of various kinds, but just three assembly plants turn out finished fighters. They are the government-owned Lockheed Martin plant in Marietta, Ga. (F/A-22 Raptor and C-130J Hercules), the Boeing facility in St. Louis (F/A-18E/F Super Hornet, F-15K Eagle, and T-45C Goshawk), and the mile-long, windowless Lockheed Martin production line in Fort Worth, Tex. (F-35 Joint Strike Fighter, F-16 Fighting Falcon).

MOST THREATENED

"You have to wonder about the future in Marietta," said Walter J. Boyne, analyst and author of a book about Lockheed. "It has made a distinguished contribution to the nation. But the administration plans to buy fewer Raptors than the Air Force wants and," until mid-May, planned to zero-out C-130J production in 2008. The C-130 program now looks secure.

"The entire entity of Marietta — workers, subcontractors, facilities — is so valuable that it would seem to be sheer folly to let it disappear," Boyne said.

The Bush administration's 2006 budget request calls for 179 Raptors instead of 380 and would halt C-130J production at 53 aircraft instead of 168.

An even more pessimistic view holds that a countdown is already underway not only for Marietta, but for St. Louis as well.

"Those three could be down to one by 2012," said Richard Aboulafia, a senior analyst with the Teal Group in Fairfax, Va.

Once, it would have been unthinkable for the United States to not need the 4.5 million-square-foot Marietta facility. The Marietta plant was operated by Bell during World War II and produced 668 B-29 Superfortresses. But in 1946, when the need to produce bombers disappeared, the Marietta plant was shut down.

Just four years later, in 1950, the government asked Lockheed to reopen Marietta. Apparently, with the memory of World War II still fresh in the minds of the public and politicians alike, and with new trouble flaring up on the Korean peninsula, reopening the plant encountered no major hurdles.

By the mid-1950s, Marietta was established as the home of the ubiquitous C-130 Hercules. Except for two prototypes, all 2,200 "Herks" were assembled at Marietta, along with 270 C-141A/B Starlifters and 127 C-5A/B Galaxies.

Until the F/A-22 Raptor, first delivered in



AIR FORCE

The F-100 Super Sabre went into production in October 1953, when 26 fighter production lines were operating. Just three fighter assembly plants remain in operation today.

1994 and known then as the F-22, Marietta never built a fighter. The following year, Lockheed merged with Martin Marietta to become the United States' largest military contractor. Today, according to Lockheed Martin's Alyce M. Samo, the Marietta plant has about 7,800 employees, compared with about 17,000 in 1970.

At the root of the uncertainty over Marietta's future is a funding crunch directly linked to government borrowing, which is fueling deficit growth of more than \$400 billion a year. In response, the White House wants every branch of government to contribute to deficit reduction with serious belt tightening. That puts big-ticket hardware items such as the F/A-22 Raptor squarely in budget-cutters' sights. The need for the F/A-22 has been argued powerfully on these pages and elsewhere. But beyond its need, there's also the increasingly salient question of its affordability. The plane's supporters in the Pentagon and industry officials insist that a Raptor could be produced for less than \$100 million, especially if the Air Force's desired total of 380 can be restored and if Congress will loosen a law restricting export of the aircraft.

But Defense Secretary Donald Rumsfeld recently told the Senate's subcommittee on defense appropriations that the Raptor now costs \$257 million per plane — making it the first fighter to cost more than a quarter-billion dollars. That's the principal reason why the fighter has such vocal opponents in Washington. It's also why most observers believe the strong-willed Rumsfeld will get his way and cap production at 179 airframes, meaning production would cease between 2010 and 2012. By then, it is unlikely Marietta will be making any more C-130Js and, currently, the plant has no other product.

'ONE LAST, GREAT DECADE'

Second among America's three fighter airframe plants is the facility at Lambert-St.

Louis International Airport, which is neither as endangered as Marietta nor as secure as Fort Worth. The huge sign at the facility reads "BOEING" today, but the plant will forever be associated with entrepreneur and aviation pioneer James S. McDonnell (1899-1980), who gave the United States its fighter dynasty of the jet age.

A South Korean contract for 40 F-15K Eagle fighters keeps the F-15 alive in St. Louis after the line for that aircraft has twice been shut down and restarted. Boeing also has an order for two more F-15E Strike Eagles for the U.S. Air Force, which has already received 236. St. Louis is also the assembly location for the Navy's F/A-18E/F Super Hornet.

According to Boeing's Lynn J. Steinberg, the company has delivered 226 Super Hornets and has orders for 129 more — more than enough to keep the plant humming, at least for now. But at the rate the plant is turning out Super Hornets — 40 per year — the plant's fighter backlog could be history within less than four years.

Steinberg said St. Louis has more than 16,000 employees. An estimated 4,500 people work on the Super Hornet production line.

Can the F-15 stay alive a little longer? Perhaps. The Korean order is expected to increase and Singapore tops a list of other potential buyers. The F-15 remains a formidable weapons platform and a late model is more advanced than its cousin, the Super Hornet.

There is little known interest in an export version of the F/A-18E/F, partly because it is a generation behind the French Rafale, European Eurofighter and Swedish Gripen. The Super Hornet isn't stealthy, making it more vulnerable to radar detection than most fighters now in production, and detractors say it needs greater range.

The St. Louis facility was once the McDonnell Aircraft Co., and produced fighters such as the F-4 Phantom II, dating to 1958, which was for decades the standard against which

every fighter in the world was measured. The first F-15 Eagle first took to the air in 1972.

Boeing took over McDonnell in 1997 and that move, some analysts believe, is partly why the remnants of that dynasty appear threatened. Boeing officials deny it, but the new owners in St. Louis are entwined in a conflict. Boeing has a huge stake in the F/A-22 Raptor, roughly equivalent to 30 percent of the contract (even though Lockheed Martin is prime contractor), so Boeing would be competing against itself if it was to develop a new fighter. But a new fighter is what St. Louis needs to survive.

"St. Louis has one last, great decade," said Aboulafia. "It comes down to two fantastic legacy programs that are living on borrowed time — the Super Hornet and the F-15. There are some great numbers now for more of these aircraft to be built yet, but there's no follow-on."

The consensus is that the plant's third current product, the U.S. Navy's T-45C Goshawk, has no export potential and that only an unlikely export order would keep the Super Hornet going beyond 2010.

Aboulafia expects St. Louis to continue its work in net-centric technology, battlefield architecture and electronics after the facility produces its last fighter plane. He said this work is "very engineer-intensive and less machinist-intensive" and that "America is losing the crown jewel of its fighter design and manufacturing industry."

FUTURE'S SECURE

The nation's third, and safest, fighter assembly plant is in Fort Worth, Texas. It has existed under many names — Consolidated, Convair, General Dynamics, Lockheed and now Lockheed Martin.

The current U.S. fighter with the greatest export potential is the F-16 Fighting Falcon, which Fort Worth is building for the United Arab Emirates. The company delivered the final U.S. Air Force model in mid-March.

After the F-16, the F-35 Joint Strike Fighter could give Fort Worth up to 4,000 more airframes to assemble.

Talk of a big F-16 sale to India is premature, but the combination of F-16 and F-35 will keep Texans busy for years to come.

Support from Capitol Hill for international fighter sales is the most viable way to keep fighter production lines operating without cost to the American public. Except for the export restriction on the Raptor, that willingness seems unbridled. In 2003, the United States was responsible for 56.7 percent of the world's arms sales, to the tune of \$14.5 billion, according to the Congressional Research Service. Russia was a distant second with 16.8 percent, or \$4.3 billion.

Congress has shown no indication of wanting to reduce America's role as the world's No. 1 arms purveyor. That's good news for aerospace industries. ■



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Unified intel

Joint Forces Command helps services share battlefield data, command-and-control systems

BY KAREN WALKER

No longer waiting in the wings, U.S. Joint Forces Command (JFCom) is an increasingly important player on the intelligence and command-and-control systems stage. JFCom's rise in prominence in this arena goes hand in hand with the imperative for such systems to be operable across services and multinational partners.

The command is stepping up its activity in intelligence, replacing its former Joint Forces Intelligence Command with the newly designated Joint Transformation Command for Intelligence (JTC-I) that includes a joint intelligence laboratory. JTC-I, which was stood up in April in Norfolk, Va., will emphasize the command's expanded role in optimizing intelligence capabilities to support JFCom as the lead agent for defense transformation.

The laboratory will be a hub for assessing and demonstrating joint intelligence capabilities. Speaking at the JFCom/National Defense Industry Association Industry Symposium in Portsmouth, Va., on April 6, Harold Stine of JTC-I said training would be a key element of the new command.

"The challenge is to make intelligence personnel and units full members of the training experience, not just enablers," he said.

Capt. Deborah Effemey, director of the joint intelligence laboratory, said the lab will provide a secure, virtual intelligence environment for expanded experimentation. She said JFCom already is working directly with one service.

"We want to make sure we have an inventory of capabilities and industry resources that we can tap into and exchange ideas."

JFCom's growing role in the intelligence

arena has its roots in the importance of joint operations in campaigns such as the Iraq war, prompting a from-the-top interest in ensuring true jointness and interoperability on the battlefield. Command-and-control (C2) systems have become a top priority for JFCom. Defense Secretary Donald Rumsfeld ordered the command to coordinate the services' efforts to develop battle-management systems. This led to the Joint Battle Management Command and Control (JBMC2) effort, through which JFCom helps

decide which C2 proposals get funding and sets requirements and oversees program development from design to delivery.

JBMC2 is managed by Maj. Gen. Charles Simpson, JFCom's director of requirements and integration. "With command and control, if we don't get jointness right, we are inefficient at best, ineffective at times and deadly wrong at worst," he said.

MULTINATIONAL PORTAL

JFCom also has established a Web portal that allows multinational services in Iraq to share information, whether

it is classified, sensitive or unclassified. The Multinational Forces-Iraq Web gateway, known as the Iraqi Portal, was one of several experimental projects until it was put on a fast track because of the urgent need for a system in Iraq that would allow all vested partners to share information.

"This allows information sharing at every level, especially with coalition partners and the Iraqi government," said Monica Shephard, director of joint prototype pathways at JFCom Joint Experimentation.

Iraqi Portal is an open-standard, open-architecture, open-source portal that integrates disparate data and documents so authorized partners can access and share information

they need. The portal allows information sharing across security levels. It also provides text-chat capability and a Web-based common operational picture. Future developments potentially will allow for a fully automated transfer of information among the coalition's numerous networks. "There is a need to be able to share information at every level, down to the tactical level, so we knew this was important," Shephard said.

JTC-I, meanwhile, is expected to touch every aspect of JFCom's mission to lead transformation by providing intelligence capabilities that are incorporated into joint force training, concept development and experimentation, and joint integration.

Among its functions, JTC-I will provide an experimental environment known as the joint intelligence lab for testing intelligence concepts, processes, technologies and prototype initiatives. JTC-I will also serve as a test site for intelligence products and tools, working with the services' program management offices, and will focus on improving how joint operational intelligence conducts targeting, bomb damage assessment, collection management, human intelligence, analysis, production and dissemination.

Navy Adm. Edmund Giambastiani, commander of JFCom, said JTC-I will work with academia, industry and other intelligence organizations to develop intelligence capabilities that support the joint war fighter.

"Joint operators don't care where intelligence products come from so long as they are accurate, timely and actionable," he said.

"Transforming and optimizing intelligence capabilities is one of Secretary Rumsfeld's priorities, and a pillar of the broader transformation effort throughout the Department of Defense," said Navy Capt. Bill Reiske, JTC-I commander. "Therefore, as the agent for joint operational intelligence change, it is critical to develop and maintain persistent relationships and partnerships that bring together all DoD and intelligence community capabilities in a more synergistic effort."

But to make a difference, ideas must evolve into solutions, Reiske said.

Through this year, JTC-I will therefore work with intelligence-community counterparts to advance joint intelligence initiatives. It will also improve joint intelligence-team training by developing standardized courses. ■

"With command and control, if we don't get jointness right, we are inefficient at best, ineffective at times and deadly wrong at worst."

MAJ. GEN. CHARLES SIMPSON
JOINT FORCES COMMAND

CAPABILITY AND MOBILITY

The Command and Control on the Move system gives broadband reach-back to the mobile joint commander so he has the same information and functionality as headquarters.



SOURCE: Joint Forces Command

BRYAN SMITH, AFJ

New system allows C2 on the move

A high-speed, mobile connectivity capability aimed at dramatically increasing the joint commander's access to operational information on the battlefield will start to enter service in Europe and Iraq later this year.

The Command and Control on the Move (C2OTM) system will provide the joint commander a satellite-based mobile broadband service as he moves around the battlefield, giving him access to the same information and functionality available at a fixed joint task force headquarters.

The first customers for C2OTM will be the U.S. Army's V Corps, which will start

taking deliveries in July, and the Multi-National Force-Iraq, scheduled for October.

U.S. Joint Forces Command, which has sponsored and managed the C2OTM program, says the new mobile connectivity will increase collaboration and situational awareness. It also will mean that a commander must no longer trade capability for mobility. With C2OTM, a joint commander can chat with staff in various locations, pull up recent imagery of a target area, watch a live intelligence brief or pinpoint enemy movement with the click of a mouse while sitting in a Bradley fighting vehicle, at the controls of an aircraft carrier or flying toward a theater of operation.

"Traditionally, in order to get a lot of data to the joint force commander, he's had to pay a price," said Navy Lt. Cmdr. Steve Fahy, C2OTM project lead. "He's had to stop and connect using larger, less mobile assets. He can do it in his headquarters, but when he hits the road, he often has to trade his connectivity for mobility."

Based on commercial Ku-band Code Division Multiple Access satellite technology, each C2OTM system consists of a pair of mobile terminal cases for each vehicle, an 18-inch antenna, a secure, spread-spectrum modem, and secure handsets. Industry partners on C2OTM include Cisco Systems, Expand Networks, General Dynamics, Harris, Motion, Netcom, Titan and ViaSat. ■

— Karen Walker

Situational awareness

Battle-tested data link joining the JTRS family

BY GLENN W. GOODMAN JR.

Increasingly ubiquitous U.S.-European Link 16 situational awareness radios will be able to "talk" to planned U.S. Joint Tactical Radio System (JTRS) sets thanks to an upgrade program.

Link 16 is better known by the family of airborne, ground and shipboard radio terminals with which it has been implemented by the United States and its allies: the Joint Tactical Information Distribution System (JTIDS) and the newer, more compact Multi-function Information Distribution System (MIDS). More than a dozen countries have installed Link 16 terminals on 19 platforms, making it an interoperability success story.

Jam-resistant Link 16 radios automatically exchange battlefield information — particularly locations of friendly and enemy aircraft, ships and ground forces — among themselves in a long-range, line-of-sight network. For example, air surveillance tracking data from an Airborne Warning and Control System (AWACS) aircraft can be instantly shared with fighter aircraft and air defense units.

Link 16 is one of the military communications waveforms being converted from hardware/firmware code to software under the JTRS development program. JTRS is akin to a computer with a radio "front end," its communications functions based in the radio's software. JTRS users will be able to change waveforms and frequencies in the same manner that different software applications are called up on a personal computer. Link 16 will be one of many legacy waveform loaded as software on JTRS radios, which will allow them to interoperate with existing JTIDS and MIDS terminals. JTRS waveforms must conform to the program's Software Communications Architecture (SCA), which has become an international standard for interoperable "software-defined" radios.

JTIDS Class 1 terminals became operational on U.S. and NATO AWACS aircraft and ground stations in Europe in 1983. Smaller JTIDS Class 2 terminals developed by BAE Systems of Wayne, N.J., and Rockwell Collins of Cedar Rapids, Iowa, entered production in 1989. Development of MIDS, a lower-cost Link 16 terminal with reduced volume that could fit on smaller aircraft such as F-16 and F/A-18 fighters, was started by a five-nation U.S.-European consortium, MID-

SCO. The latter consists of France's Thales, Germany's EADS, Italy's Selenia Communications, Spain's Indra and BAE Systems in the United States. The four European companies are aligned as EuroMIDS.

MIDS Low-Volume Terminals (LVTs) will be installed on most U.S. Air Force fighters, bombers and tankers, most U.S. Navy aircraft and ships, the Eurofighter Typhoon, France's Rafale and Mirage 2000, Spain's F-18, and Italy's Tornado and AMX aircraft. The latest step in the Link 16 evolution came with the award of contracts to Data Link Solutions (DLS) and ViaSat on Dec. 28 to "migrate" the MIDS Low-Volume Terminals they produce to JTRS SCA-compliance in the form of a next-generation product called MIDS JTRS. Its development is scheduled for completion in two years.

MIDS JTRS will provide the current Link 16 and TACAN (a tactical air navigation aid providing range and bearing from a beacon) functions, and will feature three additional programmable channels to run various JTRS communications, navigation and command-and-control software waveforms — all within the same "form factor" (physical footprint) of the existing MIDS LVT.

"MIDS JTRS has a unique program structure. It is a collaborative design between DLS and ViaSat," Bruce King, vice president and general manager of communications systems at Rockwell Collins Government Systems, told Armed Forces Journal. "We've divided up roles and content as to who's doing each part of the terminal design. Both companies will be able to build terminals at the end of the program and will compete for shares of annual production." Members of EuroMIDS likely also will produce MIDS JTRS in the future, he said. The government will conduct a preliminary design review this summer and the critical design review early next year, King said. "Within the same volume as the MIDS LVT, MIDS JTRS will be able to do Link 16, TACAN, and, say, UHF or VHF and the Wideband Networking Waveform," King said.

The latter is a major new developmental JTRS waveform that will pass voice, video and data simultaneously at a throughput rate that is orders of magnitude faster than legacy waveforms. It will be used to send large packets of data between command centers, and will be able to aggregate and redirect data from other legacy radio systems at higher speeds. It is an Internet Protocol-based waveform being designed to allow mobile ground forces to form ad-hoc networks. ■

Jam-resistant Link 16 radios automatically exchange battlefield information.



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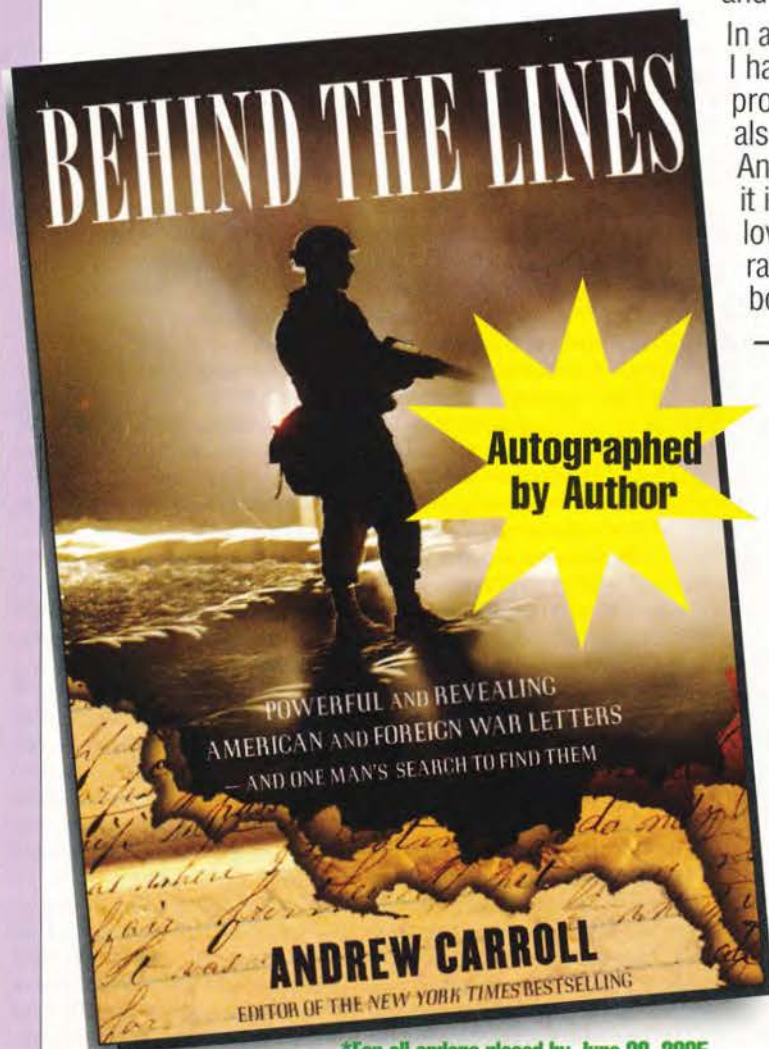
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In all my years of military service, I don't believe I have ever read a book that has moved me as profoundly as this one. While it is often the generals and military leaders who receive the limelight, Andrew Carroll's Behind the Lines reminds us that it is the individual troops in the field and their loved ones at home who most deserve our admiration and attention. I cannot recommend this book more highly.

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of the Army



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How to defeat America

Tie up the military, attack the homeland and, above all, instill fear

BY RALPH PETERS

Our country's leaders and opinion-makers refuse to face the realities of war in the 21st century. Lulled by impressive battlefield successes in Afghanistan and Iraq, where our military overmatch obscured the changing terms of conflict, we continue to restrict our definition of what is permissible in warfare while real and potential enemies broaden their visions of how the struggles of the future must be fought.

We want to wage war as cleanly as possible, to limit costs and consequences. Our enemies are prepared to fight on fronts we barely imagine and to embrace the cataclysmic nature of conflict. We seek narrow, manageable wars, but our opponents believe that defeating America demands a new form of total war waged so widely it has no modern precedent.

Our terrorist enemies of the moment are heralds of the future, even as they are throwbacks to the past. As we agonize over which targets are legal, they reject all laws of war, traditional or codified. We worry over the means; they focus on ends. Afraid to speak forthrightly about war, we allowed the ugly, but minor, abuses at the Abu Ghraib prison to become a paralyzing issue, while terrorists delighted in beheading hostages on videotape. We want to restrict our aim to enemy combatants, but our present and future enemies target social, economic, information, educational, health care and belief systems. We attempt to limit the number of enemy casualties, while our enemies focus on inflicting as many casualties as possible on us, our allies and civilian populations.

Our ideal war would have no penalties for anyone involved, while our enemies revel in inflicting penalties on our soldiers and on civilians. We hope to bribe our enemies into loving us, but the

hard currency of war is fear. To placate critics who remain safely at home, we rush to punish combat veterans for battlefield missteps. We attempt to make war with lawyers at the commander's elbow, while our enemies turn our own delusions against us.

We are afraid to win. But neither can today's terrorists win — unless we quit. If we can avoid outright foolishness, terrorism will be defeated, if not eradicated. Yet, terrorists, ragtag militias and global-criminals are far from the only dangers to our safety and our civilization. The minds behind the foreign militaries of the future are thinking far more creatively and ruthlessly than we allow ourselves to do.

A major war with China is unlikely, but its potential costs demand that we consider the prospect more imaginatively than

we have allowed ourselves to do (and China serves as the maximal

model of future opponents). For now, a war with China is little more to us than a construct deployed to justify the purchase of weapons systems conceived to fight the long-gone Soviet military. Should such a war occur, we assume it would be fought head-on, military to military.

But the Chinese (and even our potential allies, the Indians) believe that the only way to win against the United States — or to achieve a useful stalemate — is to rethink war itself. As a minimum, future opponents will refuse to play by our rules. From the terrorists of the Middle East to the general staffs of Asia, the key questions are: On how many nontraditional fronts can we engage? How can we inflict unbearable pain on American society? And even if we cannot defeat America, how can we make an American victory impossible?

In the course of a recent discussion, an Air Force general asked me what I would do if I were an enemy planning a war with the United States. My immediate answer was, "Three things: Pursue weapons of

mass destruction; do whatever it takes to win the global media battle; and employ mass — military and civilian — against the numerically inferior U.S. armed forces in their technological straitjackets."

■ **Weapons of mass destruction.** We need to get beyond the traditional, limited definition that includes only nukes, bugs and gas. Each of those remains of great potential value to an enemy. Nuclear weapons (and imitative devices) can inflict mass casualties, destroy major weapons platforms and play havoc with American battlefield electronics, our new and self-imposed Achilles' heel. Biological weapons have great terror value and, properly engineered, could be a catastrophic weapon of last resort for a power convinced it could trade population more readily than the United States could do. Chemical weapons, while useful in slowing battlefield activities, may be most effective as terror weapons directed against civilians.

But we need to think in more innovative terms, to consider effects as well as tools. In our super-developed society, the digital attacks of the future, conducted as part of a comprehensive effort, could do more damage than many traditional WMDs. Wouldn't a grand attack, employing cyber-sabotage and physical damage, on our all-too-vulnerable power-generation and -distribution network amount to a "strategy of mass destruction"? Wartime strikes that produced sustained power failures could lead to far more deaths than a terrorist attack with chemical or biological weapons. An energy-dependent society such as ours simply could not function if widespread power outages lasted months or even weeks.

Likewise, our over-centralized food supply is far easier to disrupt than that of an underdeveloped country. The massive processing facilities that replaced local suppliers can be brought to a standstill by introducing disease carriers or polluting key production nodes. Few might starve, but

mass panic and defeatism could be even more valuable to our enemies. Similarly, strikes against our fuel processing, storage and distribution system would have an effect an order of magnitude greater than such actions would have had in the primitive era of World War II.

Yet each of the vulnerabilities highlighted above, if examined in isolation (as the war on terrorism has conditioned us to do), makes the challenge of future total war seem less menacing than it is. No state enemy bold enough to confront the United States in future decades would content itself with one-off attacks against a single aspect of our infrastructure. The key for such an enemy would be to conduct layered, simultaneous, stand-off attacks to achieve devastating synergy. Well-designed, efficient strikes against key nodes in our power, communications, energy and food-supply sectors could achieve far greater results than a concentration on the complete destruction of any one source of our well-being.

How to beat America? Fight holding actions against its military, inflicting as many casualties as possible, while punishing the homeland. Attack America's information systems, sabotage its crucial data banks, make it difficult to conduct everyday routines, excite competition for resources taken for granted and, above all, introduce fear. Attack the brain, rather than the body. The most effective biological weapon might not be one with a 90 percent mortality rate, but an engineered or refined disease with a 30 percent mortality rate and graphic symptoms that left survivors with enduring health problems.

■ **Paralyze the society.** Just as it is often more useful to wound an enemy, rather than kill him, thus inflicting the additional systemic costs of evacuating and treating the casualty, so, too, shocking the civilian health-care system with enormous numbers of disease victims terrified of dying could be more useful than simply causing

large numbers of deaths.

Preparation of the battlefield for future war would involve weakening the financial position of the United States during the build-up to war, hollowing out our industrial base and inducing reliance on foreign sources of crucial supplies that could be interdicted (sound uncomfortably familiar?). Propaganda, too, would be far more useful if developed carefully and employed for years prior to a conflict rather than if it were introduced during a fast-moving war. Future state opponents will attempt to win as much of the conflict as possible before our military engages.

Above all, the enemy of the future wins simply by not losing. WMD, defined far more broadly than we do today, will be a part of any wise enemy's war plan. We need to escape the narrow vision we have of WMD by incorporating new categories, from tomorrow's behavior-control weapons to advanced digital attacks.

■ **Win the global media battle.** The first purpose of this is to align world opinion against the United States and to cause America's active allies to withdraw from the conflict, denying us legitimacy, bases, numbers, resources and moral support. The media struggle would also aim to add another level of paralysis to our war-making efforts by inspiring a series of disparate regional crises that dissipated American power and complicated Washington's decision-making processes. The ultimate goal would be to interact with other asymmetric assaults to convince Americans that the price of continuing the war is too great to bear.

While it certainly would be foolish for an opponent to underestimate American courage and resolve (as the terrorists did on 9/11), we also must avoid relying on false historical analogies. Yes, the Germans and Japanese continued to resist, despite extensive bombing campaigns that produced mass civilian casualties. And I'm not suggesting that Americans would rush to surrender (although a weak administration might negotiate for peace). But we do need to assess the enormous distance developed societies have traveled since the 1940s, when Germany's agriculture was horse-powered, Japan's food supplies were local, access

to data was limited and the world still walked to work. The societies of World War II were sustainable under bombardment. Could ours endure multiple catastrophic disruptions, even in the absence of casualties?

Complexity equals fragility. The American character may remain robust, but our infrastructure is more vulnerable than it ever has been. By layering cataclysms atop one another, while exploiting the power of the global media to publicize events, could a 21st-century enemy persuade us to seek a disadvantageous peace? The ultimate mission of the enemy's media fight is to convince Americans to quit.

■ **Employ mass.** In order to defeat the United States in a future war, an enemy will need to calculate ruthlessly when it comes to accepting — or actively pursuing — high numbers of casualties on his own side. Whether unleashing biological weapons or forcing nuclear exchanges, the side that believes it has a clear demographic advantage is the side that will raise the stakes with less hesitation. Whether the goal is to inflict a catastrophic defeat upon the United States or only to gain a specific strategic advantage, an enemy who does not fear his own losses, military or civilian, has a tremendous psychological edge.

On a lesser scale, terrorists have been willing to inflict civilian casualties on their host societies when they found it tactically advantageous or,



ILLUSTRATION
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PERSPECTIVE

even better, if they could shift the blame onto American shoulders (with the media's help). In a general war, civilian casualties that could be blamed, however questionably, on American forces would support the global media struggle. Our enemies will seek to win with blood — as much of their own as necessary. This does not mean that we should hesitate to act, only that we must be prepared to endure the second- and third-order effects.

When fighting against America's superior technology, deploy superior numbers of human beings. Force Americans to kill and to keep on killing. Shock the Americans with your willingness to suffer casualties. Create images of massacre. Give the Americans no respite. Force the Americans to appear as murderous bullies.

Human beings aren't the only tools available to "swarm" American efforts. If there is one obvious vulnerability to America's technoservices — our Air Force and Navy — it lies in the ever-diminishing numbers of combat systems they can deploy. Our pursuit of hyper-ca-

pable, devastatingly expensive aircraft and ships means that we have ever fewer of them. One grows sick of hearing how less is really more. At some point, less is just less.

When the risk of losing an aircraft or ship becomes a dominant consideration in shaping a war plan, we have crippled ourselves before the shooting starts. The Navy is terrified of losing an aircraft carrier (let alone several). Conditioned to peace, the Air Force dreads risking a single B-2 — and the F/A-22, should we buy more of those grotesquely useless aircraft, is unlikely to be employed boldly, even if a mission could be found for it.

No matter the hyperbolic promises of defense contractors, a single system can only address a finite number of threats. Instead of attempting to compete with the U.S. military technologically, the obvious counter is to field overwhelming numbers of mid-tech systems — enough to sacrifice nine aircraft for the 10th to down a weapons-depleted American fighter. Attack American ships with volleys and short-interval

waves of cruise missiles and alternative weapons, as well as with weapons of mass destruction.

Shock the over-refined American system by introducing multiple threats that U.S. collection systems may well be able to identify, but which the limited number of available American combat systems will not be able to defeat. Use mass and speed against the U.S. Navy and Air Force. Use human attrition against the Army and Marines. If you cannot defeat the U.S. in a traditional sense, make the cost of sustaining the conflict unbearable.

As we try to make of war a sterile thing, with minimal pain and embarrassment, with slight bloodshed and little damage, our enemies of the moment and our potential future opponents calculate how to make war as destructive and painful as possible. We design weapons to produce ever-smaller, more-precise effects, to minimize collateral damage. For our enemies, the collateral damage is increasingly the point. We have deluded ourselves as to the nature of

war by falling for surreal theories concocted by think tanks and listening to the divorced-from-reality promises of contractors for whom war is a matter of profit and abstractions.

Instead of attempting to narrow war down to a "cakewalk" without penalties — a polite affair we can win on technical points — we need to expand our definition of warfare as widely as our enemies are doing. This does not mean that we will imitate all of their behaviors, only that we need to be ready to counter them.

We have entered a new age of comprehensive war. The old rules are finished. We need to learn the new ones, to the extent that rules still exist. ■

Ralph Peters is a retired Army officer and the author of the forthcoming book on strategy, "New Glory: Expanding America's Global Supremacy."



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Driving the Future



Operations in Iraq and elsewhere have eroded U.S. military capability to the point that America is at significant risk.



M. SCOTT MAHASKEY, AFJ

Ground down

The Army and Marine Corps are dangerously understrength

By Gen. Barry R. McCaffrey, U.S. Army (RET.)

The Army and Marine Corps are at risk of experiencing a disaster during the coming three years. There is little reserve or surge capability to respond to new challenges.

In spite of this self-evident truth, Defense Secretary Donald Rumsfeld and some of his key civilian leaders argue that there is no personnel shortage — and that manpower increases are both unnecessary and unaffordable. This strategic blindness stems from an ideological viewpoint described best by military historian Frederick Kagan as “a belief that war is all about destroying targets, that ground forces are unnecessary and that technology is supreme.”

The evidence of this real and

growing problem, as well as the experience of military history, has been denied or ignored.

By any measure, the ground combat units of the Army and Marines are at their limit. Active-duty troop strength has dropped from 2.2 million in 1987 to 1.5 million today. Active-duty Army strength has plummeted from 800,000 in 1988 (and remember, there were more than 1.6 million soldiers during Vietnam) to an authorized level of 482,400.

Today, more than 315,000 soldiers, including reserves, are deployed in more than 120 countries. About 160,000 soldiers assigned to Iraq and Kuwait battle a bitter threat in Iraq. More than 18,000 warriors confront the remnants of the Taliban and are solidifying democracy in Afghanistan. Thousands more stand guard in the

Horn of Africa, the Balkans, Guantanamo Bay, South Korea, Okinawa, logistics and air bases in Europe and other regional contingencies across the globe.

The current activated Army force of 640,000 is barely meeting its deployment requirements by heavy reliance on National Guard and Army reservists. The Army Guard has 113,000 troops deployed and the Army Reserve 47,000. Army Chief of Staff Gen. Pete Schoomaker recently testified before a Senate hearing that he’s “committed to providing the troops requested, but I can’t promise more than I’ve got.”

The Marine Corps is similarly stretched to the limit. The nation’s 178,000 Marines have been bolstered by 13,000 reservists. About 25,000 Marines are facing a violent Sunni insurgency in Iraq’s Anbar province. Thousands of other Marines are at sea serving as strategic reserves, or are stationed ashore in Afghanistan and elsewhere.

Marine deployments have doubled from two years ago. Marine Corps Commandant Gen. Michael Hagee recently told senators that

“the demand on the force has increased exponentially.”

America had 9 percent of its 140 million citizens in uniform during World War II. Compare that to the war on terrorism with less than one-half of 1 percent of the 290 million American population under arms. Army and Marine ground combat forces are fighting a real war. We have suffered about 15,000 killed and wounded in the war on terrorism. Casualties among U.S.

PERSONNEL SHORTAGES

combat units in Iraq now approach the loss rates in Vietnam.

This is a volunteer and extremely small military. And many might argue that the country is not *really* at war — that only the armed forces and the CIA are. But the fact is that the ground combat capability of the U.S. armed forces to strike first has been weakened to the point that it puts America at significant and unnecessary risk.

HOW MANY?

The crucial first issue is how many troops are enough? The Army needs an increase in active strength of 80,000 soldiers, and 25,000 more Marines (at a minimum) are needed to carry out the

PERSPECTIVE

national security challenges we now face. We must also ask: How would we recruit and retain such a force, and how much would it cost? The inadequate size of our ground combat force has put such stress on our retention and recruiting that over time we will fail to attract and retain the competent and courageous men and women who have so successfully carried out military operations since Sept. 11, 2001.

Five of the six reserve components as well as the active Army and Marine Corps have failed to meet recruiting goals. The Army National Guard has failed to meet monthly goals throughout the current fiscal year. This after missing its mark by 7,798 recruits in fiscal 2003 and by 6,792 in fiscal 2004.

The Guard is now short 3,168 Army captains, those who lead key companies and company-sized units and serve in key staff positions.

The enlistment rate among active-duty Army soldiers for follow-on service in the Reserve or Guard has suffered major shortfalls.

Army ROTC enrollment has dropped 16 percent over the past two school years. Army African-American enlistments are down disastrously. The enlistment of women in the Army, regular and reserve, also is down.

Not surprisingly, soldier quality, as measured by top category Army recruits (CAT I through IIIA) also is down. And the overall measurement of American youth's "propensity to enlist at age 17 to 21" is now down 20 percent.

We have a recruiting crisis which, as Schoemaker correctly pointed out to the media, is "not an Army problem ... It's a national challenge."

Army active-duty and reserve retention figures are widely touted as evidence that we do not have a manpower problem. However, the numbers cited by the Pentagon civilian leadership mask reality and expose their real fear of incurring what they believe to be the unacceptable personnel costs of increasing end strength.

What is absolutely true is that the morale of the men and women

of our ground combat fighting forces is extremely high. They are the toughest, best-trained and most confident soldiers and Marines we have ever fielded.

The Selected Retention Bonus Plan has been extremely effective targeting soldiers and Marines for re-enlistment through lump-sum payments of up to \$40,000. Soldiers re-enlisting in the combat zones of Iraq and Afghanistan can receive tax-free payments of \$15,000 on the spot. These incentives, combined with good unit leadership and the pride of defending America, have resulted in substantial retention numbers. Elite combat formations, such as the U.S. Army 3rd Infantry Division now fighting in Iraq, have achieved 250 percent of their required re-up goals.

MISLEADING NUMBERS

These numbers, though, can be misleading. Actual required U.S. active ground combat power is produced through an enormous reliance on the reserve components, civilian contractor support,

call-ups of Individual Ready Reservists (IRR) and the so-called "stop-loss" program.

If these programs had not been implemented, our active-duty military capability to carry out the current level of operations would have collapsed sometime this year.

The reserve components have called up 412,000 National Guard and Reserve soldiers since Sept. 11. They now constitute more than one-third of our deployed combat force. The stop-loss program has become a "back door draft" keeping 13,445 soldiers of all components on active combat duty.

In addition, civilian contractors serve in lieu of Army combat power throughout the combat zones. We could not continue current operations without the continuing deployment of these dedicated employees. Hundreds of contractors have been killed or wounded.

Civilian contractors are carrying out logistics, security, drug eradication and administrative responsibilities that are essentially military in nature. Some are armed

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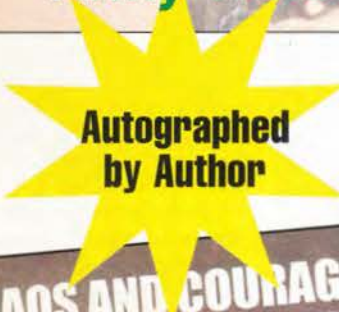
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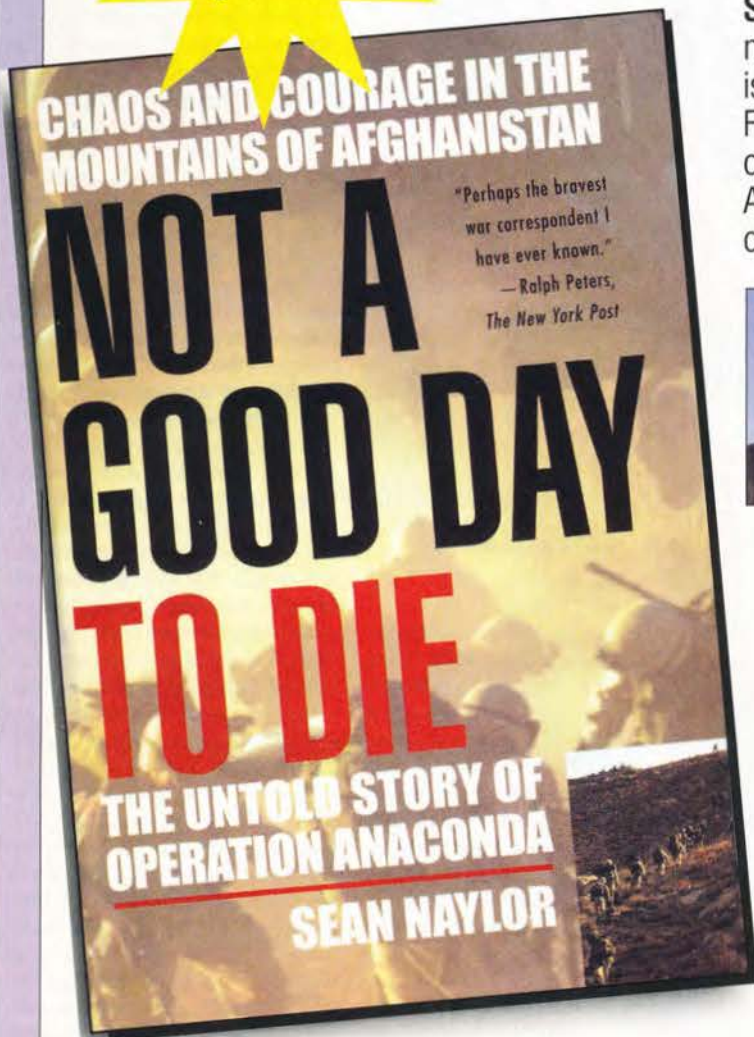
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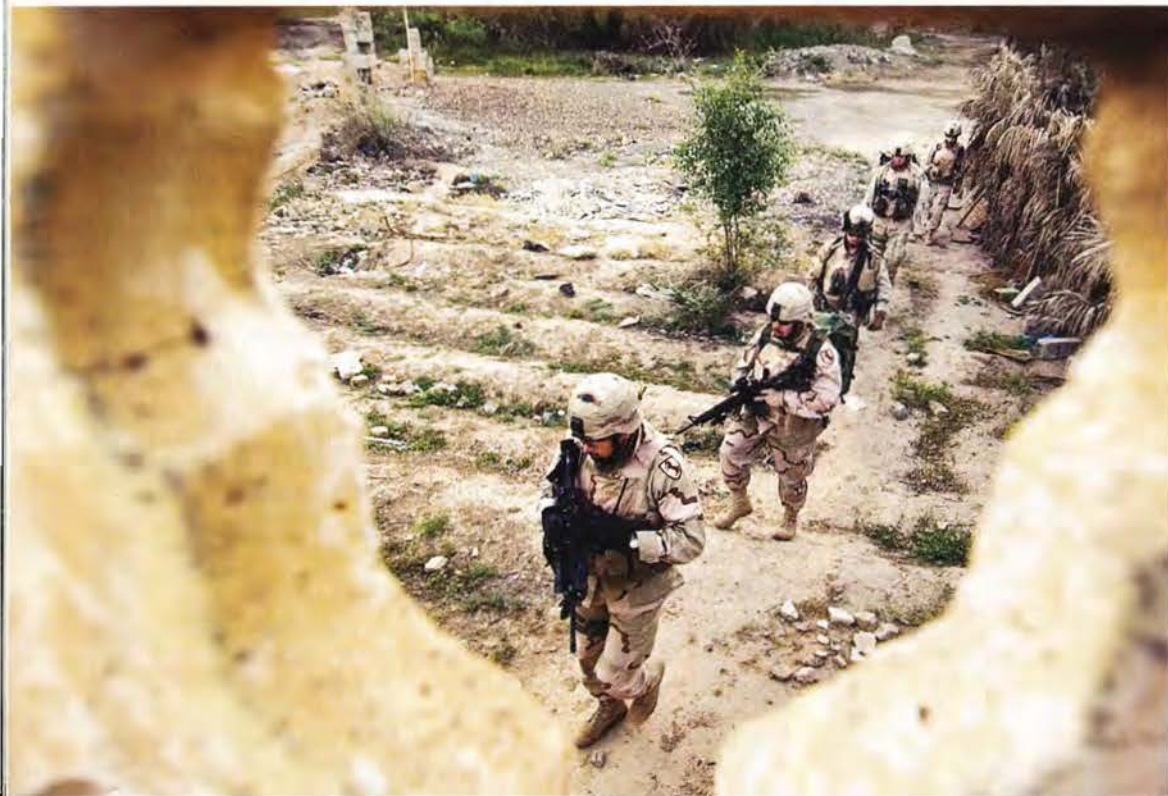
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M. SCOTT MAHASKEY, AFJ

Increasing the ground combat capability of the U.S. armed forces over the next two years may be necessary to reduce the military's vulnerability to new strategic requirements.

and conducting military police-type missions employing helicopters, fixed-wing aircraft and armored vehicles. These civilian contractors operate in high legal risk and on the margins of the Law of Land Warfare.

Contractor operations are also more expensive in many respects than those performed by the uniformed military people they directly replace. Ground commanders are keenly aware that contractors cannot be required to perform their vital duties during extreme conditions of danger. Contractors are quite simply a more politically desirable quick-fix to make up for inadequate Army active-duty ground combat power.

There are an estimated 30,000 civilian contractors working with U.S. forces in Iraq. They are the second-largest coalition contingent after the active U.S. military forces. They are also greater than the sum of all non-U.S. forces. In any other war, these logistics, maintenance, and security contractor functions would have been executed by armed, uniformed military personnel.

Congress should increase the

ground combat capability of the U.S. armed forces on an emergency basis in the coming two years. We are vulnerable to any new strategic requirements.

We cannot sustain the current rate of deployments and will be forced to begin a significant reduction in deployed units regardless of the on-the-ground realities. The president had the moral and political courage to strike back at the gathering threats in Afghanistan and Iraq after the dreadful losses of Sept. 11, but we must now recruit, train and maintain an Army and Marine Corps that can continue to dominate our enemies.

The Defense Department's senior leaders argue that we cannot afford the cost of building manpower-intensive ground combat capabilities. They also suggest that American youth simply will not step forward and defend us. Finally, they assert it would take years to increase the size of the required ground combat capability — too late to affect the temporary nature of the threat.

These are weak arguments. Defense Department civilian officials note that personnel compensation

costs make up more than 35 percent of the Pentagon's \$402 billion budget. Where is the logic? We are at war. America is now spending far less on defense as a percentage of our gross national product than during previous threats to our security, such as World War II. Let's calculate the larger costs of losing our position of security, wealth and influence in a dangerous world.

Can America's ground combat capabilities be increased rapidly, or is a 30,000-soldier increase the maximum we can absorb in three years? In World War II we took a tiny military force and rapidly expanded it to 16 million men and women deployed worldwide. We could promote the top 30 percent of the current U.S. Army non-commissioned officer and officer leadership on the spot and suffer no loss of effectiveness. And we can produce disciplined, competent physically strong soldiers and Marines in 30 weeks of intensive training. In 24 months we could easily expand the Army by 80,000 troops, and the Marines by 25,000.

Will America's young people step forward to defend us in sufficient

numbers, or have the bitter losses in Iraq and Afghanistan scared off our young men and women?

The real question is whether we can create a package of educational, compensatory and political inducements to achieve our ground combat personnel goals. America's parents, coaches and educators must ask our nation's youth to defend us.

This is not the job of Army and Marine recruiters. This is the responsibility of our most senior political leaders — the president, members of Congress, state governors and local mayors. This message must be on television and be repeated at high school and college graduations and wherever young men and women gather.

The second requirement is to reward military service in the same complete way that we backed our troops in World War II. These new soldiers and Marines need not stay until retirement — we need them to join us for three years to fight. In return, we should expand the targeted bonus program that is achieving such excellent results. Four years of college tuition and a substantial cash signing bonus will bring in the infantrymen, military police and logistics first-term soldiers that we need. Combat is primarily a young person's business.

We have started something we must finish in this war on terrorism — or we will put the American people at significant peril. The Army and the Marine Corps need the nation's support. The responsibility of defending the country is a shared one: those who are privileged to wear the uniforms of the armed forces, the men and women who serve in the Congress, and the American people. We must act now, or be prepared to deal with even more serious threats in the years ahead. ■

Retired Gen. Barry McCaffrey is the Bradley Distinguished Professor of International Security Studies at the U.S.

Military Academy in West Point, N.Y. He serves as an NBC news commentator on national security issues and heads an Alexandria, Va.-based consulting firm.



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KARIM SAHIB, AGENCE FRANCE-PRESSE

Dethroning Saddam

The good, the bad and the future

BY ANONYMOUS*

Few policies have been as politically divisive as the Bush administration's decision to send military forces to Iraq to remove Saddam Hussein from power. The decision to invade and how Operation Iraqi Freedom was planned and executed have generated passion not seen in U.S. foreign policy debates since the Cold War.

That Iraq did not have weapons of mass destruction (let alone stockpiles ready for use), which was the Bush administration's

main argument for going to war, only added to the controversy, while the deadly insurgency that engulfed the occupation raised doubt that even the most minimum objectives could be achieved. Now, in the wake of successful elections in Iraq, and surges, or at least stirrings, of political reform elsewhere in the Middle East, the ground of the debate has shifted again.

Because the administration's policy regarding Iraq has been so controversial, there has been too little discussion of operational strategy and tactics from an ob-

jective vantage point. This article takes a fresh look at the rationale for making war on Iraq and how those objectives stand up now. It also examines how some of the administration's objectives affected basic decisions on strategy, such as the enlistment of allies; the role of the U.N.; and the dissolution of Iraq's armed forces, security organs and the Baath Party. Finally, it considers whether the course of events in Iraq could have developed more favorably from the outset had the administration made different decisions.

RATIONALE FOR INVADING

Taking a look at the administration's many interconnected objectives in making war on Iraq requires stepping back from the issue that has monopolized attention for two years — whether Iraq constituted an "imminent" or "grave and gathering" danger. In proposing this perspective, there is no intention to deprive the issue of its political salience; the claim was a major element of the administration's public case for

war, and will justifiably forever remain a yardstick for judging the soundness of the president's decision. The intent, rather, is to remind ourselves that there was a richer case for war from the administration's perspective in 2002 than either the president or his detractors have so far cared to debate adequately in public.

First, invasion was the only way to rid ourselves of an otherwise never-ending and draining (fiscally and politically) obligation to keep a substantial military presence on the Arabian peninsula to protect the Iraqi Kurds and Shia, and to contain Saddam. After Sept. 11, the U.S. presence was clearly recognized as feeding Muslim resentment and weakening the Saudi Arabian government.

Second, destroying Saddam's regime would demonstrate to the world that what happened to the Taliban after the Sept. 11 terrorist attacks would happen to other, similarly irresponsible regimes. In other words, Iraq appeared to offer an opportunity to instantiate the president's doctrine of pre-emption.

Third, the Iraq invasion was intended to send a strong message

specifically to Syria and Iran that their support for the terrorist groups confronting Israel (Hamas, Islamic Jihad, Hezbollah, etc.) put them at grave risk — as part of a larger strategy to squeeze the Palestinian terrorist groups in support of the so-called Road Map to help resolve the Israeli-Palestinian conflict, and thereby remove another major impetus for Muslim fanaticism. The administration probably expected that the new Iraqi government would grant permanent access rights of some sort, providing a military gateway with which to threaten Iran and Syria.

Fourth, the administration calculated that invading Iraq would allow the creation of a representative government in the heartland of the Muslim world, shaking the foundations of Muslim political culture as part of the strategic "war of ideas."

Fifth, as a corollary, "one-man-one-vote" government in Iraq would put the Shia in power, which the administration hoped would turn the tables on the mullahs in Iran, helping to erode the clerics' hold on power.

Sixth, Iraq combined all these opportunities in one. Plus, Iraq had defied the U.N. for years and was thus an "easy target" against which to rally U.S. and world opinion for action.

It must be noted that none of these objectives and opportunities required that Iraq actually be an "imminent" or "grave and gathering" threat. What was necessary was that Iraq plausibly constitute such a threat by possessing weapons of mass destruction and active programs for developing better ones.

It certainly appears that Defense Secretary Donald Rumsfeld was determined to move against Baghdad with a force that was as small

GRADING BUSH

**The author is a longtime congressional staffer with extensive national security experience. The article does not carry his name because he works for a committee on Capitol Hill that does not permit staff members to publish bylined articles about matters that might be taken up by the committee.*

as possible and in an operation that was as swift as possible to impress upon rogue regimes how easy it is for us to remove them from power. This demand meshed perfectly with Rumsfeld's evident determination to lead the U.S. Army kicking and screaming to a new paradigm — to "Transformation" (shifting to smaller, more agile forces that move at lightning speed with wide-open flanks protected by intelligence assets combined with air power). Rumsfeld's agenda in these areas, coupled with his poor relationship with the Army, probably contributed to the administration unwisely rejecting suggestions that Iraq be occupied with a large and overpowering ground force.

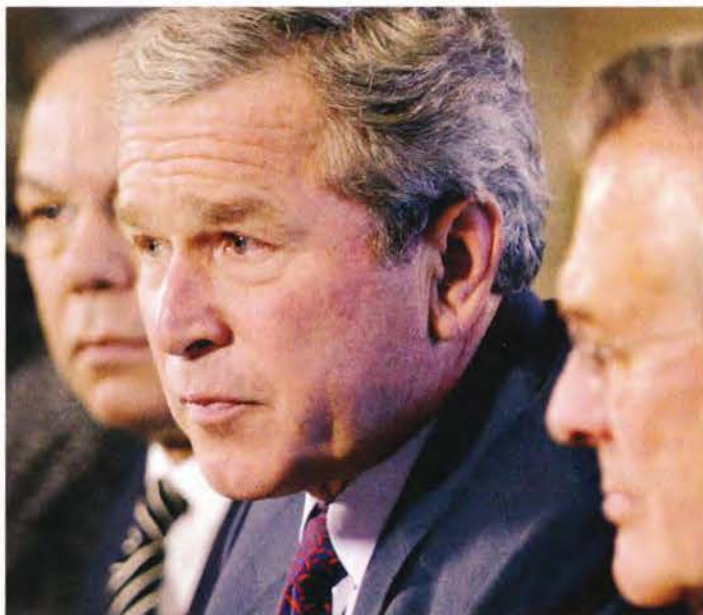
NECESSARY STEPS

Achieving these objectives, in the administration's view, required taking several actions. First, it was absolutely essential to undertake, as soon as Baghdad fell, a broad and deep "de-Baathification" and dissolution of the Iraqi army — because the army, the security serv-

ices and the Baath Party were Sunni Arab institutions and symbols of Sunni oppression of the Shia. A decisive, demonstrable break with the past was probably thought to be the only way to convince the Shia we were really serious about changing the political framework in Iraq.

In considering this point, it is hard to over-emphasize the depth of commitment to a hard-line stance against Iran by elements of the administration.

It is probably around these very issues that the war between the State Department and the Defense Department for control over Iraq policy revolved — a war that was not resolved at least until shortly before the invasion was launched. The State Department's "Future of Iraq" project documents are chock full of warnings about the consequences of summarily dissolving Iraq's security services, army and bureaucracy — consequences that have indeed come to pass in the form of an aggressive and powerful Sunni insurgency. Then-Secretary of State Colin



TIM SLOAN, AGENCE FRANCE-PRESSE

President Bush, when deciding to invade and rebuild Iraq, weighed differing strategies offered by then-Secretary of State Colin Powell (left) and Defense Secretary Donald Rumsfeld.

Powell complained to the press a few months before the invasion, with evident frustration, that Iraq already possessed competent governing machinery and institutions; all that was necessary, he suggest-

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PERSPECTIVE

ed, was a new political layer on the top.

Pentagon leadership perceived this sort of pragmatism as evidence of a dangerous preference for the status quo with respect to the balance of power between Iraq's main ethnic and religious subdivisions. From the Pentagon's perspective, it was essential to prevent the State Department from managing Iraq policy because State (with the CIA) had demonstrated time and again a preference for "stability" in Iraq — either letting Saddam remain in power, or carefully waiting and preparing for another Sunni strongman to replace him. A short time before the invasion, a senior CIA official told me, angrily, that if he heard Richard Perle talk about "democracy in Iraq" one more time he would blow out his own brains.

The same sorts of suspicions and fears possibly contributed to the administration's determination to minimize U.N. participation in the campaign. Aside from the obvious complaint that the U.N. would not want to act, or, if moved to act, would not want to act boldly, the administration's intention to pave the way for majority (Shiite) rule in postwar Iraq would naturally have led to suspicion that the U.N. institutionally would always tend to side with the establishment Sunni Arab view of what should happen in the Middle East, and the Sunni Arab world would certainly disapprove of a Shia-led democracy in Iraq.

The other remaining necessary step was, of course, to persuade the American people and world opinion that war against Iraq was an immediate necessity — and that Iraq was an imminent threat. This part of the story is obviously well dissected by now and needs no further comment.

KEY ASSUMPTIONS

In addition to the key estimate that Iraq possessed WMD and programs, the administration made a series of interrelated assumptions or calculations that were vital to the prospects of its plans for Iraq. The postulates are these:

■ Iraqis would basically welcome an invasion and accept U.S. governance for a transition period.

■ Sunni Arabs would either accept lesser status or be unable to prevent it.



■ Iraq could be controlled, and Iran and Syria could be intimidated, without a large occupation force even if the Iraqi government structure, army and security organs were dissolved.

■ Iraq's ethnic and religious fissures were not serious enough to pose a threat to Iraq's territorial integrity or of civil war.

These assumptions do not reflect well on the administration — especially because they almost had to be consciously made since they cut against the grain of conventional wisdom about Iraq. A great many eminent national security experts who chose to speak out about Iraq prior to the invasion expressed concern that Iraq was fragile and vulnerable to dismemberment, chaos or civil war — a Middle East version of Yugoslavia.

In fact, Iraq's ethnic and religious divisions have proven to be deep

and serious. It has been tricky enough to keep the Kurds within the bounds of some acceptable notion of federalism. But one may infer that the Shia demanded the thorough dismantling of the Iraqi state apparatus to ensure the end of Sunni supremacy, and the Sunni are in revolt to prevent the Shia from consolidating power.

WHAT WENT WRONG?

The stunning realization that Iraq did not possess WMD wiped out the "imminent threat" rationale for the war. Being discredited on this most fundamental issue also effectively swamped the tenuous claims of serious Iraqi connections to al-Qaida.

Furthermore, the simple fact is that you cannot teach the world a lesson about the danger of pursuing WMD and consorting with terrorists if there are no WMD and if

there are no hard connections with the jihadists attacking America. You also cannot teach the world a hard lesson if your invasion and occupation turns into a bleeding wound rather than a cakewalk. Even two years after the invasion of Iraq, Iran and Syria are still not likely to be quaking over the presence of U.S. troops in Iraq.

Instead of toppling a regime that collaborated with our main enemies and replacing it with a pro-Western democracy, it looked for a long time as though we might actually have been creating a "failed state," where terrorists could find sanctuary to organize and command operations, and which would serve to draw fresh volunteers to jihad against "crusaders." On the eve of the elections, the alarm was sounded over the possibility that Iraq might end up as a Shia theocracy similar to Iran's and under



RAMZI HAIDAR, AGENCE FRANCE-PRESSE

In a Shiite neighborhood of Baghdad, an Iraqi policeman stands in front of posters celebrating Iraq's Jan. 30 general elections.

because they accurately perceived that the United States intended to end their privileged position in favor of the Shia.

WHAT CAN BE SALVAGED?

One fundamental goal is finally looking more attainable: It is quite plausible that Iraq will emerge with some sort of reasonably stable representative government and a more dynamic economy. If momentum in this direction is sustained, as recent events suggest, the Iraq invasion likely will help foster the positive evolution of Muslim political culture that Bush predicted. In this event, Iraq certainly also could emerge as an attractive force on Iran. While the dominoes are not yet exactly falling over, they are at least teetering. Optimism must be tempered, however, because the insurgency is as intense as ever.

If the administration has the nerve, the Iraq invasion also can still be used to teach some lessons to the world — ironically, based on the obvious difficulty of getting reliable intelligence on sensitive matters inside rogue nations. For example, Ashton Carter, former assistant secretary of defense for international security policy, repeatedly argues that the burden of proof in these serious proliferation cases has to be shifted from the nations with suspicions, such as the U.S., to the suspected proliferators. The underlying point is that countries not only have to be clean, they need to prove that they are clean, since it is so hard for the outside world to know for sure.

Regimes that want the world to think they are more dangerous than they are — like Saddam's — run the risk of being taken seriously and eliminated.

In any event, whatever one thinks about whether the Bush administration should be too ashamed to level charges against Iran after the intelligence debacle in Iraq, the fact is that the president has vigorously pressed the case that Iran is hiding an aggressive nuclear weapons program. Invading Iran to effect regime change to eliminate the threat of radical clerics gaining nuclear weapons was

probably never in the cards, even before the insurgency in Iraq undermined credibility of the threat, but the administration seems clearly prepared to contemplate military strikes against Iran's identifiable nuclear facilities. In this sense, it could safely be said that our difficulties in Iraq have not greatly fazed President Bush.

As regards Syria, here, too, the administration has shown no hesitation about ratcheting up the pressure again, especially since the elections in Iraq and the occupied territories, and the popular protests in Lebanon, have buoyed the president's moral authority. However, despite the improved political situation in Iraq, we are still far removed from the pre-invasion environment, when Iran and Syria could well have considered it possible that they could be the next target after Iraq for regime change by force.

Many speculate that the occupation could have been far more successful had the administration left the Iraqi army, security forces and bureaucracy intact. Such precautions may have helped pacify the country. But if we pursued stability through these instruments, there is also the possibility that, instead of a Sunni revolt, we would be facing a far larger Shia uprising, since the Shia likely would have concluded that, after all, we planned to sustain Sunni dominance in Iraq. Indeed, in that situation, the Iraqi Shia might have made common cause with Iran to oppose the occupation, and the Kurds might have become more restless, as well. If this happened, it is doubtful that Iraq would present more hopeful prospects than what we face now. Those who doubt the degree of Shiite sensitivity in this matter should carefully consider the fact that even now the Shia are threatening further widespread purges of government officials and employees they feel were too supportive of the old regime.

What if the administration had done nothing different except dou-

ble the size of the occupation force? Could the country have been pacified by a large show of force at the outset of the occupation, without compromising on the dissolution of the instruments of Sunni Arab domination? Given the widespread support for the insurgency among the Sunnis, and the insurgency's scale and ferocity, there is reason to doubt that a show of force would have prevented it from forming. However, it is at least plausible, and this realization must be painful for those who planned the operation; in the grand scheme of things, the price for an extra 125,000 soldiers and Marines in Iraq for several months is a pittance.

The Bush administration has been maligned for not attracting more and better allies to the war against Iraq. But given the administration's goal — to establish a Shiite-anchored democracy in Iraq — what allies would the administration have been able to attract and hold while adhering to this goal?

What if there had not been an intelligence failure and the world came to know that Saddam possessed no serious WMD capabilities by the spring of 2003? Very likely, sanctions would have been lifted by the U.N. and, within a relatively short time, Saddam would have re-established WMD programs.

In light of events, do the administration's strategic objectives, however much sense they make in the abstract, now look unrealistic or even naïve? Does the invasion look like the right decision or not, considering that more than 1,600 Americans have been killed, and nearly 10 times as many wounded?

Answers to these questions await developments in Iraq. If Iraq becomes a success and a force for political change in the Middle East, Bush will be vindicated. But if Iraq falters and becomes a true basket case, given the loss of life and loss of opportunities elsewhere, the invasion will be considered a colossal blunder. ■

It is quite plausible that Iraq will emerge with some sort of reasonably stable representative government and a more dynamic economy.

Iran's influence. This outcome, of course, would be the mother of all ironies, and might logically lead us to support — heaven forbid — Sunni oppositionists.

The administration clearly underestimated the recalcitrance and fighting spirit of the Sunni Arabs in Iraq. They appear to have a will to power that, unfortunately, the Shia have failed to match — at least until the recent elections. The centrifugal ethnic and religious forces in Iraq are stronger than the administration calculated, and more consistent with mainstream foreign-policy community assessments. It may be objected that outside experts did not specifically predict a Sunni insurgency, but the objection overlooks the contributing role of the administration's policy choices in the development of that insurgency. Simply put, the Sunni are in revolt



New life for old engines

BY KAREN WALKER

Technology has come full circle in an upgrade program that will extend the life and improve the efficiency and maintainability of the F110 engine that powers F-16 fighter aircraft.

The Air Force has awarded General Electric (GE) a \$57 million contract to upgrade 95 F110 engines for F-16C/D aircraft as part of a Service Life Extension Program (SLEP). The program ultimately will cover 842 F110 engines in the Air Force fleet through 2012. It will cost the service \$280 million, but could extend the life of the F110 through 2025 and yield \$1 billion savings in F-16 life-cycle costs.

The SLEP program includes technology upgrades to the F110 combustor, high pressure turbine, compressor and augmentor to re-

duce unscheduled removals for repair by 50 percent and cut operating costs per flight hour by 25 percent.

Much of the hot-section hardware used in SLEP is derived from the CFM56-7 commercial engine that powers the Boeing 737 airliner. GE originally developed the F101 engine for the B-1 bomber in 1976. In 1982, the hot section, or core, of the F101 was used to create the first CFM56 engine, developed by CFM International, a partnership between GE Aircraft Engines of Cincinnati, Ohio, and French engine company Snecma.

Just three years later, the same hot-section core was used by GE to create the F110 fighter engine for the F-16. In 1998, CFM International created the latest variant of its family of commercial airliner engines, the CFM56-7, incorporating many advanced features to

lower costs and fuel consumption, and reduce repair and maintenance needs. Coming full circle, it is that same hot-section core in the CFM56-7 that GE turned to when it embarked on the SLEP program for the F110.

"The beauty of the common [engine] core was that when we started on this upgrade program all we had to do was to look at our commercial brother CFM, who had taken that same core and upgraded it. So we were bringing that technology back to the mother ship," said Rick Kind, GE manager of technology upgrades.

Key to SLEP's success was borrowing 3D aerodynamics technology from the CFM56-7. A product of this technology was a different design of compressor airfoil, or engine blade, known as the 3D-aero airfoil. By twisting and reshaping the blades — each is essentially a miniature wing — air flow over the blades is smoothed and the 3D-aero airfoils become more efficient in flight. A more efficient compressor doesn't have to work so hard and needs less cool air to drive it along. That enabled GE engineers to redirect the extra cool air to the engine's hot section, where parts are continually stressed because of the extreme operating temperatures.

"We always knew that the distress areas were in the hot section, but that the fix lay in the cold section — the compressor," Kind said. "The heart and soul of SLEP is the more efficient compressor and so we spent lots of time on that. But almost all the benefits come out of the hot section."

Other technology redesigns included the use of advanced, more durable materials in the hot section — again, borrowed from commercial jet technology.

ENDURANCE TEST

During an accelerated mission test (AMT), GE packed the equivalent of five or six years' operation in a typical Air Force F-16 into five or six months in a ground-based test cell. GE fed operational F-16 data from the Air Force into the test profile, running the engine



constantly until it had crammed in the equivalent of 1,300 sorties, 1,148 running hours and 8,253 afterburner light-offs. This added up to 4,639 total accumulated cycles. At the end of the test, not one item needed repair.

Air Force Col. Judy Kautz, commander of the 448th Hawk Propulsion Sustainment Group, said: "The Air Force expects the F110 SLEP modification to improve critical safety issues and hardware durability in order to extend the engine life to 2025. The results of the modification will double average time-on-wing, reduce maintenance man hours by eliminating special inspections, and save labor installation costs. These benefits will improve engine serviceable spare levels, thus improving Air Force readiness."

The first production SLEP engines will enter service by January 2006. The company has also started similar SLEP programs for the engines that power the B-2 and B-1 bombers and U-2 reconnaissance aircraft and says it is in talks with its many international F110 customers.

Faced with the same dilemma of how to extend its fighter jet engines for the Air Force's F-16 and F-15 fleets way past what was originally envisioned, rival engine manufacturer Pratt & Whitney is embarked on similar life-extension programs, but is taking a different approach. About 3,000 Pratt & Whitney F100 engines are

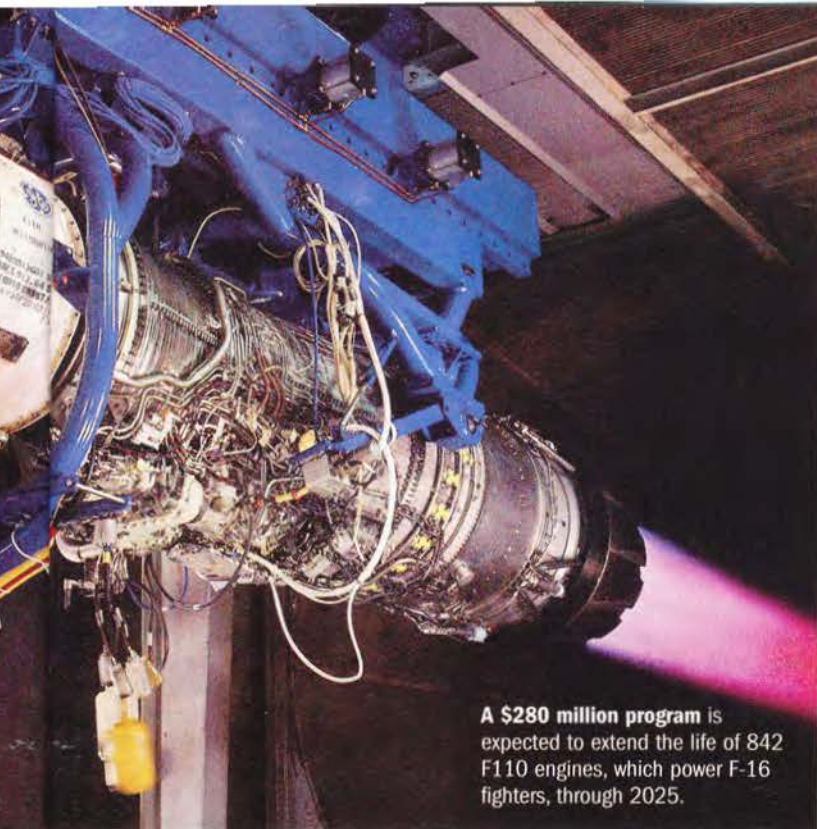
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A \$280 million program is expected to extend the life of 842 F110 engines, which power F-16 fighters, through 2025.

GENERAL ELECTRIC

in Air Force service. The F100 was designed to operate for approximately 14 years and more than 8,000 engine cycles, assuming a major midlife overhaul at 4,000 cycles. But with the schedule slips and number reductions of planned new aircraft types such as the F-35 Joint Strike Fighter and F/A-22, the Air Force must plan on keeping its F-16s and F-15s longer.

Bob Ault, Pratt & Whitney F100 engine life management plan (ELMP), said the Air Force has elected to extend the life of its F100s by up to three times their original cycle life. In some cases, engines will be required to go through five rather than two major depot intervals as they clock up to 24,000 cycles instead of 8,000.

Engineers at the Hartford, Conn.-based company therefore set about creating a program that would ensure the engine retains its high standards of safety, reliability and efficiency over a longer lifetime. "This ELMP is a comprehensive plan that outlines everything that needs to be done to reliably extend the life of the program and the Air Force wants to do that in the most economical fashion possible, reducing costs if they can," Ault said.

ELMP is an umbrella program under which a number of specific plans target certain areas. The aging engine plan, for example, will replace several F100 structural casings, including the inlet and

turbine exhaust cases, as engines come in for regular maintenance overhauls. It will also instigate more rigorous inspections of some parts so that any maintenance work can be proactive.

"We have already decided what hardware we will replace and what inspections we will tighten up to ensure we maintain the pedigree of those parts," Ault said. The aging engine plan will begin next year and continue through 2012-2014, allowing the Air Force to keep flying the engines out as long as 2040 if necessary.

Another element of ELMP is reliability centered management, which again takes a proactive approach to engine maintenance. "This is something the Air Force embraced four or five years ago and is now doing it much more vigorously," Ault said. If a maintenance problem is spotted or a fix is needed before it was scheduled, a long-term solution is selected because it is likely to save time and money later.

Far more accurate and detailed inspections, based on advanced modeling and measurement techniques not available when the F100 first entered service, are also enabling engineers to identify those parts that are sound and can safely go beyond their original 8,000 cycle lifetime. At an average cost of \$100,000 per part, being able to use rather than throw away a good part can lead to major cost savings.

Special ops aircrews get new night-vision goggles

Air Force Special Operations Forces have started taking delivery of Panoramic Night Vision Goggles (PNVGs).

The goggles, developed by Insight Technology of Londonderry, N.H., will more than double pilots' field of view from 40 degrees to 95 degrees by using four smaller, 16mm image intensifier tubes instead of two 18mm tubes.

Combat Systems Squadron at Wright-Patterson Air Force Base, Ohio, has a contract for 400 PNVGs and plans to deliver about 20 systems a month to the field. Initial systems will go to air crews of special operations units flying AC-130 and MC-130 aircraft. Air Combat Command A-10 and Air Mobility Command C-17 aircrews are also scheduled to receive the goggles.

An auto-gating feature that

operates independently on each of the tubes also protects from visual degradation if they encounter flares or bright light, preventing halo effects.

Lt. Col. Terrence Leary, Combat Systems Squadron commander, said the PNVGs represented an evolutionary growth in night combat capability. "They improve the aircrew's overall situational awareness and safety by more than doubling the current field of view. This will allow the aircrew to perform near daytime tactics at night, reducing their time in the threat envelope and improving their targeting and tracking capabilities," Leary said.

Later versions of the PNVG will be integrated with the Joint Helmet Mounted Cueing System and should be in the field in two or three years.



INSIGHT TECHNOLOGY

Panoramic Night Vision Goggles will give pilots a 95-degree field of view — more than double the current 40 degrees.



BOEING

Boeing's Virtual Warfare Center includes networked fighter cockpit simulators that can be linked to simulators in remote locations.

Boeing battle lab broadens scope

A battlefield test and simulation laboratory has undergone a \$25 million revamp to broaden the way war fighters explore joint fighting in a network-centric environment.

Boeing opened its Virtual Warfare Center (VWC) in St. Louis in May. The company-funded center expands and replicates a government facility operated at the St. Louis site for 15 years and was used by military customers to test and develop tactics in a simulated battle arena.

The VWC gives Boeing the capability to develop and test weapon systems in the same way, immersing them in realistic virtual battle scenarios with thousands of air and ground targets, multiple threats and various communication networks. Sensitive government work will continue in an upstairs section of the VWC, to which access is highly restricted. Boeing, meanwhile, will use an almost identical facility downstairs

for its test and development work, including military customers and industry partners.

Boeing Integrated Defense Systems president and CEO Jim Albaugh said the VWC creates one of the most complex testing environments outside actual warfare.

"We stress the systems in the lab so the weapons and capabilities deployed with our soldiers, sailors and airmen give them a decisive edge in combat," he said. "We can take new threats and apply different approaches to address those threats and apply the power of information."

There are rooms with operator simulators for the E-3 Airborne Warning and Control System, plus Aegis, Patriot and other air-defense systems. Six cockpit simulators reconfigurable to represent F-15, F/A-18 and F/A-22 aircraft can be linked via Boeing LabNet high-bandwidth network to other simulators in remote locations.

Threatened JCM demonstrates anti-reactive-armor capability

Recent tests verified the ability of the Joint Common Missile (JCM) to defeat explosive reactive armor, Lockheed Martin said in a May 9 news release, even as the program struggles to stay alive.

JCM is the single, next-generation replacement for Hellfire, Longbow and TOW air-to-ground missiles in use on Army and Marine Corps attack helicopters as well as the Maverick missile on Navy F/A-18 fighters.

In December, senior Pentagon officials ordered the Army-led, low-risk \$5.5 billion JCM program terminated after this fiscal year. The first of up to 54,000 JCMs was to reach the field in 2010. The United Kingdom also is participating in the program and has contributed about \$18 million to date.

Following three years of JCM development by a Boeing-Northrop Grumman team, Lockheed Martin-Orlando and Raytheon, Lockheed Martin won the system design and development contract in May 2004. That began with a 14-month risk-reduction phase to be followed by a 36-month testing and integration phase to ready the missile for production. An Army analysis of alternatives conducted before the contract award found JCM to be critical to meeting future capability gaps. Unless the program is funded by Congress or saved by the Joint Staff, it will come to an end later this year and likely will have to be restarted and recompleted.

The recent tests included verification of the ability of the tandem-shaped charge to penetrate advanced armor, as well as the warhead's blast fragmentation capability to defeat "soft" targets, such as ships, buildings, light armored vehicles and personnel. General Dynamics Ordnance and Tactical Systems, a business unit of General Dynamics, supplies the JCM warhead.

"Testing showed the capability of JCM to defeat explosive reactive armor at worst-case engagement angles, and main charge unitary testing and tandem testing showed its capability to penetrate the most advanced hull armor," said Steve Bamoske, JCM program director at Lockheed Martin. "The arena tests

collected fragmentation and other data that conclusively proved that JCM meets all lethality criteria and will incapacitate any threat against which it is directed."

Earlier tests confirmed the ability of the main warhead to penetrate a brick-over-brick tactical target, as well as the durability and timing of the time-delay fuze that detonates the main warhead inside the target, ensuring target destruction and reducing the risk of collateral damage. The JCM fuze is developed by PerkinElmer Optoelectronics of Miamisburg, Ohio.

JCM's range, longer than Hellfire's, is 8.6 nautical miles (16 kilometers) when launched from helicopters and 15.1 nautical miles from fighter aircraft. The missile is almost identical in size to Hellfire and able to use the same launchers.

Parts shipment marks first tagged delivery

A shipment of Boeing F-15 parts has transmitted data electronically through the Defense Department's e-commerce system using radio frequency identification (RFID) technology.

Boeing said this made it the first defense contractor to support the Pentagon initiative, Wide Area Workflow, that uses RFID to better track and manage parts and supplies.

Similar to commercial barcode technology, RFID allows information exchange between an object and a machine, but it does not require line-of-sight communication and data can be read through a human body, clothing and nonmetallic materials. A microchip with an antenna tags the shipment's packaging and the tag receives radio waves from local antennas operating in the same frequency range. Data can be instantly transmitted and downloaded to the receiving system.

LOOKING BACK

Excerpts from early editions of *Armed Forces Journal*.



ARMY NAVY JOURNAL

FIRST PUBLISHED NEW YORK, AUGUST 29, 1863

B-29s SET NEW RECORDS

Two record-making flights have been made recently in Guam and three other flights will be made in an attempt to set further records.

Flying General James H. Doolittle's Superfortress "Challenger," Capt. Arthur H. Pearson, Eighth Air Force, established the initial record 8 May when he flew the B-29 to an altitude of 39,360 feet with a 22,000-pound bomb load.

Two days later Col. Beverly H. Warren of PACUSA piloted the same aircraft to an altitude of 37,400 feet with a bomb load of approximately 34,000 pounds, establishing a new record in that weight class.

June 1, 1946

WEATHER CONTROL

The first step in influencing the weather by rational, human intervention will soon be taken by the Navy Office of Research and Inventions, it was announced recently.

Research sponsored by ORI at Princeton University ... will make possible entirely new methods of weather forecasting by calculation so that a completely calculated forecast for the entire northern hemisphere should take approximately two hours a day for preparation.

June 8, 1946

GUAM — MAJOR NAVAL BASE

The House Naval Committee heard testimony from Vice Adm. F.P. Sherman, Deputy Chief of Naval Operations, that in the planned developing of the Marianas into the major naval operating base in the Pacific, Guam will be temporarily implemented for a regiment of United States Marines, and that as fast as Congress provided the necessary appropriations, facilities will be installed for a division of Marines.

June 8, 1946

NEW PROTECTIVE CLOTHING

The development by the Army of a protective cloth that "will stop a

bullet" was disclosed this week by General Jacob L. Devers, commanding general of the Army Ground Forces. General Devers predicted that the new material would prevent many casualties, especially those caused by glancing shell fragments.

June 15, 1946

ATOM TEST AUTHORIZATION

The Senate amended H.J. Res. 305 this week to limit to 33 the number of United States combat vessels in the atomic bomb tests scheduled to begin 1 July in Bikini atoll. The House previously had voted to authorize the destruction of 97 vessels of all classes, but is expected to concur in the Senate limitation. Vice Admiral W.H.P. Blandy announced not long ago that the target fleet would be reduced to 77 ships, of which only 33 would be of the battleship, cruiser, carrier, destroyer or submarine classes.

June 22, 1946

ENEMY SUBMARINE LOSSES

In listing the 996 enemy submarines destroyed by Allied forces during the war, the Navy gave a graphic description of the weapons most effective in hunting down and destroying the undersea raiders. Official tabulation of the Navy's summary shows that of the total, 781 subs were German, 130 Japanese and 85 Italian.

Warships accounted for 264 subs destroyed and land-based planes were credited with 326½, of which 63 were destroyed in U-boat pens. Broken down into United States forces alone, Army land-based planes destroyed 11½ subs at sea and 42 in U-boat pens, while Navy carrier planes sank 29 and Navy land-based planes sank 39.

The Royal Air Force sank 197 submarines in the open sea, 21 in pens and 16 by aerial mines, for a total of 234. The Royal Navy is credited with 208½ sinkings.

June 29, 1946

LOOKING AHEAD

JULY

Military space programs — key enablers of many earthbound military activities — top this month's list of feature articles. Our coverage also will include an examination of the latest developments in shipboard defense systems and an assessment of where innovations are taking us in the rapidly evolving realm of tactical communications.

AUGUST

Maritime surveillance programs lead off this month's coverage. Next, we'll delve into the realm of net-centric operations, examining how well ongoing initiatives are being integrated as parts of an ambitious Pentagon-directed effort. Coverage will also include an examination of some of the Air Force's most ambitious information technology programs. We'll wrap up the coverage with the first of two installments detailing results of the annual AFJ Shoot-out at Blackwater.

SEPTEMBER

In addition to wrapping up our Shootout coverage this month, we'll spotlight Air Force transformation activities. Other feature articles will delve into the state of the Army National Guard and examine evolving thought about expeditionary warfare. A special report about homeland defense rounds out this month's coverage.

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To the U.S. Army for covering up the fact that Army Ranger Pat Tillman was killed by so-called friendly fire. Early last month — just over a year after Tillman died in Afghanistan — we learned that senior service officials were aware just days after his death that he died in a hail of bullets fired by other U.S. troops. Even though Army brass knew that negligence directly contributed to Tillman's death, they withheld this information until after the football player-turned-soldier's funeral. Further, an Army report about Tillman's death indicates that service officials destroyed evidence related to the incident and intentionally withheld the truth about Tillman's death from his soldier brother, who was also serving in Afghanistan.



To the Pentagon's contract overseers for attempting to clarify the respective duties and responsibilities of civilian contractors and military commanders in war zones. This year's commemoration of D-Day activities on June 6 coincides with the effective date for the new regulations. To a large degree, the new rules simply put the stamp of officialdom on practices and relationships that already have taken root in Iraq, Afghanistan and elsewhere. For example, with the approval of the combatant commander, civilian contractor employees can carry government-issued or privately owned weapons. By the same token, they can wear uniforms that are similar in appearance to those worn by U.S. forces as long as the combatant commander approves. Not surprisingly, some industry officials were quick to criticize the rules as being too restrictive, and some lawmakers labeled them as being too vague. That's balance, of sorts, and is probably the best reaction for which the new regulation's framers could hope.

To outgoing Joint Chiefs Chairman Gen. Richard Myers for not owning up to the reality of what the war on terrorism is doing to the U.S. military. In his annual risk assessment to Congress, delivered in early May, Myers missed a golden opportunity to detail just how severely the war is taxing combat ground forces and affecting the recruiting efforts needed to fill their ranks, according to military officials familiar with the document's contents. While the classified document concedes that the wars in Iraq and Afghanistan are taking a toll on the military's ability to simultaneously and effectively conduct another major action somewhere else, it concludes that the resources necessary to prevail are available. Certainly, U.S. missiles and airpower could blast any foe back to the Stone Age but, as we've seen in Iraq and Afghanistan, it takes boots on the ground to prevail. And Myers knows that too many of those boots are marching out of combat units.



STRAY VOLTAGE

Dodging the draft

As Defense Secretary Donald Rumsfeld testified before the Senate Appropriations Defense Subcommittee on

April 27, Sen. Daniel Inouye (D-Hawaii) said, "For the first time in many years, the Army and Marine Corps are not meeting their recruiting targets. There are some who are already discussing the draft."

In his inimitable style, Rumsfeld later responded, "I think the only people who could conceivably be talking about a draft are people who are speaking from pinnacles of near-perfect ignorance."

NONWORD OF THE MONTH AWARD

"They read a ... story ... that says there's going to be **weaponization of space."**

— DEFENSE SECRETARY DONALD RUMSFELD

Little did we know that this vintage Rumsfeld quote, from a May 2001 interview with the American Forces Information Service, was an early indication of the secretary's determination to enshrine one of his favorite verbized nouns in the contemporary lexicon. During the ensuing years, in countless interviews, press conferences and appearances on Capitol Hill, the SecDef adroitly interspersed his otherwise well-reasoned

comments with derivatives of weaponize. His influence being what it is, he is undoubtedly largely responsible for the nonword's proliferation (see this month's cover story) and acceptance beyond the realms of space and unmanned aerial vehicles into medical parlance: "Weaponized anthrax" now ranks right up there with Hellfire-carrying "weaponized Predators" and the "weaponization of space."

The Battlefield has been Transformed.

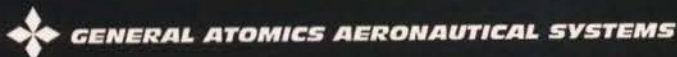


COMBAT DEPLOYED

Army I-GNAT

Another family member joins Predator and Predator B fighting the war on terrorism.

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NRN

July 7, 2005

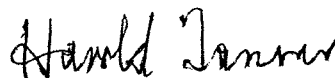
The Honorable George W. Bush
President of the United States
The White House
Washington, DC 20500

Dear President Bush:

Thank you very much for your kind note of congratulations on my election as Chairman of the Conference of Presidents of Major Jewish Organizations.

The Conference values our relationships with you and your administration. Your steadfast support of Israel is appreciated. These are challenging times for that tiny democratic country, and the leadership of you and the United States is essential. I would like to have the opportunity to meet with you sometime early in my chairmanship with Malcolm Hoenlein, our Executive Director and other leaders of the Conference. Obviously, we hope you will call on us if there is anything we can do to help the relationship between the United States and Israel or any way we can help your administration.

Very sincerely,



Harold Tanner

HT:as

June 16, 2005

Mr. Harold Tanner
New York, New York

Dear Harold:

Congratulations on being named Chairman of the Conference of Presidents of Major American Jewish Organizations.

The true strength of America lies in the hearts and souls of our citizens. As you assume your new responsibilities, you have the opportunity to touch many lives by leading with integrity and helping those in need. Your efforts can make our world a better place and demonstrate the great compassion and decency of our Nation.

Laura and I send our best wishes.

Sincerely,

George W. Bush

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SENT TO:
Mr. Harold Tanner
President
Tanner and Company
30th Floor
950 Third Avenue
New York, New York 10022





Dear President Bush,

April 28, 2005

This has been a great year. I turned 16 and enlisted in the United States Marine Corps (I am proud to have you as my Commander in Chief).

Also, I voted for you in the recent election and was happy to see you win. Since you have been a great influence in my life, I decided to take you to my senior high school prom. Having a class of eight students (four of them being ladies) my chances for a date were slim. Although you couldn't keep up with the dances, you were a great hit for pictures. Many of my peers and their parents enjoyed your company, and had their pictures taken with you. I thought you might like to see what a good time you had so here are a couple of pictures for you.

Sincerely,

(b)(3) 10 USC 130b

7/27
NRN
per Brett

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from Frank's office
(R, AZ)

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Dear President Bush,

July 6, 2005

*There couldn't be a better time to send this prayer to you
Than on this special day when another Birthday's due.*

*So may your heart be carefree and your happiness sky-high
Because that is what is prayed for as your Birthday hours go by:*

*God bless you on your Birthday!
With prayers and best wishes,
Bill + MaryAnn Quarles*

NRN

—

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COURTHOUSE
MORGANTOWN, WEST VIRGINIA 26505

Robert "Bob" Bell, Commissioner
Asel Kennedy, Commissioner
John W. Pyles, Commissioner

Telephone: 304 291-7257



July 6, 2005

The Honorable George W. Bush
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20510

Dear President Bush:

On behalf of the Monongalia County Commission, I am writing to express our sincere appreciation and thanks for your recent visit to Morgantown on the 4th of July.

Your presence was uplifting to the citizens of the community. We were all indeed honored that you chose Morgantown as the location for your Independence Day remarks. Your visit sparked a patriotic feeling throughout the area that continued long into the evening ending with a grand display of fireworks commemorating our freedom.

I have enclosed a copy of the Dominion Post for your review. Media coverage was excellent for those who were unable to attend.

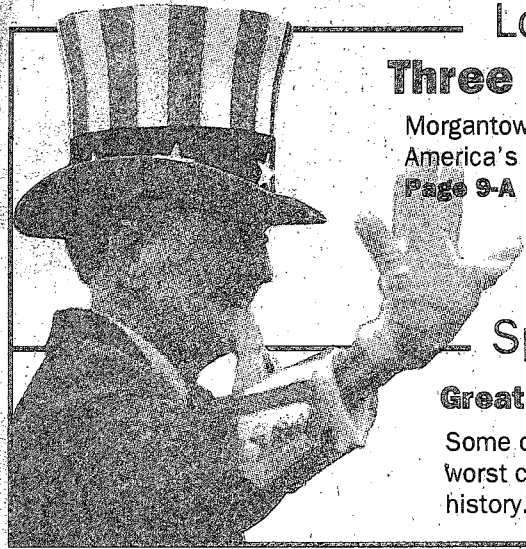
Once again, we are hopeful that you enjoyed your trip to Morgantown in Monongalia County and we look forward to your return. It was our pleasure to have hosted you on this auspicious occasion.

For the Commission,

A handwritten signature in cursive script, reading "Diane DeMedici".

Diane F. DeMedici
County Administrator
Monongalia County Commission

Enclosure



Local

Three cheers

Morgantown celebrates America's independence. **Page 9-A**

Sports

Great calls

Some of the best, and worst calls in sports history. **Page 1-B**

THE DOMINION POST

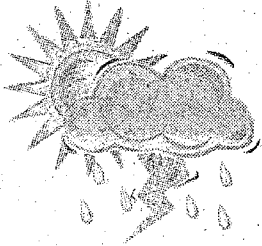
Morgantown, West Virginia T

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TUESDAY

July 5, 2005

TODAY'S WEATHER



Periods of sun.

High

Low

82

64

Your complete forecast **Page 12-A**

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- HART, Lloyd Lee
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- SOUCH, Andy
- STRAHIN, Joseph Lee

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Welcome



President visits city on

BY ERIC BOWEN
The Dominion Post

With the birthplace of WVU as a back-



Taking flight
Work progresses on runway expansion. **Page 9-A**

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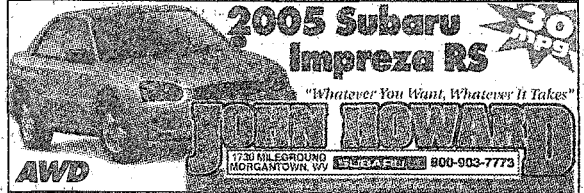
Price per gallon, Reg. Unleaded

Price per gallon, Reg. Unleaded

BFS - Westover • One Stop Exxon
BFS - Millground • Sunoco Millground
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Gasoline price data derived from random survey of 20 Morgantown area gasoline stations Friday.



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Come, Mr. Bush



President George W. Bush waves to citizens assembled at WVU's Woodburn Circle on Monday morning. Bush chose Morgantown for his July 4 appearance. Police estimated the crowd at about 4,000, all enduring the hot summer sun to see the president in person. A few hundred protesters waited outside the secured area, carrying signs and shouting messages to people who attended the event. We give full coverage to the event on this page and **Pages 4A-7A, and 10B.**

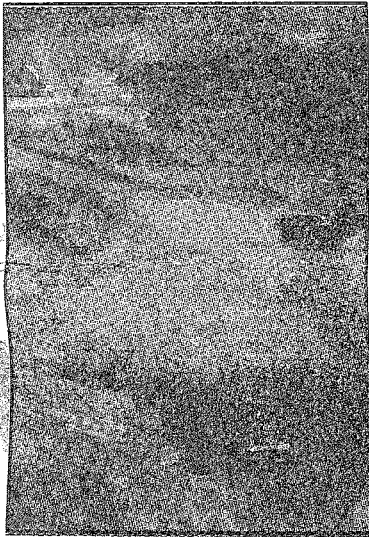
Bob Gay/The Dominion Post

visits city on Independence Day

West Virginia and tell them how much we love them.'"
Bush's appearance in Morgantown was

LONGFELLOW, Donald D. Sr.
 MADDOCKS, John Walter
 MINNEY, Cray W.
 OLIVITO, Hazel Dell Arnett
 SOUCH, Andy
 STRAHIN, Joseph Lee

Page 11-A



Taking flight
 Work progresses
 on runway expansion.
 Page 9-A

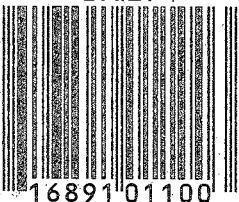
Ethanol power
 57 Caddy runs
 on grain gas.
 Page 9-A

**Seen the
 bridge?**
 Today's
 column is on
 Page 9-B

INSIDE

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President visits city on

BY ERIC BOWEN
 The Dominion Post

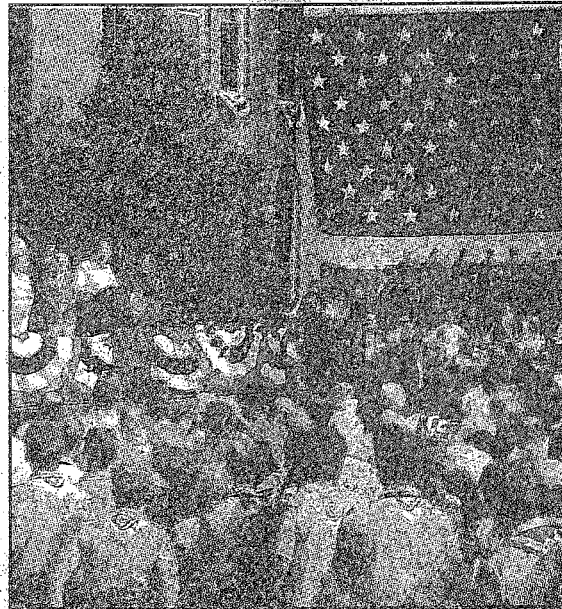
With the birthplace of WVU as a backdrop, President George W. Bush commemorated the founding of the United States on Monday by celebrating freedom, and the soldiers who defend it.

Bush spoke about the importance of remembering the hard work that brought about the nation's independence from Britain. He said that the soldiers in Iraq are continuing that fight for freedom abroad.

"As we celebrate the Fourth of July, we rededicate ourselves to the ideals that inspired our founders," Bush said. "We know that the freedom we defend is meant for all men and women, and for all times. And we know that when work is hard, the proper response is not retreat, it is courage."

Bush spoke for about 20 minutes in his Fourth of July address to a gathering that filled Woodburn Circle, where the first three buildings of the campus still stand. The crowd, which police estimated at about 4,000, at times interrupted Bush's speech with cheers and applause, especially when he was speaking about supporting the military.

Bush defended the war in Iraq as the best



The crowd listens as the president speaks.

policy for defending the United States and fighting terrorism. He promised that once Iraqi soldiers can defend their own country, he would bring American troops home.

Bush also praised West Virginia for its

Car bomb kills 2 in Baghdad

Egypt's top envoy remains missing

Associated Press

BAGHDAD, Iraq — A car bomb in Baghdad killed two civilians Monday, police said, a day after Egypt's top envoy to Iraq was reported kidnapped in an apparent bid to dissuade Cairo from strengthening ties to the U.S.-backed government.

The car bomb was parked on a street in the capital's western area and was detonated by remote control, police said. Elsewhere, four gunmen killed a senior member of the Kurdish Democratic Party's Mosul branch, a party spokesman

said. Jirjis Mohammed Amin was shot inside his sister's home in the northern city.

A second attack by gunmen in Mosul killed a bodyguard of the provincial Nineveh governor, police said. Mosul, 225 miles northwest of Baghdad, is the country's third-largest city and considered an insurgent stronghold.

On Sunday, officials and witnesses said Egyptian diplomat Ihab al-Sherif, 51, chief of his country's diplomatic mission in Baghdad, had been kidnapped. Witnesses said he was seized Saturday night by about eight gunmen after he stopped to buy a newspaper in western Baghdad.

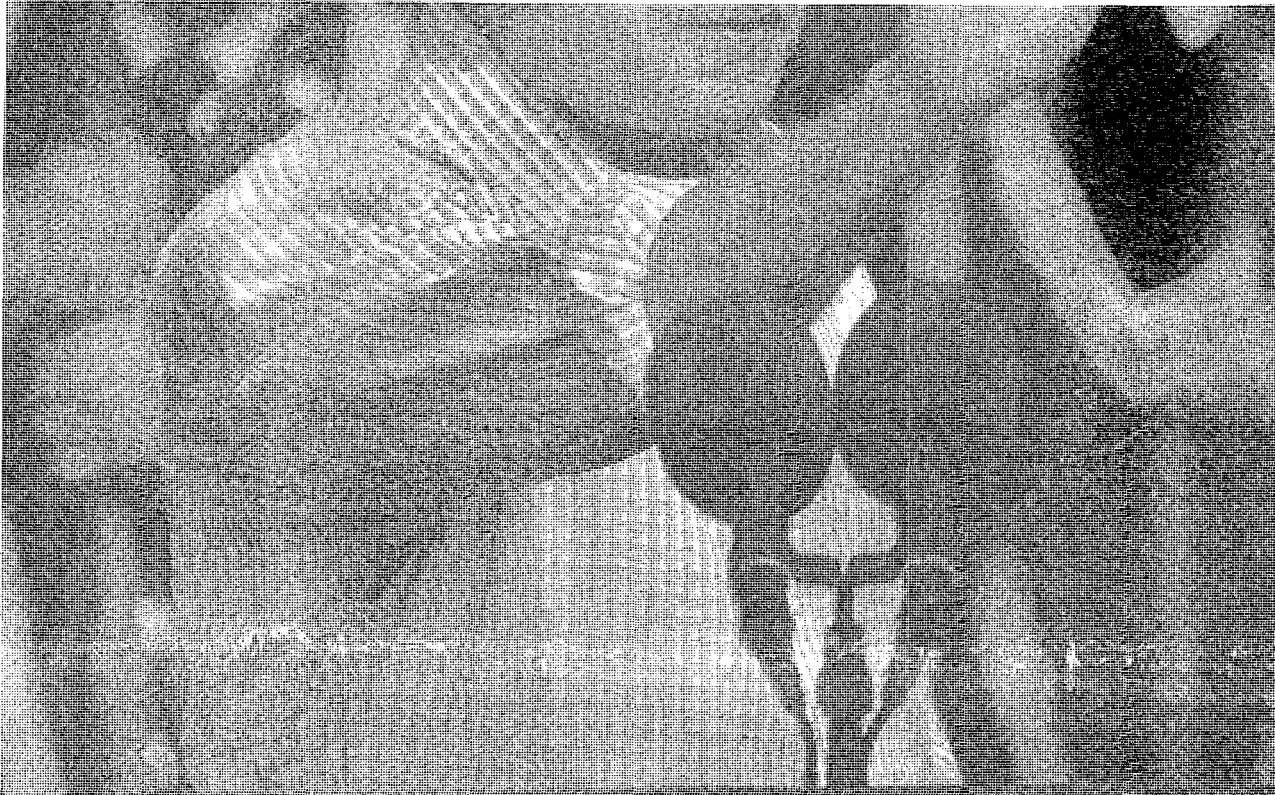
Al-Sherif, who had been in the country since June 1, was pistol-

whipped and forced into the back of a car as the assailants that he was an "American witness said, speaking in a condition of anonymity because they feared retri-

The abduction occurred before Attorney General Gonzales paid a surprise visit to Iraq on Sunday, praising the country's commitment to democracy despite several deadly attacks by insurgents.

He told U.S. troops that their mission in Iraq is very important to the security of our country and the promotion of freedom around the world is so much at stake here

few hundred protesters waited outside the secured area, carrying signs and shouting messages to people who attended the event. We give full coverage to the event on this page and Pages 4A-7A, and 10B.



Sub by the Dominion Post

visits city on Independence Day



Jason DeProspero/The Dominion Post

The crowd listens as the president speaks.

West Virginia and tell them how much we love them."

Bush's appearance in Morgantown was only the fourth for a sitting president in the past century. It's his third Fourth of July speech in West Virginia in the past five years. The last president at WVU was William Taft in 1911. Presidents Franklin D. Roosevelt and Lyndon B. Johnson also visited the area while they were in office.

Morgantown Mayor Ron Justice was one of a group of dignitaries on stage with Bush. Justice said sharing the stage with the president and shaking his hand was a once-in-a-lifetime opportunity.

Justice said having Bush come to Morgantown was a great honor and helped raise the profile of the community. Everyone at the city worked hard to make sure Bush's arrival in Morgantown went smoothly.

"I think Morgantown gave him a very warm welcome," Justice said. "There are going to be diverse opinions in any community you go to. But that's what freedom's all about, being able to say what you believe. I think the reception here in the crowd was very warm, and I think he enjoyed his stay here."

SEE BUSH, 2A

policy for defending the United States and fighting terrorism. He promised that once Iraqi soldiers can defend their own country, he would bring American troops home. Bush also praised West Virginia for its

beauty and said he appreciated the hard-working, patriotic people who call the Mountain State home. "I bring greetings from first lady Laura Bush," he said. "She said, 'You go over to

lls 2 in Baghdad

Mohammed Amin was le his sister's home in ern city. nd attack by gunmen in led a bodyguard of the al Nineveh governor, Mosul, 225 miles north- ghdad, is the country's est city and considered ent stronghold. nday, officials and wit- l Egyptian diplomat Ihab 51, chief of his country's mission in Baghdad, had apped. Witnesses said he Saturday night by about men after he stopped to rif, who had been in the ince June 1, was pistol-

whipped and forced into the trunk of a car as the assailants shouted that he was an "American spy," the witnesses said, speaking on condition of anonymity Sunday because they feared reprisals. The abduction occurred hours before Attorney General Alberto Gonzales paid a surprise one-day visit to Iraq on Sunday, where he praised the country's commitment to democracy despite sustained and deadly attacks by insurgents. He told U.S. troops and diplomats at the American Embassy that their mission in Iraq "is so very important to the security of our country and the promotion of freedom around the world. There is so much at stake here."

World's ugliest dog crowned

Associated Press

SANTA BARBARA, Calif. — The owners of the other contestants in this year's World's Ugliest Dog Contest may have thought their pooches had a chance — until they saw Sam.

The 14-year-old pedigreed Chinese crested recently won the Sonoma-Marín Fair contest for the third consecutive time, and it's no surprise.

He's so ugly even the judges recoiled when he was placed on the judging table, said proud owner, Susie Lockheed, of Santa Barbara.

"People are always horrified when I kiss him. He may turn



AP Photo

Sam, the world's ugliest dog, into a prince yet. He's definitely a toad," she said. "I always thought he'd be great on greeting cards or on a commercial for Rogaine."

s collapse.
er, who rep-
UCC's more
said it's pos-
at St. Paul
ist in Cibolo,
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ee us stay in
network for
Becker. "How-

Church of Christ
support for gays and lesbians. It is
distinct from the more conserva-
tive Churches of Christ, which has
some 2 million members in the U.S.
The UCC was criticized last year
for its television advertising cam-
paign featuring a gay couple, among
others, being excluded from a church.
CBS and NBC rejected the 30-sec-
ond ads.

young children, especially children
younger than age 2 years," the edi-
torial said.
Previous research has linked

kins' Bloomberg School of Public
Health and Dr. Thomas Robinson of
Stanford University.

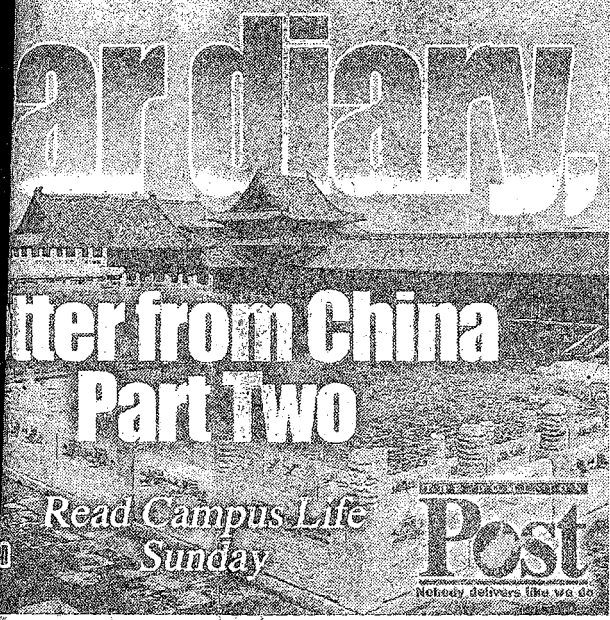
LOTTERIES

(afternoon)
Pick 3: 3-2-0
Pick 4: 4-8-0-5

17-18-19-24

PENNSYLVANIA
(evening)
Daily Number: 5-2-8
Big 4: 6-8-1-5
Cash 5: 13-19-28-30-33

(afternoon)
Daily Number: 2-5-1
Big 4: 4-7-6-2



Indian

Letter from China Part Two

Read Campus Life Sunday

Post

BUSH

FROM PAGE 1-A

Nevin. He said the university com-
munity had an outpouring of sup-
port to set up the event and help
secure the grounds.
Nevin said having Bush at
WVU would also be good publici-
ty for the university.
"For President Bush to choose
our state, our city, our campus,
it's wonderful," Nevin said. "You
can't pay for that kind of national
exposure."
Several members of the crowd
listening to Bush said they liked
what they heard from the presi-
dent.
Donna Kolanko of Morgan-
town said Bush stands firm on
principles and values. She said
that she appreciates his focus on
religion, and defending the coun-
try.
Jeff Emerson of Morgantown
got up at 6 a.m. to get a good spot
near the front of the crowd. He
said he has been a supporter of
Bush's since his first run for
office, and he had always wanted
to see the president speak.
"I believe in everything he
stands for — his values, his lead-
ership," Emerson said.
Larry Goff managed to get close
enough to the podium to shake
Bush's hand when the president
came down to meet the crowd. He
said the speech was very nice and
he was glad to spend the Fourth of
July celebrating in this way.
"It was very inspiring... to get
close to a great man like that," he
said.

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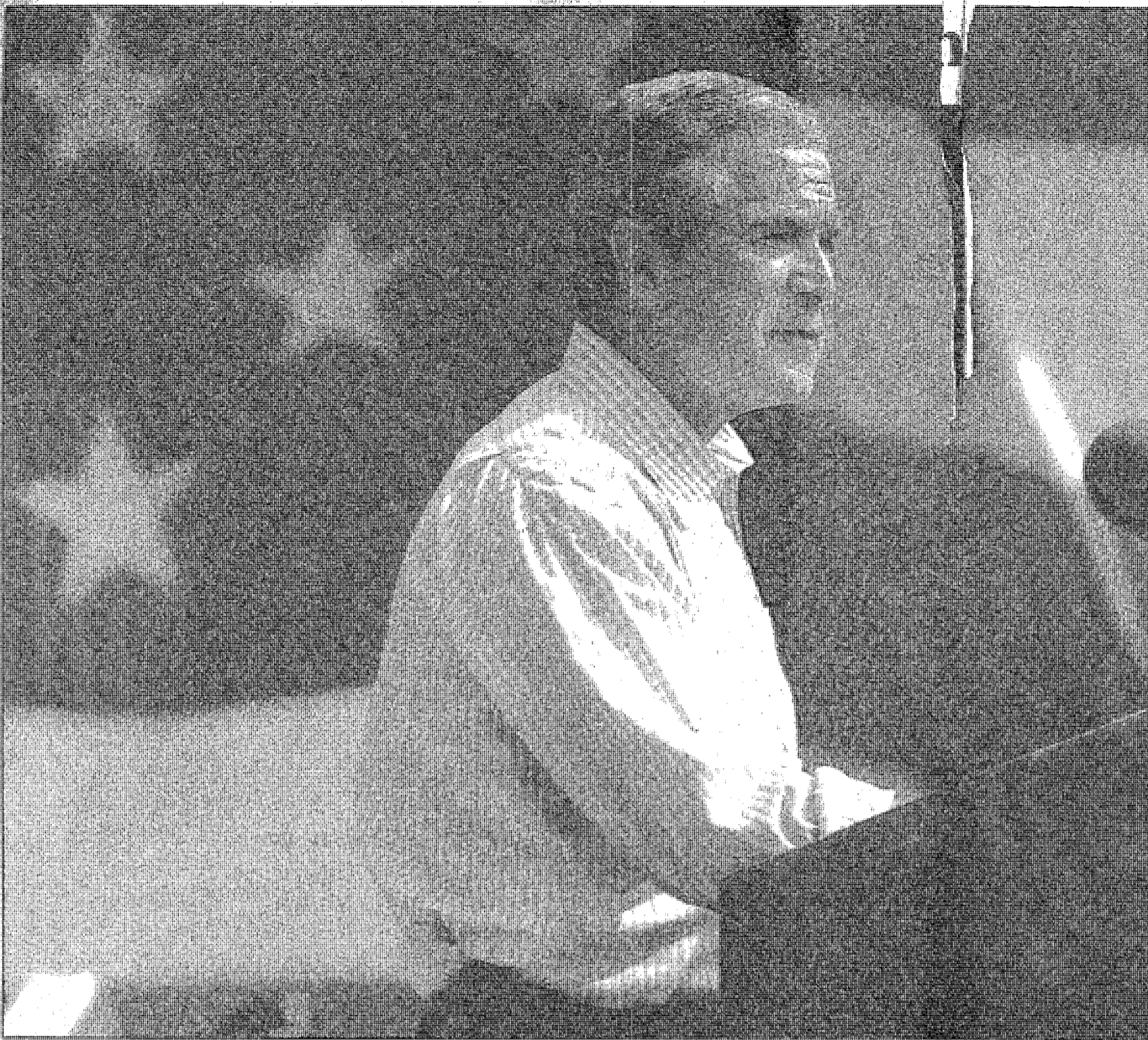
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[THE DOMINION POST JULY 5, 2005]



“ I love our country. I love our president. I love liberty and goodness, and I think he embodies those things.”

Martha Triu

Bush spends ho

BY GRANT SMITH
The Dominion Post

It doesn't happen every day, seldom, really. When a sitting president comes to speak in your neck of the woods, it tends to draw people out of their homes — even on a holiday.

“I've never seen a president live before,” said Dale Weaver of Morgantown. “No matter party affiliation,” he said, it's a “great experience to see the president of the greatest country in the world.”

Weaver went to Woodburn Circle on Monday morning, along with his former college roommate and his three daughters, to hear President George W. Bush deliver remarks on Independence Day.

Outside the Scenic area surrounding Woodburn Circle, several hundred protesters blocked University Avenue in front of Stewart Hall.

The protesters waved signs, shouted and stayed until the last of Bush's supporters left the area.

Past presidential visits

The Dominion Post

While, President George W. Bush's visit Monday has excited fans and riled detractors, it's not the first presidential visit in the area, and is normally not to be the last.

The Greater Morgantown convention and Visitors Bureau was delegated the task of distributing about 5,000 free tickets for the event.

The visitors bureau was so swamped with requests it stopped taking reservations Friday at about 12:45 p.m.

The Monday appearance wasn't Bush's first in the Mountain State.

Shortly before the 2000 general election, Bush stopped at

July 4, 2004, he traveled to Charleston, and he visited Ripley in 2002.

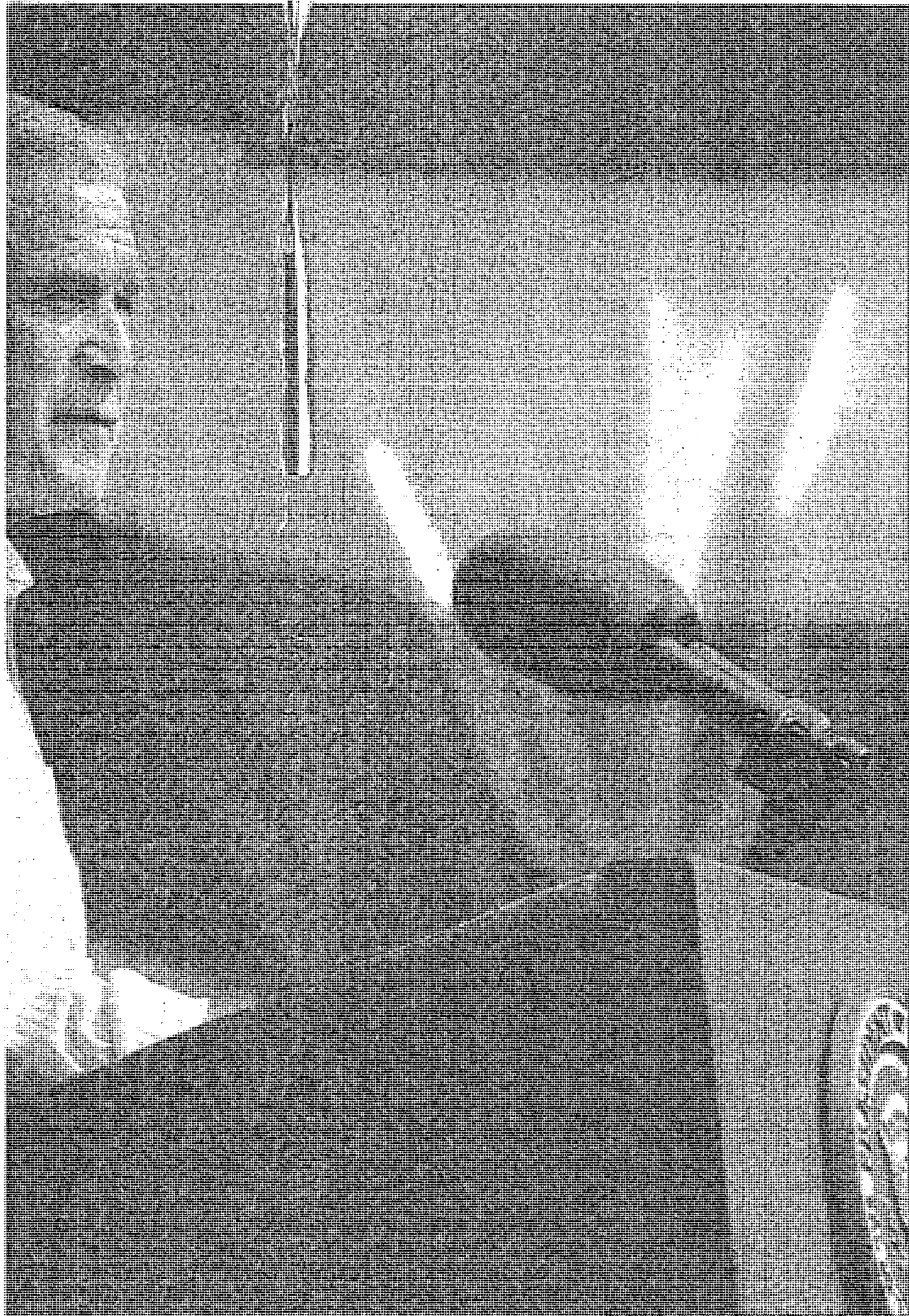
Former President William Howard Taft was the first sitting president to visit Morgantown for the inauguration of Thomas Edward Judd as W.Va. president on Nov. 3, 1911. He stood on the steps of Martin Hall, now far from where Bush spoke Monday.

Franklin D. Roosevelt and Lyndon B. Johnson also visited Morgantown while they were in office, and George H.W. Bush visited as vice president.

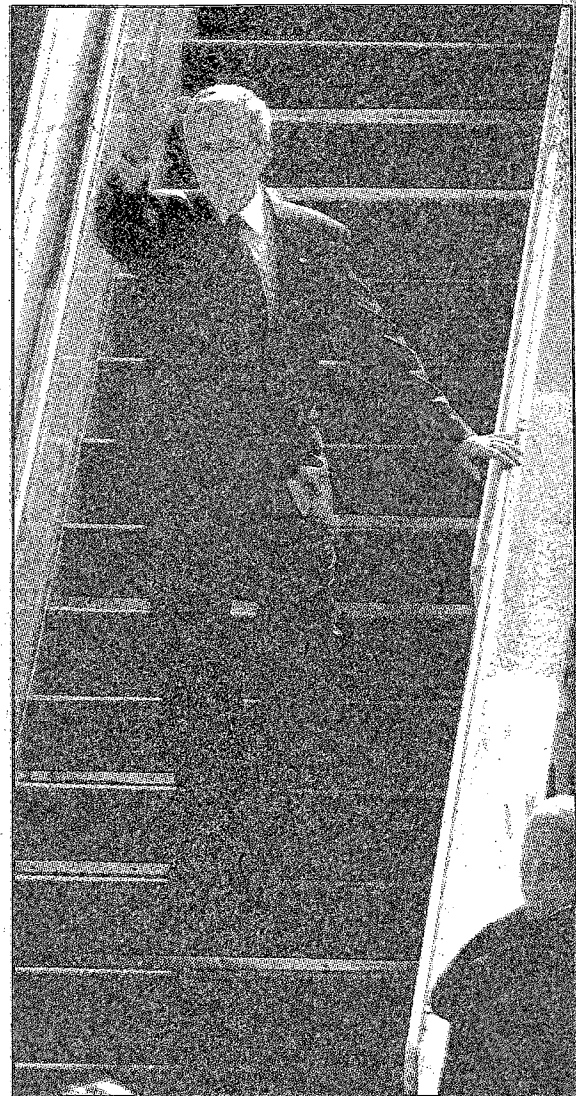
Former Vice President Al Gore, while campaigning for the presidency, made a quick



PRESIDENTIAL VISIT



Jason DeProspero/The Dominion Post



Ron Rittenhouse/The Dominion Post

President George W. Bush (left) delivers his Independence Day address in front of Woodburn Hall on Monday morning. Bush (above) steps down from Air Force One.

sh spends holiday in Morgantown

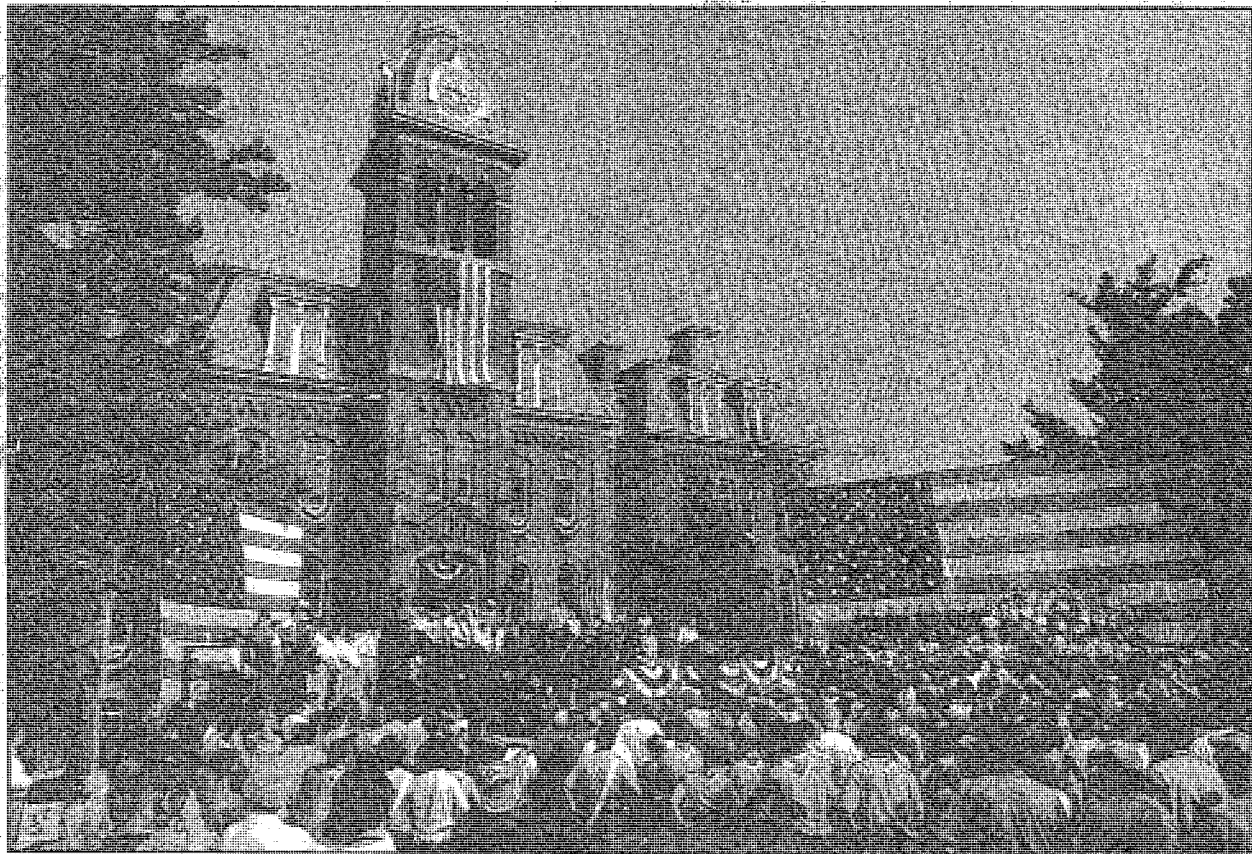
SMITH
Post

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Martha Tiu

77

Past presidential visits

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The visitors bureau was so swamped with requests it stopped taking reservations Friday at about 12:45 p.m.

The Monday appearance wasn't Bush's first in the Mountain State.

Shortly before the 2000 general election, Bush stopped at Morgantown High School for an election rally, and as president he's visited West Virginia twice on Independence Day. On

July 4, 2004, he traveled to Charleston, and he visited Ripley in 2002.

Former President William Howard Taft was the first sitting president to visit Morgantown, for the inauguration of Thomas Edward Hodges as WVU president, on Nov. 3, 1911. He stood on the steps of Martin Hall, not far from where Bush spoke Monday.

Franklin D. Roosevelt and Lyndon B. Johnson also visited Morgantown while they were in office, and George H.W. Bush visited as vice president.

Former Vice President Al Gore, while campaigning for the presidency, made a quick stop in Touchdown City and spoke to reporters at Hart Field, on his way to Nemaacolin Woods Resort in May 2000.

BY GRANT SMITH

The Dominion Post

It doesn't happen every day, seldom, really. When a sitting president comes to speak in your neck of the woods, it tends to draw people out of their homes — even on a holiday.

"I've never seen a president live before," said Dale Weaver, of Morgantown. "No matter party affiliation," he said, it's a "neat experience to see the president of the greatest country in the world."

Weaver went to Woodburn Circle on Monday morning, along with his former college roommate and his three daughters, to hear President George W. Bush deliver remarks on Independence Day.

Outside the secured area surrounding Woodburn Circle stood hundreds of protesters flanking University Avenue in front of Stewart Hall.

The protesters waved signs, shouted and stayed until the last of Bush's supporters left the area after his speech.

"This is what democracy looks like," they chanted, while waving signs criticizing the war in Iraq. One man carried a sign thanking Bush for killing his cousin.

Bush supporters rebuffed them with shouts of "four more years."

One remarked that the protesters were disrespectful, and that they had no idea what was happening.

Danielle Dandrea came from Uniontown, Pa., on Monday to hear the president speak.

"It was a good speech — inspiring," she said.

Bush spoke of times of war as times of "great sacrifice," and applauded the strength of American military families.

"Our troops have got to understand the American people support them all the way," he said.

Martha Tiu sacrificed sleep Monday when she left Wheeling at 6 a.m. to support Bush and her country.

"I love our country. I love our president," Tiu said. "I love liberty and goodness, and I think he embodies those things."

Tom Druge probably wouldn't agree. He joined a few early-morning protesters at the Monongalia County Courthouse Square who moved uptown to WVU.

"Mr. Bush isn't as welcome in West Virginia as they're making it out to be, with their scripted event and invited guests," he said.

Christine Spalla of Clarksburg seconded Druge's opinion.

"The lies he keeps telling, and people are dying because of it," she said. "Pretty soon we're not going to be in control of our own country any more."

Weaver applauded Bush's freedom-themed Independence Day



The crowd listens in W



Bob Gay/T

John Lozier wears I signs across his chest as he marches near the Square on Monday m

speech.

"Obviously, we're promote and enhance people around the world enjoy somewhat as a par to most other p Weaver said.

Heidi and Greg Dantown brought the Katelyn to see the pro day, out of a "sense o Greg said, and for the ter's sake. It's a "life he said.

Heidi said it was "get to see him in our town."

Speech-goers were University Avenue p Street, nearly as far :



Ron Rittenhouse/The Dominion Post

Chad Pitts (left) and Sherry O'Shell hold signs to protest Bush on the Mon County Courthouse Square early Monday morning.

Y SMITH

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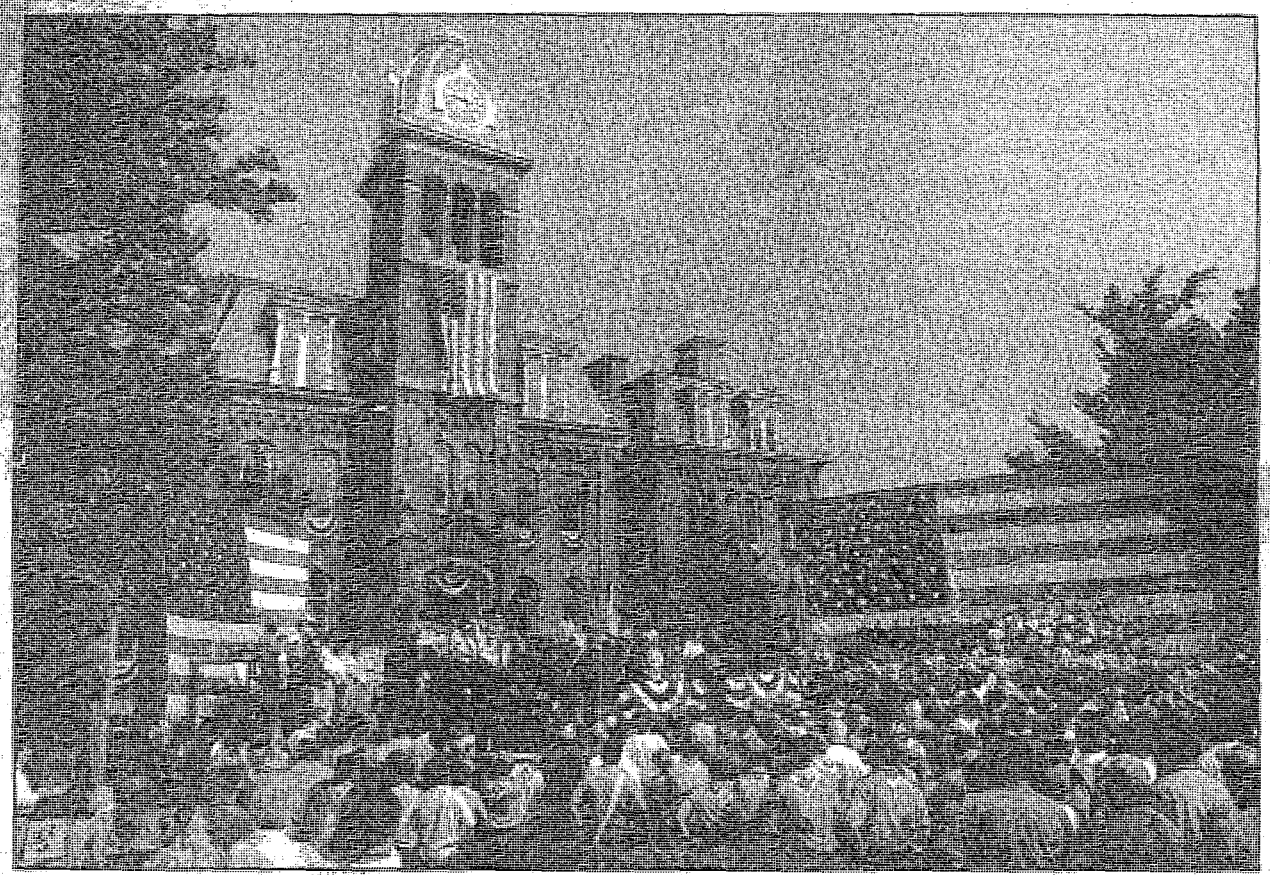
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Jason DeProspero/The Dominion Post

The crowd listens in Woodburn Circle as Bush speaks.



Bob Gay/The Dominion Post

John Lozier wears large protest signs across his chest and back as he marches near the Courthouse Square on Monday morning.

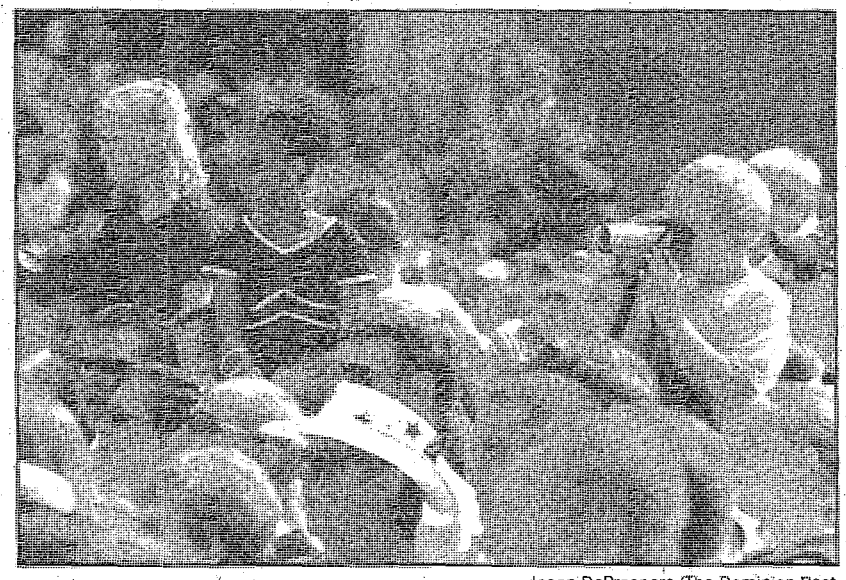
speech.

"Obviously, we're trying to promote and enhance freedoms of people around the world, that we enjoy somewhat as a luxury compared to most other places," Weaver said.

Heidi and Greg Dahmer of Morgantown brought their daughter Katelyn to see the president Monday, out of a "sense of patriotism," Greg said, and for their daughter's sake. It's a "life experience," he said.

Heidi said it was "an honor to get to see him in our own hometown."

Speech-goers were lined up on University Avenue past Prospect Street, nearly as far as Newman



Jason DeProspero/The Dominion Post

Children on the shoulders of their parents watch the president speak.

Hall by 8:15 Monday morning, waiting to pass through one of six metal detectors.

The locks on most of the buildings surrounding Woodburn Circle were changed in preparation for the event.

"We've been busy for the last four to five days," said Bob Roberts, chief of WVU's Department of Public Safety.

The total cost to the university wasn't available Monday, according to Becky Lofstead, director of WVU's news and information service. There were incidental costs, she said, but most of the labor on the part of the university was volunteered. All bills for refreshments were sent to the White House.

"Things went really well," said DPS Sgt. Danny Camden. "I don't think it went too bad at all."

Before the mass of protesters turned to head back to Courthouse Square, a man on a bull-

horn thanked the police for their efforts.

Walter McHenry, a 22-year-old Navy sailor from Morgantown, walked behind a group of protesters on High Street on Monday and shook his head when a handful of protesters began making "rude comments" at or to him and another sailor.

"I don't like them at all," McHenry said. "I didn't say much to them except, 'You go to Iraq and see how it is there. Then you'll change your mind about how you feel about Bush.'"

Blanche Rybeck of Madsville said two men grabbed her arm and broke her sign, which contained a quotation from TV personality Mr. Rogers.

"I couldn't believe it," she said. "Some people yelled at me, 'Go home!' I was born and raised in West Virginia. I am home."

Reporters NATALIE ALUND and ERIC BOWEN contributed to this story.

A citizen's eye-view of Morgantown's day with President Bush

BY SARAH JACOBIN

The Dominion Post

A line of red, white and blue stretched from the Mountainlair to Willey Street. It was 7 a.m. and hundreds of people anxiously waited in line to get a glimpse of President Bush.

It seemed that they had all searched through their closets to find the most patriotic outfits. They wore anything bearing the three colors — from T-shirts to Dr. Seuss hats.

Amid the colorful crowd stood soldiers and sailors military men in full uniform — camo and white.

The crowd applauded every veteran who joined the line.

Petty Officer Seth Johnson waited in line in his navy uniform. He payed little attention to the applause and spoke of his support of President Bush. Bush is "very down to earth," he said.



The mass of people finally began moving. First, through a row of metal detectors and then onto Woodburn Circle.

Several people were upset that they couldn't bring bottled water into the event. "What about coffee?," said one man holding a cup of gas station coffee.

In the end, no drinks were permitted. A Morgantown Boy Scout troop passed out small flags as the crowd entered.



Tickets for the event came in red and blue, and some people were wishing they had gotten a red ticket. Those were for the best spots — about 15 feet in front of the podium.

"How did they get to go up there?" asked one astonished onlooker about the red-ticket folks.



It was only 8 a.m. when the crowd assembled on the lawn. People would have to stand for two more hours before the president even arrived. They waited patiently for any signs that Bush was on his way.

They were already waving their American flags, and some displayed photos important to them. Angela Guthrie held a photo of her husband, Capt. Tommy Guthrie, who has been in Iraq since November. Guthrie said she supports President Bush and that "there are reasons we should be there."



The sun continued to beat down and things began to heat up.

Cups of water were laid out on tables for anyone to grab.

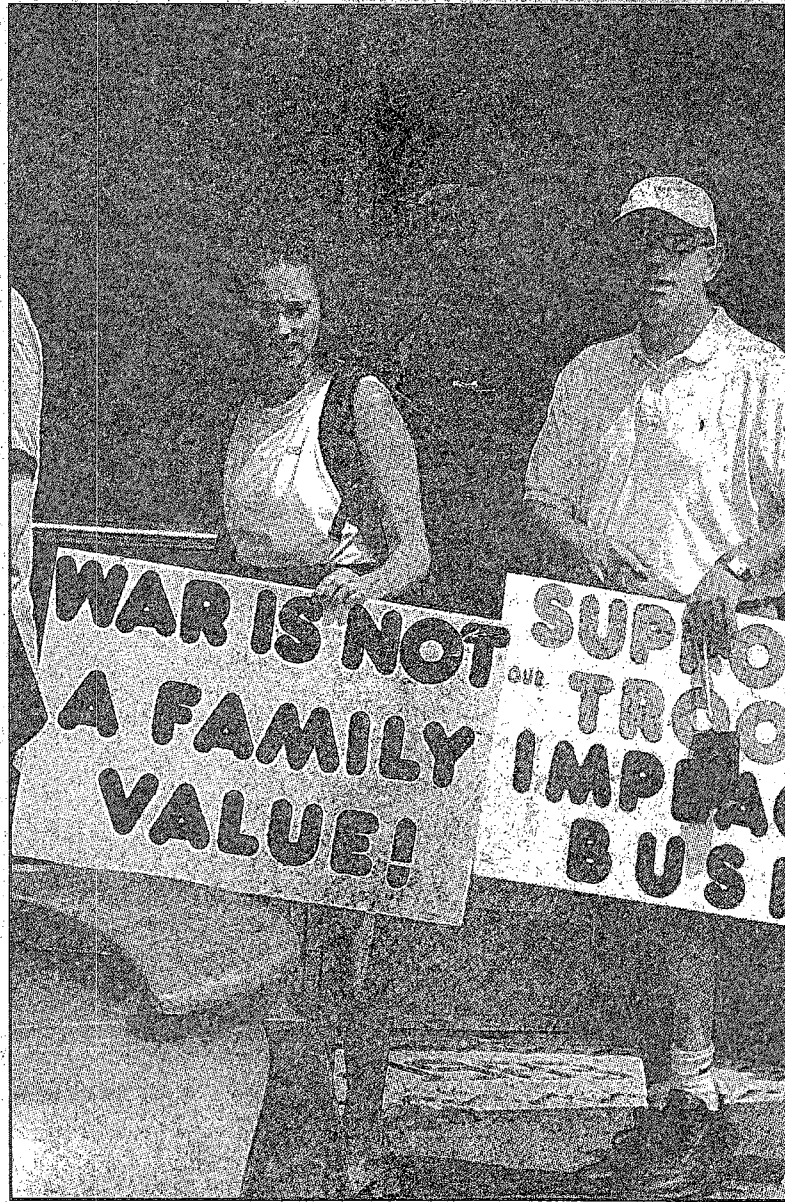
Just as the heat was starting to get to people, the 249th National Guard Band began to play in front of a huge American flag backdrop, letting the audience know that the time was near.

Some people who had gotten blue tickets were suddenly allowed to move to the closer section

because of the sparse crowd up front. They rushed ahead.



Sharpshooters appeared on the roofs of Woodburn and Oglebay halls. Two men dressed in black uniforms stood on each roof. They constantly scanned the area with binoculars. Every once in a while, an audience member would look up toward them in awe.

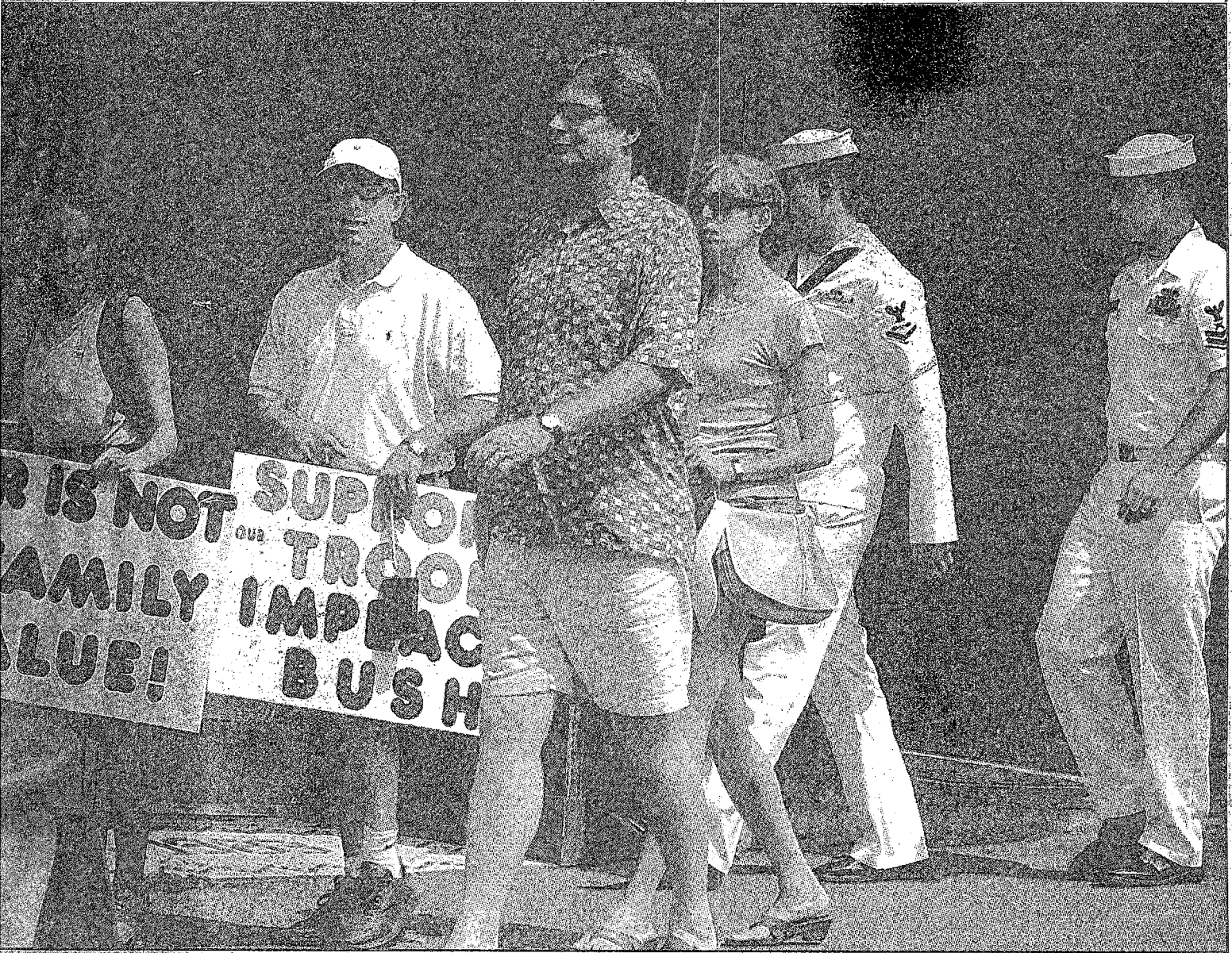


Two Navy sailors follow protesters as they make their way up High S



President recognizes lo

INFO about the President's Volunteer Service Award: www.presidentalserviceawards.gov



Ron Rittenhouse/The Dominion Post

follow protesters as they make their way up High Street on Monday.



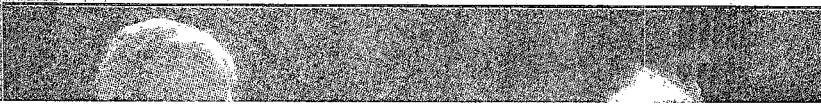
Ron Rittenhouse/The Dominion Post

Bush talks to WVU football coach Rich Rodriguez (above, far left) after arriving at Hart Field on Monday. Bush signs autographs for National Guardsmen (left) who were onstage for the speech.

Bob Gay/The Dominion Post

President recognizes local man for volunteer service

President's Volunteer Award: www.president.gov



shouted before ducking down into a black Cadillac limousine, part of a motorcade led by state police and Morgantown Police Department.

ly 101 any signs that Bush was on his way.

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Sharpshooters appeared on the roofs of Woodburn and Oglebay halls. Two men dressed in black uniforms stood on each roof. They constantly scanned the area with binoculars. Every once in a while, an audience member would look up toward them in awe.

Suddenly, a helicopter could be heard in the distance and the crowd began applauding in anticipation. It circled the grounds and people began pointing toward the sky.

They knew that this meant their wait was almost over.

■ ■ ■

Shortly after, some parts of the blue-ticket audience ran to a fence to watch as the motorcade began to arrive. Everyone was watching the line of cars slowly go by.

Onlookers expected Bush to get out of his limo on University Avenue, but the car had already reached the parking lot beside Woodburn Hall.

Rep. Shelley Moore Capito, R-W.Va., had just walked up to the podium when the president was introduced.

Surprising most everyone, he came through the front doors of Woodburn Hall.

As soon as the crowd got a glimpse, flags began to wave and applause boomed. He was right on time.

Babies began crying when his voice first boomed over the public address system.

During his speech, Bush mentioned his wife, Laura, and someone in the audience shouted, "We love her."

Bush answered with, "I love her, too."

A roar of laughter followed.

■ ■ ■

After the 20-minute speech, Bush bid farewell to the crowd and mingled with people in the front row for a time.

Secret Service agents watched his every move from the riser. Some people in the blue-ticket crowd were trying to muscle their way through to get a handshake.

Most of the blue ticket crowd began leaving right after Bush's last remarks. A line developed as people began pouring out through the single exit.

Just as they were tripping over each other to leave, they were greeted by about 200 protesters on the lawns in front of Wise Library and Colson Hall.

The protesters shouted, "This is what democracy looks like" to all of the attendees passing by.

■ ■ ■

Tracy Frisch had joined the protesters along University Avenue, but didn't agree with "shouting at people" coming from the event.

A few feet down the street from the rows of protesters, stood Batman. Brian Dent wore a Batman costume to draw attention to the MAD Men United group for parental rights.

The group promotes the importance of fathers and families.

The protesters began passing by Batman on their way to Monongalia County Courthouse Square. Police officers began to file out as well.

At that moment, there was a realization that everything was over. The president had come and gone, and now was the time to go celebrate the Fourth of July like any other year.



President recognizes local

INFO about the President's Volunteer Service Award: www.presidentalserviceawards.gov.

BY NATALIE NEYSA ALUND

The Dominion Post

President George W. Bush visited Morgantown on Monday not only to celebrate Independence Day, but to recognize a local man for his dedication to volunteer service.

Bush, dressed in a navy suit and a bright blue tie, presented the President's Volunteer Service Award to Chuck White, a volunteer with the United Way of Monongalia and Preston Counties.

"It was a real thrill," said White, who's lived in Morgantown for 22 years. "You never expect something like that to happen."

Security was tight prior to Air Force One's touchdown on Hart Field at Morgantown Municipal Airport.

A helicopter circled the wooded area awaiting the sight of Air Force One. Secret Service agents in black suits surveyed the area from the airport's control tower and a wooded area around the runway.

Meanwhile, troopers from Morgantown's W.Va. State Police detachment patrolled the airport terminal and blocked off the main entrance to the building and runway.

Only cleared members of the media and a handful of local dignitaries were allowed on Hart Field, where Air Force One touched down just after 9:30 a.m.

When the plane landed, two SUVs hovered close behind as it taxied toward two rolling stairways parked just outside the terminal.

After the front door to the aircraft opened, Bush emerged to clear skies and humid air, waving to media onlookers, airport greeters, and the local dignitaries including White, WVU head football coach Rich Rodriguez and



Bush stands with Chuck White, recipient, at Hart Field.

Rep. Shelley Moore Capito, R-W.Va.

Bush, all smiles, took turns shaking hands with Rodrigue, Capito, and a handful of local construction and oil company CEOs before greeting White.

Bush handed White a black plaque for his 12 years of volunteer service with the United Way — specifically the United Way Annual Day of Caring.

"Part of me feels like there have got to be more people out there doing more work and service,"

White House spokeswoman Alyssa McClenning said White provided housecleaning for seniors, recruited blood donors for the American Red Cross, assisted with computer repairs at the 1 & Girls Club and taught local nursing home residents how to use the Internet.

The President's Volunteer Service Award was created at the president's direction by the President's Council on Service and Civic Participation.



Ron Rittenhouse/The Dominion Post

Bush talks to WVU football coach Rich Rodriguez (above, far left) after arriving at Hart Field on Monday. Bush signs autographs for National Guardsmen (left) who were onstage for the speech.

Bob Gay/The Dominion Post

President recognizes local man for volunteer service

President's Volunteer Award: www.president.gov

SA ALUND

George W. Bush visited Morgantown on Monday not to give the Independence Day speech but to recognize a local man for his volunteer service.

White, a volunteer with the United Way of Preston County, was the recipient of the award.

"It's a thrill," said White. "You never get used to that kind of attention."

The ceremony took place at Hart Field, the home of West Virginia University's football team.

White, 62, has been volunteering for the United Way for 12 years. He has worked on projects ranging from building a playground to helping with disaster relief.

White's work has been recognized by the United Way and the American Red Cross. He has also been named a "Volunteer of the Year" by the United Way.

White said he has enjoyed his volunteer work and has met many wonderful people through it. He said he will continue to volunteer in the future.

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Ron Rittenhouse/The Dominion Post

Bush stands with Chuck White, the President's Volunteer Service Award recipient, at Hart Field.

Rep. Shelley Moore Capito, R-W.Va., presented the award to White.

Bush, all smiles, took turns shaking hands with Rodriguez, Capito, and a handful of local construction and oil company CEOs before greeting White.

Bush handed White a black plaque for his 12 years of volunteer service with the United Way — specifically the United Way's Annual Day of Caring.

"Part of me feels like there have got to be more people out there doing more work and service," White said.

White House spokeswoman Alyssa McClenning said White has provided housecleaning for seniors, recruited blood donors for the American Red Cross, assisted with computer repairs at the Boys & Girls Club and taught local nursing home residents how to use the Internet.

The President's Volunteer Service Award was created at the president's direction by the President's Council on Service and Civic Participation.

The award is available to those:

- 14 and under who have completed more than 50 hours of volunteer service;
- 15 and older who have completed more than 100 hours of service;
- and to families or groups who have completed more than 200 hours of service.

To thank volunteers for making a difference in the lives of others, Bush has met with more than 400 people across the nation since March 2002, McClenning said.

White said he was elated to accept the award.

"I'm fortunate enough that I can work at a center where volunteerism is part of the culture and strongly encouraged," he said.

Following his brief meeting with White, Bush headed for the presidential motorcade, lined up less than 100 feet from Air Force One.

"Happy Fourth of July!" he said.

shouted before ducking down into a black Cadillac limousine, part of a motorcade led by state police and Morgantown Police Department cruisers and followed by three black Secret Service SUVs.

Bush normally travels on a Boeing 747, but made the Monday trip in on a smaller Boeing 757. The name Air Force One does not belong to any specific aircraft, but instead is the radio call sign used when the president is aboard any United States Air Force plane.

"A 747 would be too heavy to land here," said Morgantown Airport Manager Chuck Keener II.

Morgantown's airport can accommodate 757s, 727s and DC9s, Keener said.

"We'll take just about any aircraft that weighs less than 200,000 pounds," he said. Boeing 757s weigh about 160,000 pounds while 747s weigh in at 390,000 pounds.

While Bush spoke to area residents at WVU's Woodburn Circle, Air Force representatives and Secret Service agents guarded the plane at the airport, preventing anyone who wasn't cleared from entering or exiting the aircraft.

Air Force One's presence did not deter commercial flights from landing or departing.

Four Pittsburgh-bound passengers boarded a U.S. Airways shuttle just before Bush's arrival. Their flight left shortly before 9:30 a.m.

Following Bush's speech at WVU, the presidential motorcade sped back to the airport.

Bush emerged from his limousine with his sleeves rolled up, keeping cool in the late morning heat.

He waved, boarded Air Force One, and the aircraft's door was shut.

The plane left the ground at 10:45 a.m. A Secret Service agent said the aircraft was bound for Washington, D.C.

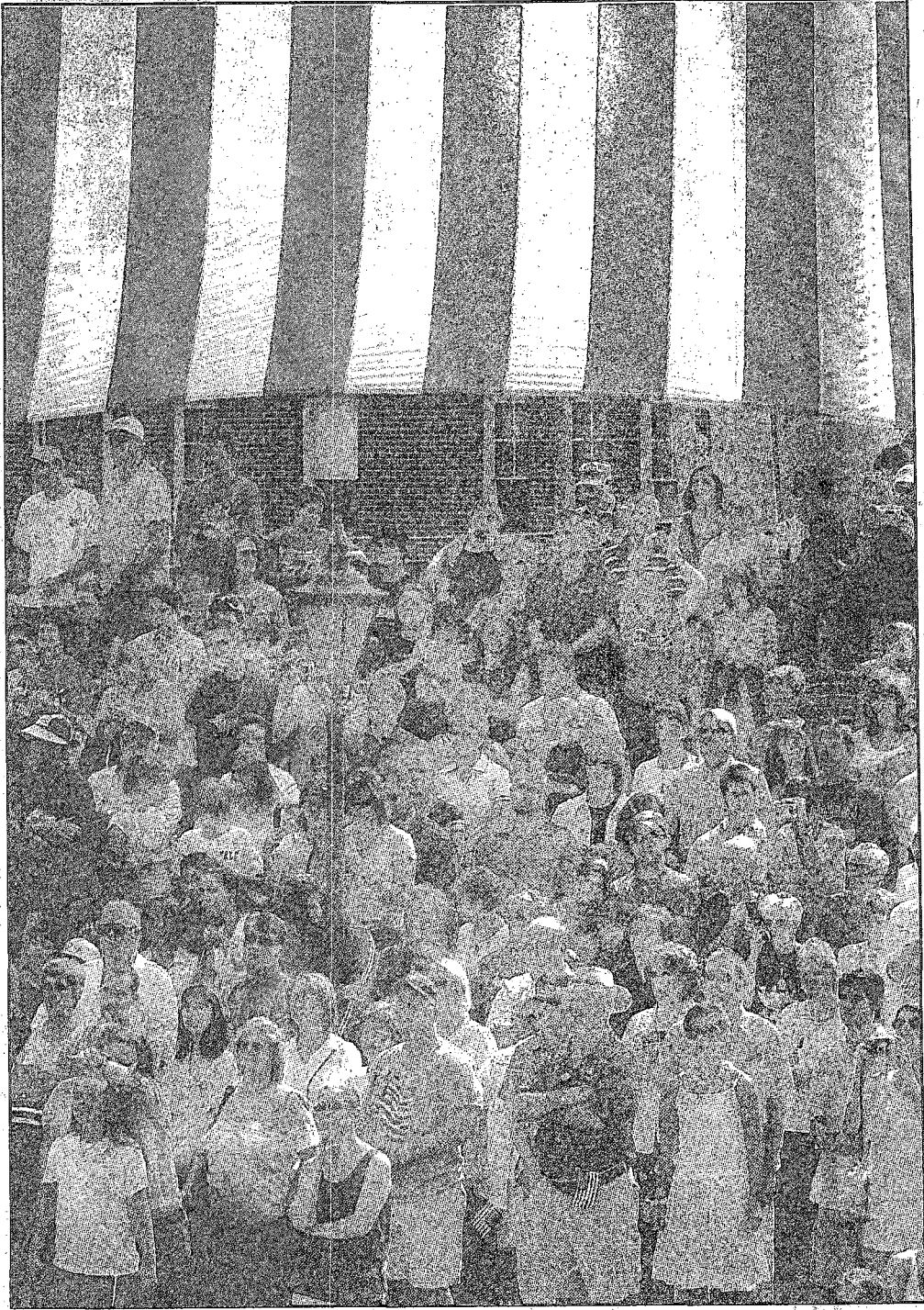
"He's headed home to continue celebrating the rest of his holiday," the agent said, smiling.

PRESIDENTIAL VISIT



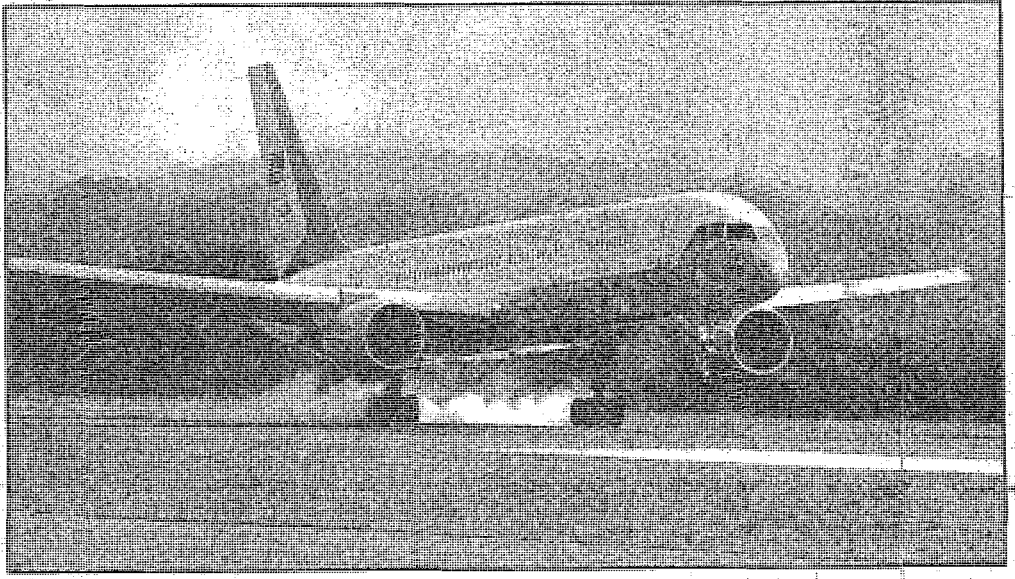
SIDENTIAL VISIT

TRIAL sit



Bob Gay/The Dominion Post

Standing under an American flag, members of the audience listen to the president's remarks.



Ron Fittenhouse/The Dominion Post

Air Force One, a Boeing 757, touches down at Hart Field at 9:36 a.m. Monday.



Bob Gay/The Do

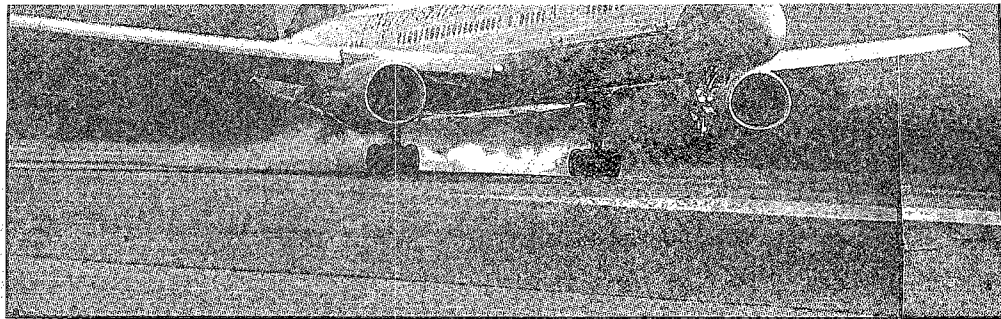
President George W. Bush waves to supporters as he is introduced by Rep. Shelley Moore Capito, R-W.Va., before his speech in front of WVU Burn Hall on Monday.



Ron Ritterhouse/The Do

Bush steps through the doorway of Air Force One to greet a small group awaiting his arrival at Morgantown Municipal Airport.

[THE DOMINION POST July 5, 2005]



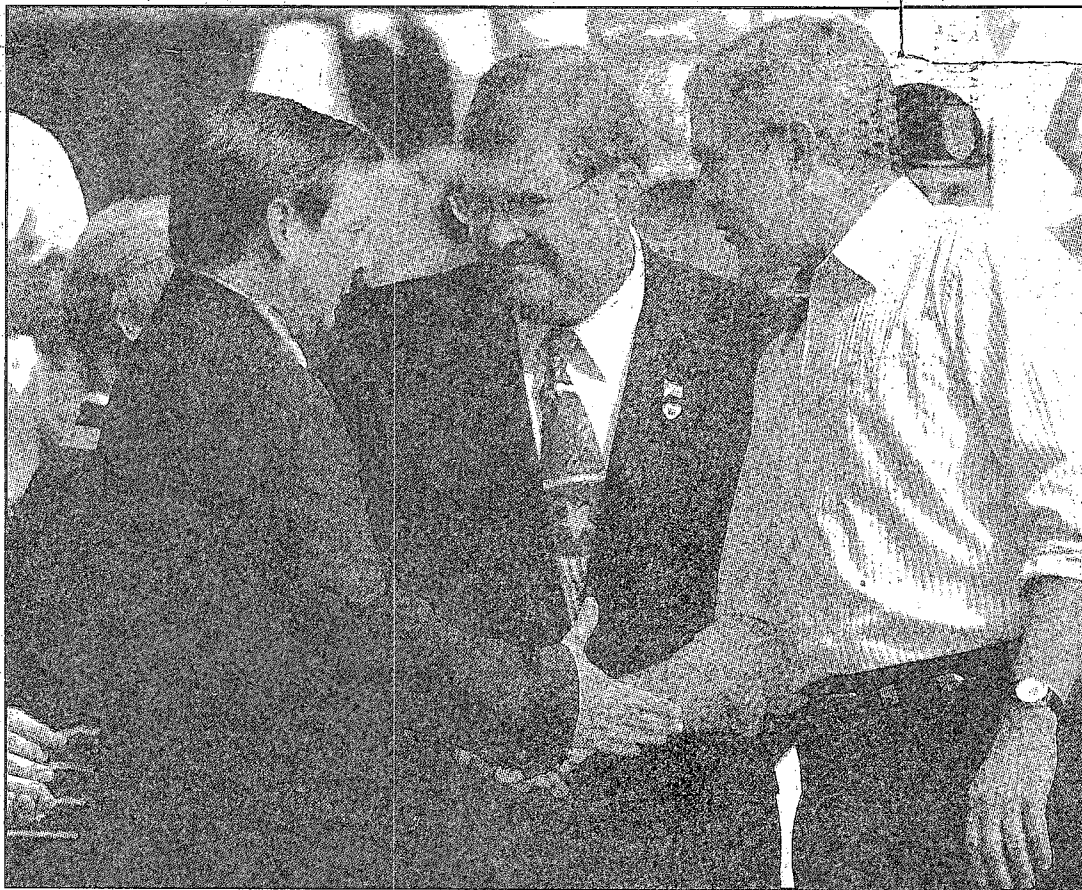
Ron Rittenhouse/The Dominion Post

Air Force One, a Boeing 757, touches down at Hart Field at 9:36 a.m. Monday.

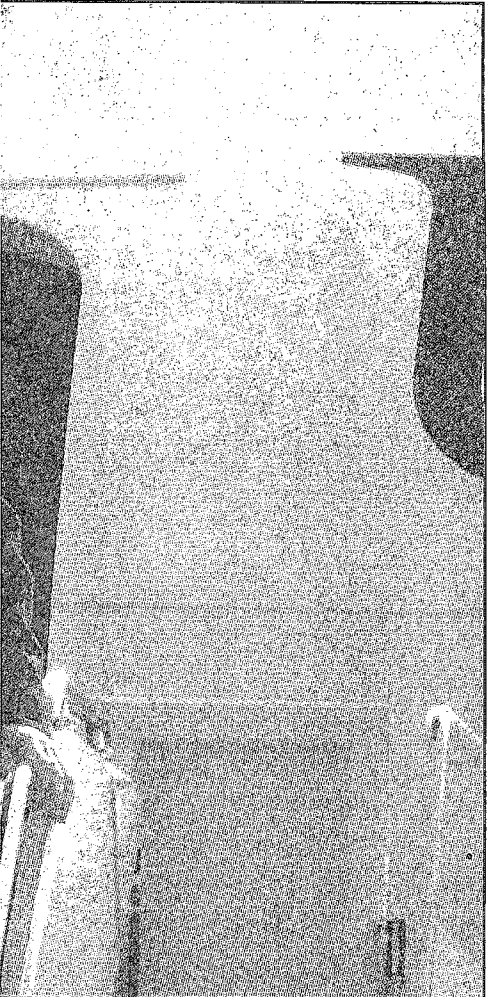


Bob Gay/The Dominion Post

before his speech in front of WVU's Wood-

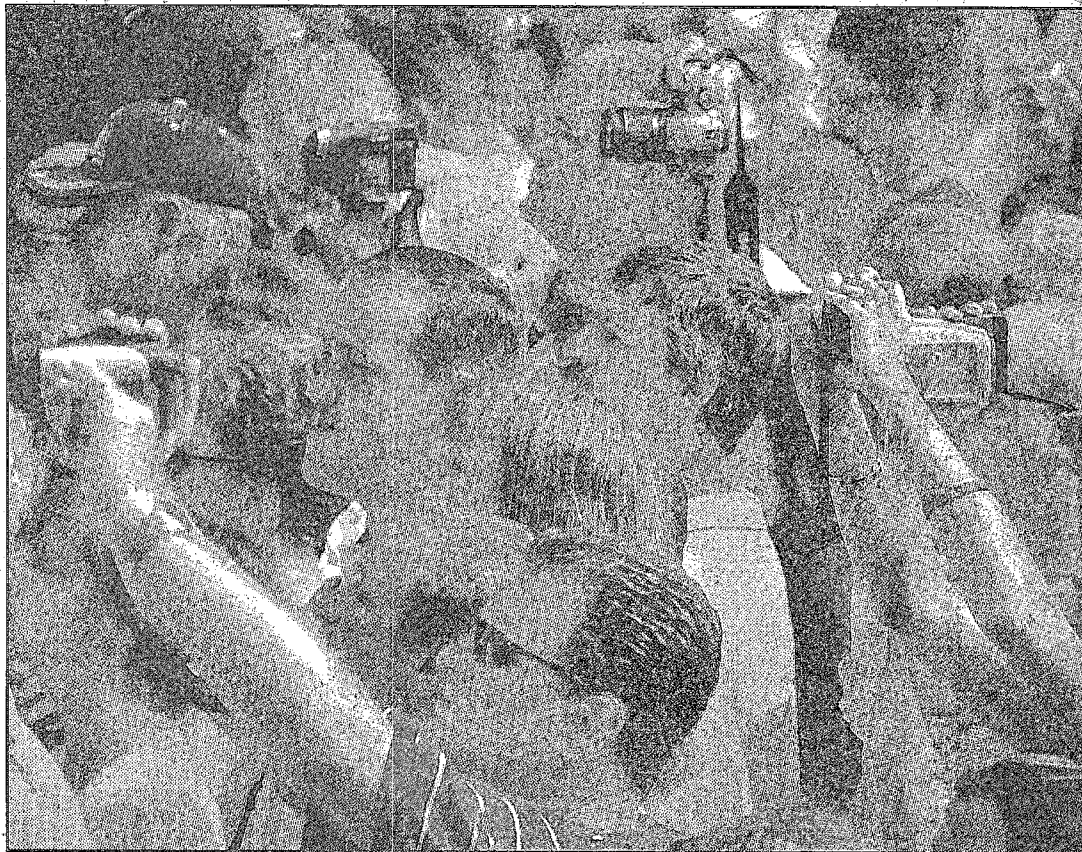


Jason DeProspero/The Dominion Post



Ron Rittenhouse/The Dominion Post

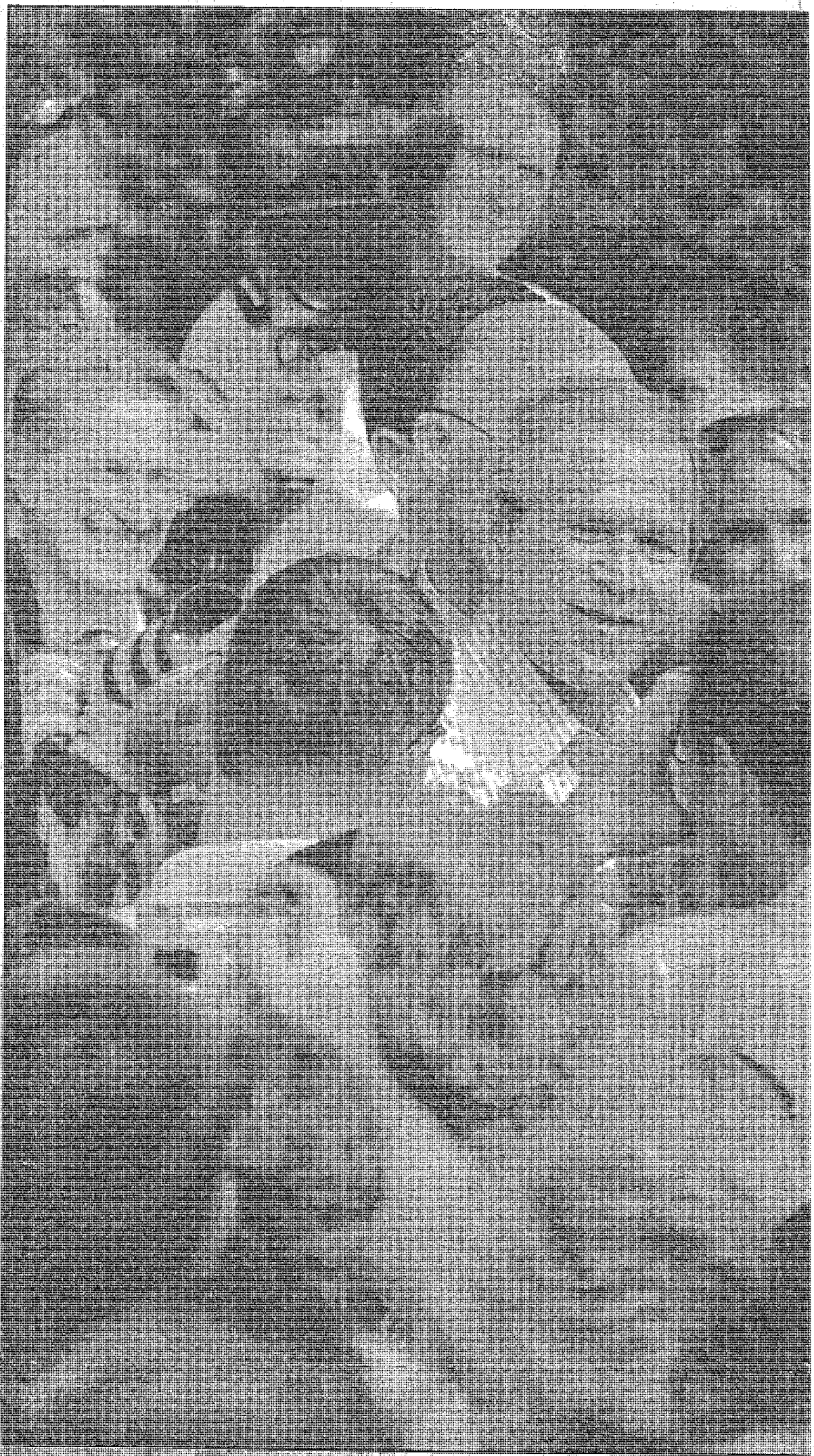
own Municipal Airport.



[THE DOMINION POST JULY 5, 2005]

[THE DOMINION POST JULY 5, 2005]

PRESIDENT



Bob Gay/The Dominion Post
Listen to the president's remarks.

Ron Rittenhouse/The Dominion Post
at 9:36 a.m. Monday

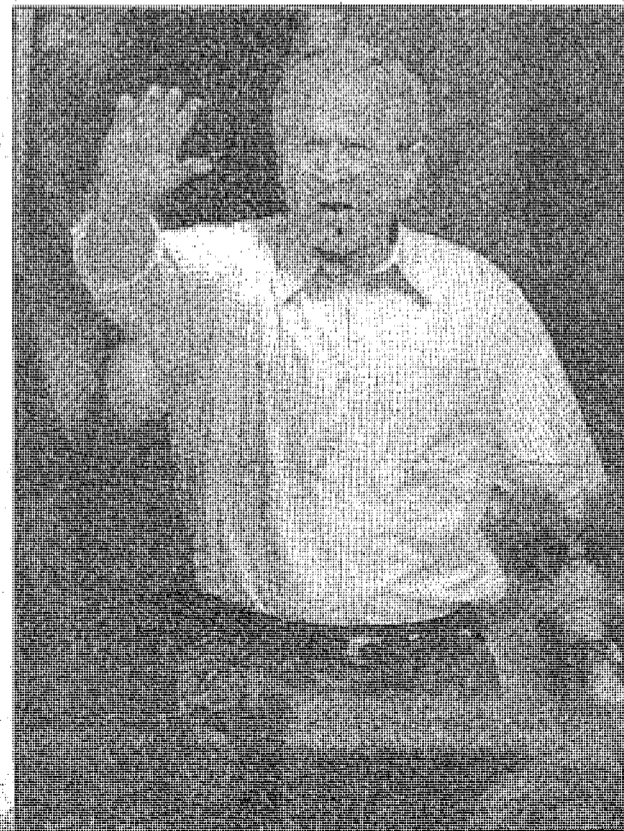


Bob Gay/The Dominion Post

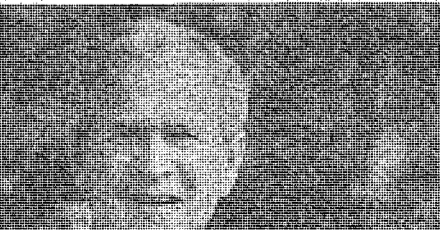


Bob Gay/The Dominion Post

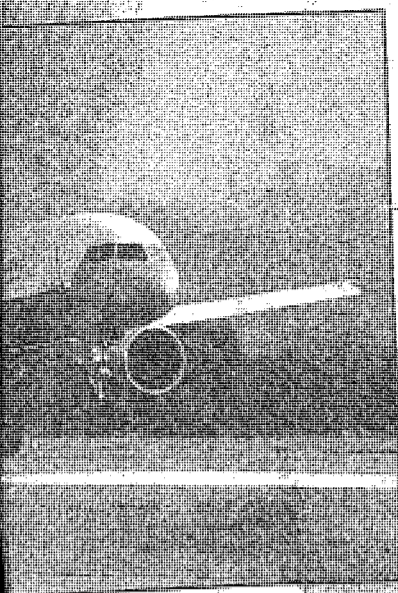
A young spectator (above) gets a higher angle for a photo of the president from atop the shoulders of his father. President Bush (left) smiles for the cameras of audience members as he greets the crowd after his remarks. Bush (below) waves to the crowd as he steps onto the stage in front of Woodburn Hall.



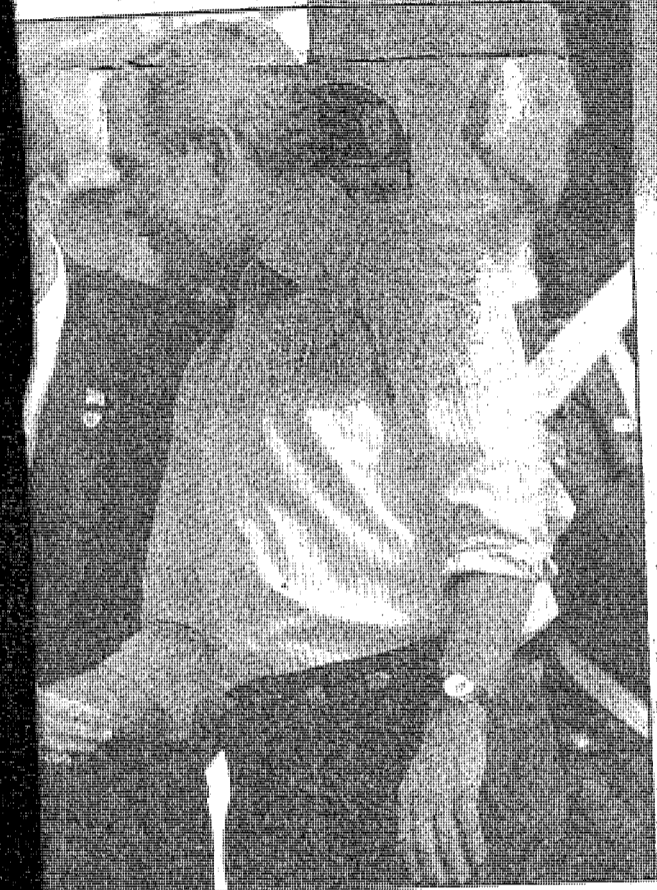
Bob Gay/The Dominion Post



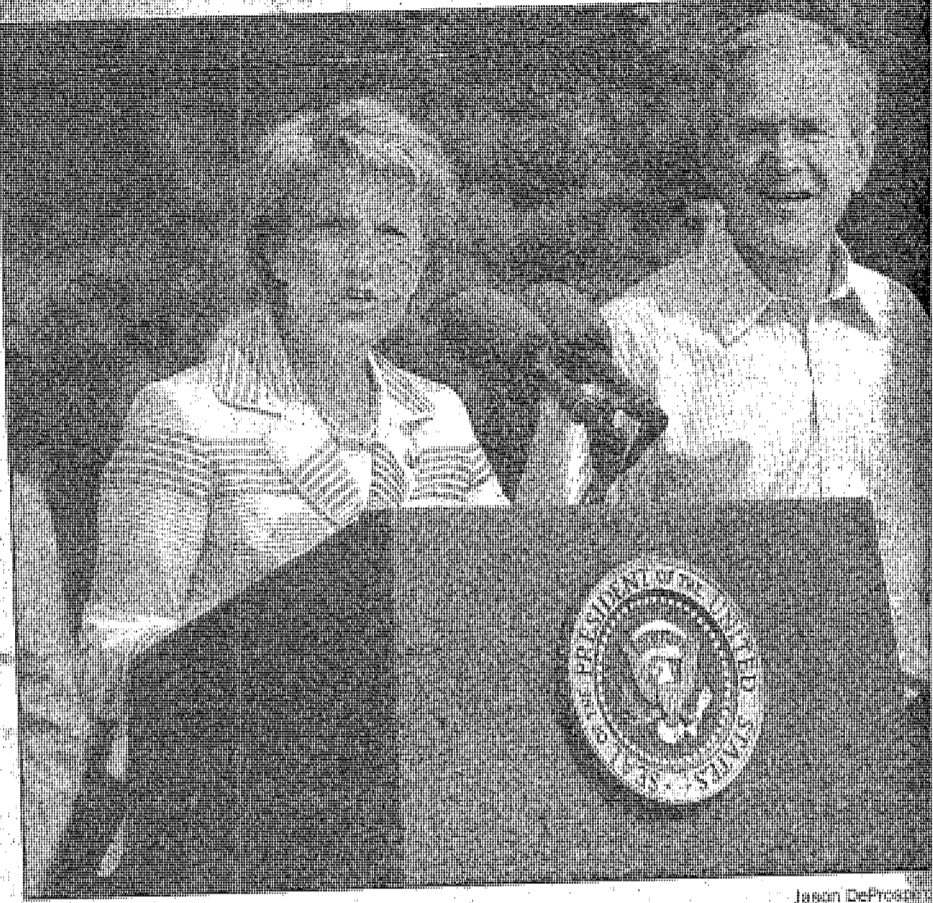
...listen to the president's remarks.



Ron Rittenhouse/The Dominion Post
Field at 9:36 a.m. Monday



Jason DeProspero/The Dominion Post



Jason DeProspero



Bob Gey/The Dominion Post

Clockwise from left: Members of the crowd strain their arms to hold cameras aloft for a photo of the president. Mayor Ron Justice shakes hands with Bush as he arrives. Mayor David C. Hardesty Jr. listens to Justice's remarks. Mayor Capito introduces the president. Protesters are seen in the crowd as they pack against the barricades outside the White House. Residents snap photos of the president as he moves through the crowd.



Jason DeProspero



Bob Gay/The Dominion Post

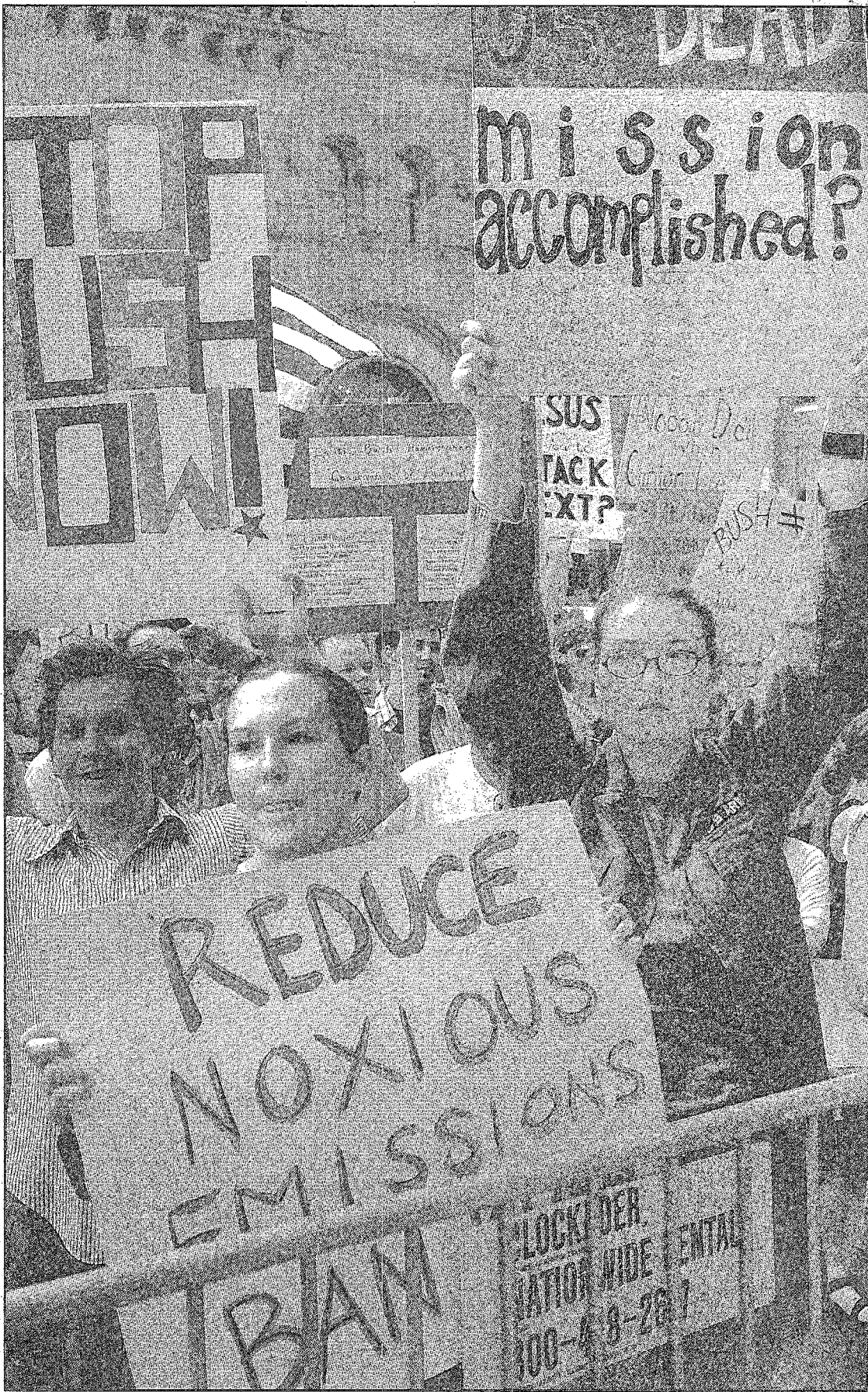


Bob Gay/The Dominion Post



Jason DeProspero/The Dominion Post

s of the crowd stretch their
or a photo of the president.
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ent. Protesters hold their signs
e barricades outside Woodburn
s of the president as he greets



Jason DeProspero/The Dominion Post

Bob Gay/The Dominion Post

Remarks by the president at Independence Day

**West Virginia University
Morgantown, West Virginia
9:57 A.M. EDT**

THE PRESIDENT: Thank you all. (Applause.) Happy Fourth of July. (Applause.) Thanks for coming. I am honored to celebrate Independence Day in Morgantown, West Virginia. (Applause.) I appreciate you all being here. The history of this land dates back to the earliest days of our republic: Turns out George Washington used to drop by this part of the state. And I appreciate a warm welcome for another George W. (Applause.)

Coming to West Virginia is becoming a Fourth of July tradition for me. (Applause.) And every time I come here, I appreciate the beauty of West Virginia, and I appreciate being with decent, hardworking, patriotic Americans who call the Mountain State home. (Applause.)

Today we gather to celebrate the 229th anniversary of America's independence. Across our great land, families will gather to fly the flag, to watch the fireworks, and count our blessings as Americans. We are grateful for the bounty and opportunity of our land. We are grateful for our liberty. And we are grateful for the men and women in uniform who keep our country safe. (Applause.)

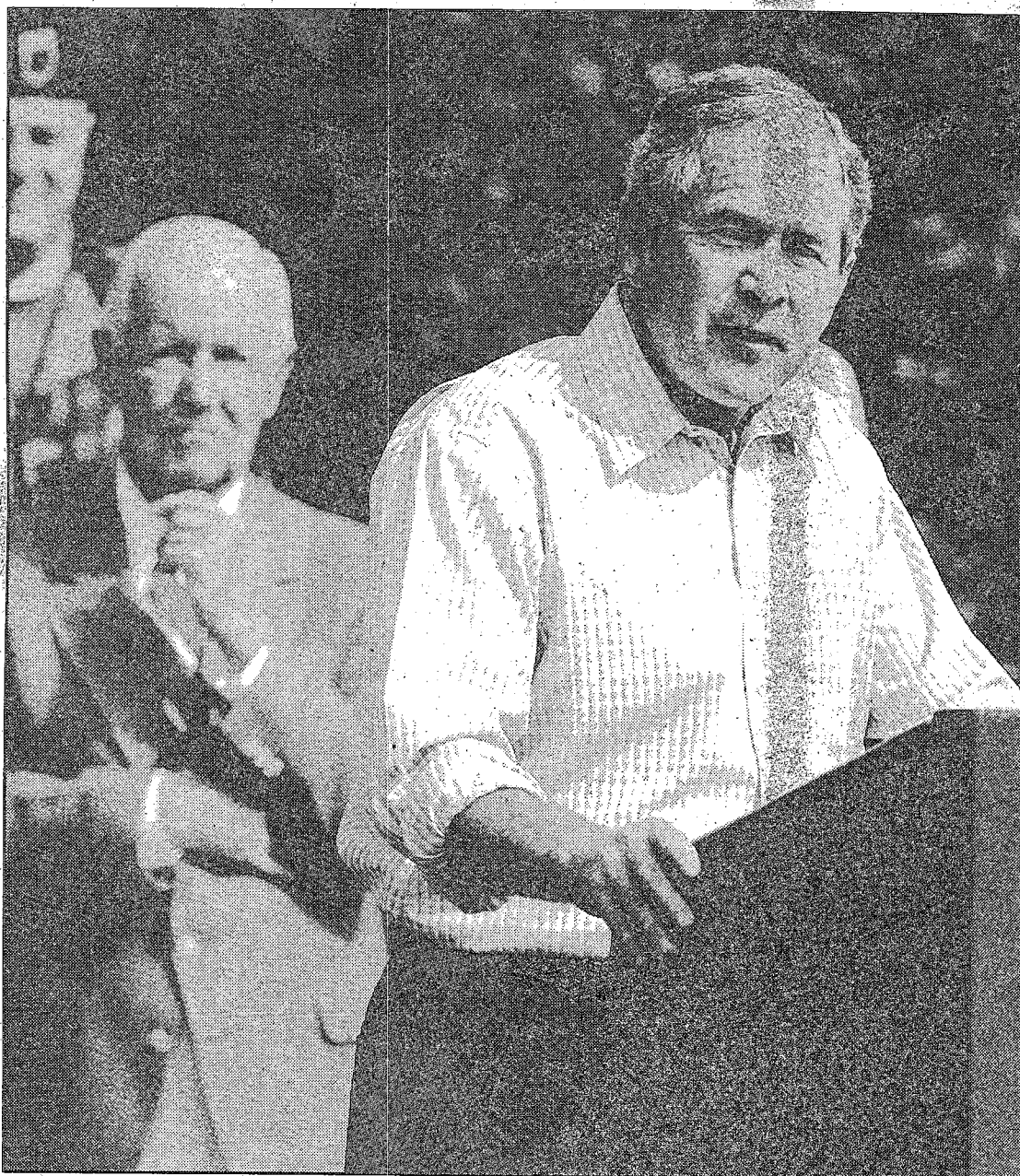
Thank you all. I bring greetings from First Lady Laura Bush. (Applause.) She said, "You go over to West Virginia and tell them how much we love them." (Applause.)

AUDIENCE PARTICIPANT: We love her!

THE PRESIDENT: I love her, too. (Laughter.)

I appreciate Congresswoman Shelley Moore Capito. I appreciate her service; I appreciate her love for the great state of West Virginia. Thank you, Shelley Moore. (Applause.) I want to thank the Mayor of Morgantown, West Virginia, Ron Justice, for serving the people. (Applause.) Mr. Mayor, thanks for coming out today. I want to thank all the local and state officials who are here. I want to thank David Hardesty, the President of West Virginia University. I appreciate you. (Applause.) I appreciate being on this fine campus, and I appreciate the good work that the folks do here to educate the people of West Virginia.

The history we celebrate today is a testament to the power of freedom to lift up a whole nation. On Independence Day, we remember the ideals of liberty that led men from 13 colonies to gather in Philadelphia and pen a declaration of self truths. And we remem-



President George W. Bush begins his Independence Day remarks.

ologies, and liberated the oppressed. And today, on this Fourth of July, our grateful nation thanks our 25 million veterans for their service to our country. (Applause.)

At this hour, our men and women in uniform are defending America against the threats of the 21st century. The war we are fighting came to our shores on September the 11th, 2001. After that day, I made a pledge to the American people, we will not wait to be attacked again. (Applause.) We will bring our enemies to justice, or bring justice to our enemies. (Applause.)

Our enemies in this new war are men who celebrate murder, incite suicide and thirst for absolute power. They seek to spread their ideology of tyranny and oppression across the world. They seek to turn the Middle East into a haven for terror. They seek to drive America out of the region. These terrorists will not be stopped by negotiations, or concessions, or appeals to reason. In this war, there is only one

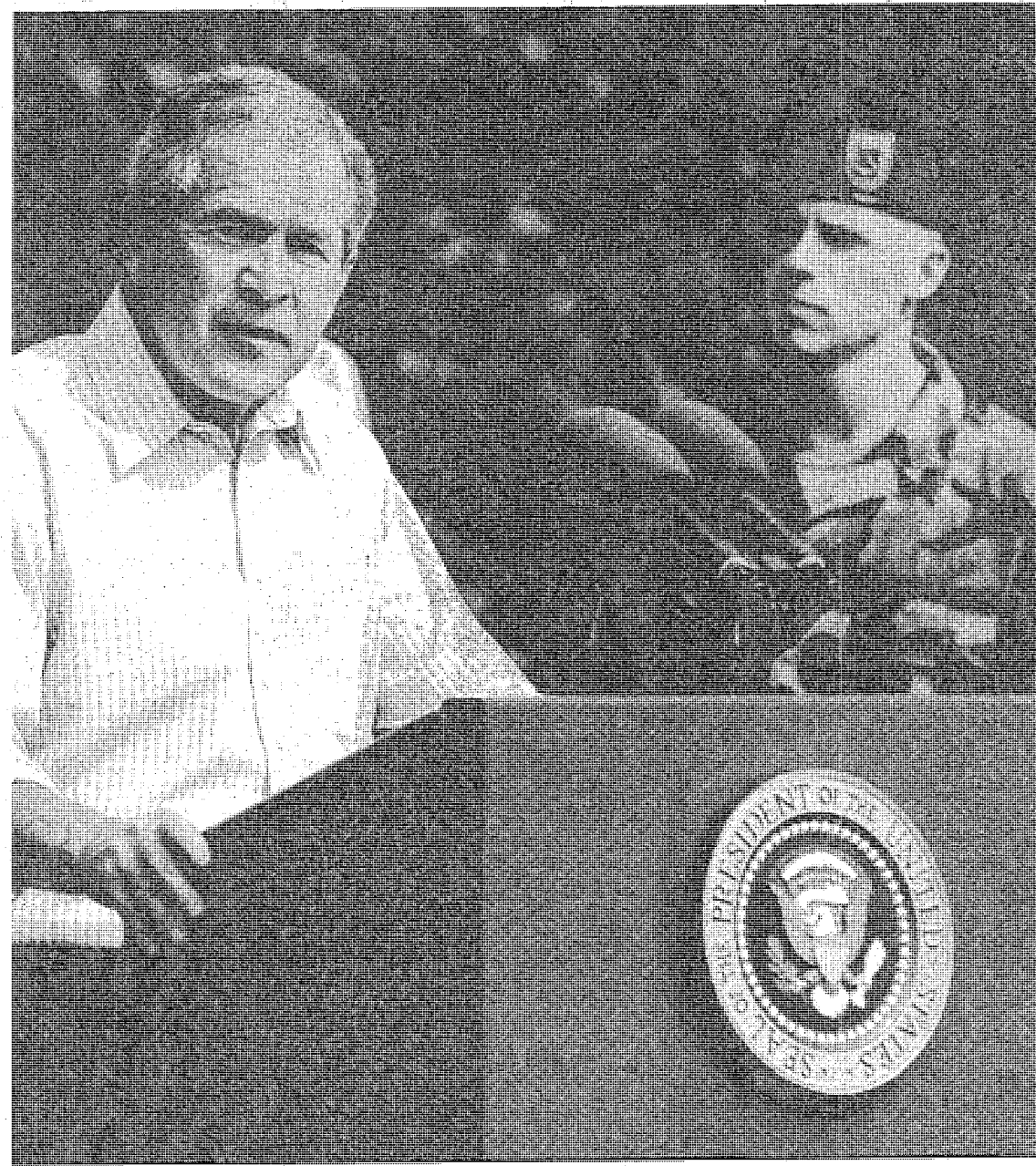


Morgantown residents gather in Woodburn Circle.

Iraq is the latest battlefield in the war on terror. Our work there is in advance of freedom. The world watched as the

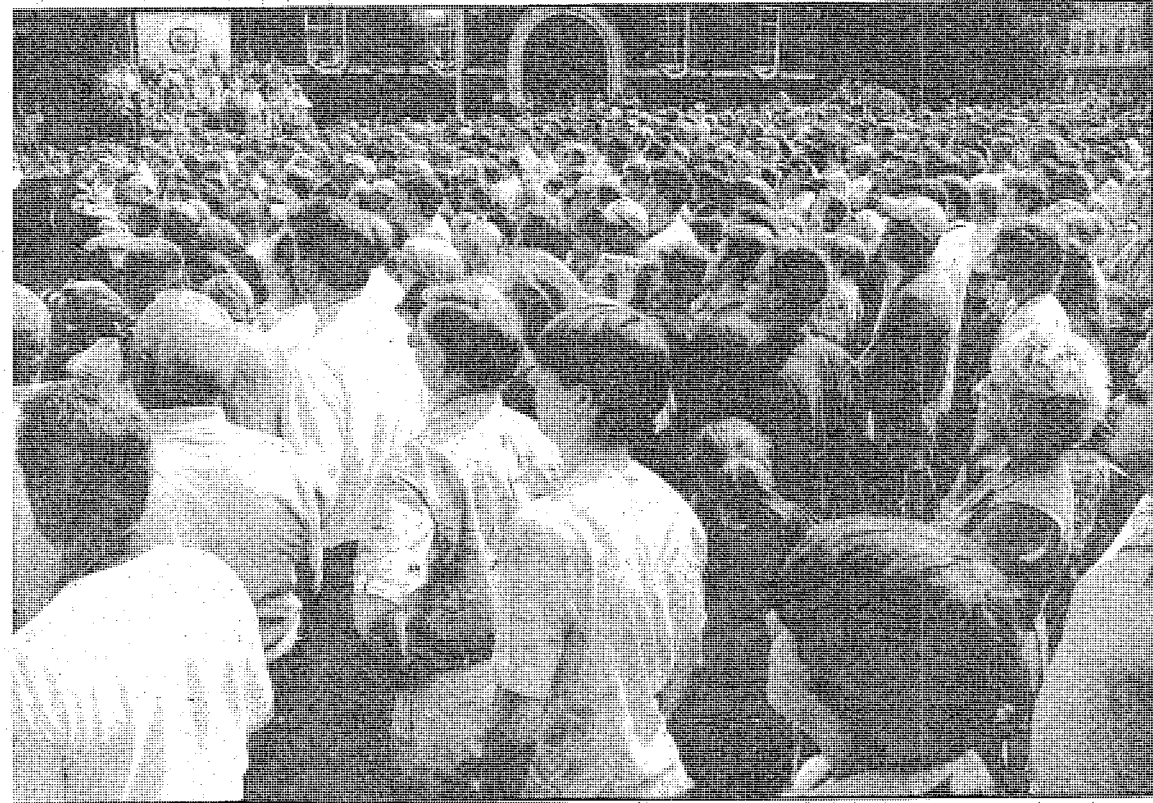
PRESIDENTIAL VISIT

President at Independence Day Celebration



Jason DeProspero/The Dominion Post Photos

President Bush makes Independence Day remarks.



Woodburn residents gather in Woodburn Circle.

code of honor that so many soldiers before us had, from Bunker Hill to Baghdad."

First Lieutenant McCormick is right — the men and women of America's Armed Forces are bringing great honor to the uniform they wear and to the nation they serve. (Applause.) And in this time of testing, our troops, whether they be stationed here or abroad, can know that the American people stand behind them all the way. (Applause.)

I thank all the military families who are with us today. Times of war are times of great sacrifice, and the burden falls especially hard on the families. You're playing a vital role at a crucial time in our nation's history. All Americans are inspired by the strength and the sacrifice of our military families. (Applause.)

Some of America's finest men and women have given their lives in the war on terror, and we remember them on Independence Day. We pray for the families who have lost a loved one in freedom's cause. And we know that the best way to honor their sacrifice is to complete the mission, so we will stay until the fight is won. (Applause.)

On this Fourth of July, and in the days ahead, I ask every American to find a way to thank the men and women defending our freedom. There's so many ways to do so. You can fly the flag, or send a letter to the troops in the field, or help a military family down the street. The Department of Defense has set up a web site, Americasupportsyou.mil. You can go there to learn about efforts in your own community. And by the way, it's not too late to find something to do today. At this time, when we celebrate our freedom, our troops have got to understand that the American people support them all the way. (Applause.)

And on Independence Day, we remember that we also have essential responsibilities here at home, the unfinished work of American freedom. In a world moving toward liberty, we are determined to show the meaning and the promise of liberty. The greatest strength of America is the heart and soul of the American people. (Applause.) Every time a volunteer reaches out to a neighbor in need, our nation grows stronger and more hopeful.

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will stand down, and then our troops can come home to a proud and grateful nation. (Applause.)

(Applause.)

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On July 4, 1776, more than five years of the Revolutionary War still lay ahead. From the battle of New York to the winter at Valley Forge, to the victory at Yorktown, our forefathers faced terrible losses and hardships. Yet, they kept their resolve. They kept their faith in a future of liberty, and with their hard-won victory, we guaranteed a home for the Declaration's proposition that all are created equal. (Applause.)

Through the centuries, the Declaration of Independence has remained a revolutionary document. As President Kennedy said on the 4th of July, 1962, "The Declaration unleashed not merely a revolution against the British, but a revolution in human affairs."

The revolutionary truths of the Declaration are still at the heart of America: We believe in the dignity and rights of every person. We believe in freedom and equal justice, the rule of law, and a government of the people, by the people, and for the people. (Applause.) Through the centuries, this creed of freedom and equality has lifted the fortunes of all Americans. And we know that this great ideal of human freedom is entrusted to us in a special way, and that the ideal of liberty is worth defending. (Applause.)

Defending the ideals of our founding has required the service and sacrifice of every generation, and the men and women of our Armed Forces have always answered our nation's call. With their courage, they have crossed oceans, defeated murderous ide-

ologies, and liberated the oppressed. And today, on this Fourth of July, our grateful nation thanks our 25 million veterans for their service to our country. (Applause.)

At this hour, our men and women in uniform are defending America against the threats of the 21st century. The war we are fighting came to our shores on September the 11th, 2001. After that day, I made a pledge to the American people, we will not wait to be attacked again. (Applause.) We will bring our enemies to justice, or bring justice to our enemies. (Applause.)

Our enemies in this new war are men who celebrate murder, incite suicide and thirst for absolute power. They seek to spread their ideology of tyranny and oppression across the world. They seek to turn the Middle East into a haven for terror. They seek to drive America out of the region. These terrorists will not be stopped by negotiations, or concessions, or appeals to reason. In this war, there is only one option, and that is victory. (Applause.)

We are pursuing a comprehensive strategy to win the war on terror. We're taking the fight to the terrorists abroad so we do not have to face them here at home. (Applause.) We're denying our enemies sanctuary and making it clear that America will not tolerate regimes that harbor or support terrorists. And we're spreading freedom, because the terrorists know there is no room for them in a free and democratic Middle East. (Applause.)

By advancing the cause of liberty in a troubled part of the world, we will remove a source of instability and violence, and we will lay the foundation of peace for our children and our grandchildren. (Applause.)



Morgantown residents gather in Woodburn Circle.

Iraq is the latest battlefield in the war on terror. Our work there is difficult and dangerous because terrorists from across the region are converging on Iraq to fight the rise of democracy. The images of cruelty and suffering we see on television are real, and they are difficult for our compassionate nation to watch. Yet, the terrorist violence has not brought them any closer to achieving their strategic objectives. The terrorists tried to intimidate the Iraqi Governing Council, and they failed. They tried to delay the transfer of sovereignty to Iraq, and they failed. They tried to stop the free Iraqi elections, and they failed. They continue to kill in the hope that they will break the resolve of the American people, but they will fail. (Applause.)

The lesson of this experience is clear, the terrorists can kill the innocent, but they cannot stop the

advance of freedom. This is the world watched as the people defied intimidation, dipped their fingers in ink and cast votes in the country's first democratic election in December. (Applause.) And last week, the 28th, the free nation marked the first anniversary of its sovereignty to its rightful owners, the people. (Applause.)

By helping Iraqis build a free and democratic nation, we give strength to an ally in the war on terror, and we'll make the world more secure. To continue to build a free and democratic Iraq, Americans and Iraqis are fighting side-by-side to stop the terrorist insurgents. And our military is helping to train Iraqi forces so they can defend their own country. Our strategy can be summed up this way: As Iraqis stand



Bush reaches out to shake a hand in the crowd.

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town residents gather in Woodburn Circle.

the latest battlefield in terrorism. Our work there is hard and dangerous because it comes from across the region, emerging on Iraq to fight the democracy. The images of hardship and suffering we see on the news are real, and they are not for our compassionate people to watch. Yet, the terrorists have not brought them any closer to achieving their strategic goals. The terrorists tried to overthrow the Iraqi Governing Council, and they failed. They tried to force the transfer of sovereignty, and they failed. They tried to delay the free Iraqi elections, and they failed. They continue to give us hope that they will break the will of the American people, but they will fail. (Applause.) The lesson of this experience is that the terrorists can kill the body, but they cannot stop the

advance of freedom. This January, the world watched as the Iraqi people defied intimidation, dipped their fingers in ink and cast their votes in the country's first free and democratic election in decades. (Applause.) And last week, on June the 28th, the free nation of Iraq marked the first anniversary of the day when sovereignty was restored to its rightful owners, the Iraqi people. (Applause.)

By helping Iraqis build a free and democratic nation, we will give strength to an ally in the war on terror, and we'll make America more secure. To continue building a free and democratic Iraq, Americans and Iraqis are fighting side-by-side to stop the terrorists and insurgents. And our military is helping to train Iraqi forces so they can defend their own liberty. Our strategy can be summed up this way: As Iraqis stand up, we

will stand down, and then our troops can come home to a proud and grateful nation. (Applause.)

West Virginians are serving with skill and honor in the war on terror. Some deployed from Camp Dawson right down the road. Soldiers from the 201st Field Artillery Unit of the West Virginia National Guard carried out vital missions in Iraq. (Applause.) Those soldiers are contributing to the proud history of their unit. The 201st has been defending our freedom since the Revolutionary War. (Applause.)

One of the battery commanders from the 201st is Captain Jeff Setser. Captain Setser is a police officer in Charleston. He served a year in Iraq and he was in Baghdad during the Iraqi elections. He and his fellow West Virginia Guardsmen escorted convoys and protected supplies and patrolled cities. Here is what he said: "We treated people with respect, and they respected us. You could see that they were starting to walk on their own instead of leaning on us. The progress is just amazing."

The Guardsmen and Reservists are helping Iraq build in other ways.

Lieutenant James McCormick, who is with us today, is from Scott Depot, West Virginia. (Applause.) He served a half-month tour in Iraq as part of the 18th Combat Gun Truck Company. His unit provided security for military convoys transporting troops and supplies. For his citizenship, Lieutenant McCormick of the Bronze Star and two 2-foot hearts. (Applause.)

Write me a letter last week. That's what he said: "If needed, I would return and continue my mission. It's a just and noble fight. Please know that we still live by the

America supports you. You can go there to learn about efforts in your own community. And by the way, it's not too late to find something to do today. At this time, when we celebrate our freedom, our troops have got to understand that the American people support them all the way. (Applause.)

And on Independence Day, we remember that we also have essential responsibilities here at home, the unfinished work of American freedom. In a world moving toward liberty, we are determined to show the meaning and the promise of liberty. The greatest strength of America is the heart and soul of the American people. (Applause.) Every time a volunteer reaches out to a neighbor in need, our nation grows stronger and more hopeful.

Today when I landed at the airport, I met Chuck White. He's a volunteer with the local United Way. For those of you who are serving as a member of the army of compassion in America, thank you for loving your neighbor just like you'd like to be loved yourselves. (Applause.) By taking time out of your lives to help somebody else, you're helping to ensure that every American can share the blessings of liberty.

As we celebrate the Fourth of July, we rededicate ourselves to the ideals that inspired our founders. During that hot summer in Philadelphia more than 200 years ago, from our desperate fight for independence to the darkest days of a civil war, to the hard-fought battles of the 20th century, there were many chances to lose our heart, our nerve, or our way. But Americans have always held firm, because we have always believed in certain truths: We know that the freedom we defend is meant for all men and women, and for all times. (Applause.) And we know that when the work is hard, the proper response is not retreat, it is courage. (Applause.)

We got a great future for our country. From the mountains of West Virginia to the Great Plains, to our Pacific shores, the truths of the Declaration still guide America, and remain the best hope of mankind. I believe that this century will be "liberty century." In 1770 — and I know that carrying the spirit of 1776 into this new age we will leave a stronger and better country for all who call this great land home. (Applause.)

It is a great honor to be the President of such a great nation. And it's my honor to be here to wish you all a happy Fourth of July. May God bless you, and may God continue to bless our country. (Applause.)

— Source: whitehouse.gov

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Re would return and continue my mission. It's a just and noble fight. Please know that we still live by the

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MILITARY CONDOLENCE

«letterdate»

«nameline»

«title»

«address1»

«address2»

«city», «statelong» «zip»

Dear (>>):

I am saddened to hear of the loss of your (>>). As you reflect on (his/her) life and accomplishments, I hope you are comforted knowing that (>>)'s sacrifice in the line of duty will not be forgotten. (He/She) served our Nation with honor and courage, earning the gratitude of all Americans.

Laura and I send our heartfelt sympathy. We hope that your sorrow will be eased by the love of your family and friends. Our prayers are with you.

Sincerely,

George W. Bush

GB/TP/BW/DH/«staff» (Corres: #«out_id»)

P103b ((>>))

cc: White House Military Office, 206 EW



THE WHITE HOUSE
Executive Office of the President

Presidential Personal Correspondence
Telephone: (202) 456-2706 or (202) 456-2707
Fax: (202) 456-6712

TO: Maquette DATE: 4/18/05

OFFICE: Correspondence

FAX: _____ TEL: _____

FROM: Mary Ann

NUMBER OF PAGES (Including cover): 2

COMMENTS:
This letter started the fireworks last week.
See difference in coding. I have another
letter w/ some language at OPM, which
they won't autopen because the shell doesn't
show PK 103B. Can you change it? Thanks so
much!

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The George W. Bush Library

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Handwritten Note	[Note]	1	07/19/2005	P6/b6;

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Presidential Correspondence, Office of

SERIES:

Hanusa, Mary Ann - Correspondence

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8974

OA Num.:

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FOIA IDs and Segments:

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2014-0124-F

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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- A. Closed by Executive Order 13526 governing access to national security information.
- B. Closed by statute or by the agency which originated the document.
- C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
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Records Not Subject to FOIA

Court Sealed - The document is withheld under a court seal and is not subject to the Freedom of Information Act.

(b)(3) 10 USC 130b
(b)(6)

11/15 - Ving
WJORM
no record per
WJORM

24 February 2004

President Bush
The White House
1600 Pennsylvania Ave
Washington DC 20500

Dear President Bush,

My husband Jim is an active duty Colonel in the United States Air Force. With 26 years of service, he has submitted his paperwork to retire short of his long-term goal of serving his country for 30 years. His decision to retire is mostly due to my declining health living in Florida, and the need to get me back to San Antonio, Texas. To thank him for his sacrifice not only to his country but also to me, the best retirement gift I can give him is your autograph on the enclosed print.

On September 11, 2001, my husband was the Support Group Commander at Offutt Air Force Base, Nebraska, and was responsible for your safety while there. As the Support Group Commander, he was responsible for the actions of security police forces guarding the runway, the roads, entry to base, and securing lodging in case you stayed the night. He worked closely with your secret service detail that day. When we thought you might be staying longer, I was at our dignitary quarters when security forces personnel came to secure the area, and was in awe of the behind-the-scenes work to secure your safety.

Before joining the military, Jim was a minister for 8 years. His military career and his way of live is based on honesty, integrity, and service before self. Believing this creed, he has admired you for bringing these same qualities back to the White House. He also admires you for openly sharing your faith with the country; not for show, but because you truly believe.

I regret that Jim's only recourse to get me back to Texas is to retire from active military service. His heart is to continue to serve his country, but apparently there is no more room for him to stay on active duty and be in San Antonio. I found this odd since he is a Personnel Officer and San Antonio is the personnel mecca of the Air Force. He has been proud to have served President Reagan, your father, and now you as his Commander in Chief, and having your autograph as the sitting president on this print will mean more to him than I can say. Thank you for considering my request.

Sincerely,

(b)(3) 10 USC 130b

Dear President Bush + Family,

Perhaps you sent a lovely card,

Or sat quietly in a chair.

Perhaps you sent a funeral spray,

If so, we saw it there.

Perhaps you spoke the kindest words,

As any friend could say.

Perhaps you were not there at all,

Just thought of us that day.

Whatever you did to console our hearts,

We thank you so much whatever the part.

Stan + Gaynell Lapinski



CPL. Stanley J. Lapinski

D.O.B. 12-16-69

D.O.D. 6-11-05

NRN

MAH
7/25/05

June 20, 2005

Mr. and Mrs. Stanley H. Lapinski

(b)(6)

Dear Gaynell and Stanley:

I am deeply saddened by the loss of your son, Corporal Stanley J. Lapinski, USA.

Stanley's noble service in Operation Iraqi Freedom has helped to preserve the security of our homeland and the freedoms America holds dear. Our Nation will not forget Stanley's sacrifice and unselfish dedication in our efforts to make the world more peaceful and more free. We will forever honor his memory.

Laura and I send our heartfelt sympathy. We hope you will be comforted by your faith and the love and support of your family and friends. May God bless you.

Sincerely,

George W. Bush



THE WHITE HOUSE
WASHINGTON

March 17, 2005

Ms. Jennifer Farley

(b)(6)

Dear Jennifer:

Thank you for your service as Deputy Associate Director in the Office of Intergovernmental Affairs at the White House. You can be proud of your years of dedicated service to our Nation and my Administration.

I hope your new responsibilities bring you many exciting challenges. Best wishes for continued success.

Sincerely,

George W. Bush

TO
MAH

I appreciate all
your hard
work.

Showers, Wendy W.

From: Hanusa, Mary Ann

Sent: Wednesday, March 16, 2005 4:31 PM

To: Baer, Christine K.; Showers, Wendy W.

GWB SIGNATURE/mah

March 17, 2005

Ms. Jennifer Farley

(b)(6)

Dear Jennifer:

Thank you for your service as Deputy Associate Director in the Office of Intergovernmental Affairs at the White House. You can be proud of your years of dedicated service to our Nation and my Administration.

I hope your new responsibilities bring you many exciting challenges. Best wishes for continued success.

Sincerely,

GWB

3/16/2005

THE WHITE HOUSE
WASHINGTON

_____ Date: 3/9/05

To: Staff Sec

From: Oval Office Operations [Signature]

- FYI
- Appropriate Action
- Direct Response
- Prepare Response For My Signature
- Per Our Conversation
- Let's Discuss
- Per Your Request
- Please Return
- Deadline
- Other

Comments: POTUS requested
note for [Signature] h/s.

Withdrawal Marker

The George W. Bush Library

FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Letter	[Letter] - To: POTUS - From: Jennifer M. Farley	1	03/07/2005	P6/b6;

**This marker identifies the original location of the withdrawn item listed above.
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Withdrawal/Redaction Sheet at the front of the folder.**

COLLECTION:

Presidential Correspondence, Office of

SERIES:

Hanusa, Mary Ann - Correspondence

FOLDER TITLE:

671786 [4]

FRC ID:

8974

OA Num.:

8147

NARA Num.:

8121

FOIA IDs and Segments:

2015-0037-F

2014-0124-F

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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Freedom of Information Act - [5 U.S.C. 552(b)]

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Records Not Subject to FOIA

Court Sealed - The document is withheld under a court seal and is not subject to the Freedom of Information Act.

Hanusa, Mary Ann

From: Graves, Caleb
Sent: Wednesday, March 16, 2005 9:40 AM
To: Hanusa, Mary Ann
Subject: RE: Address for Jennifer Farley

Here you go -

(b)(6)

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

From: Hanusa, Mary Ann
Sent: Wednesday, March 16, 2005 8:47 AM
To: Graves, Caleb
Subject: RE: Address for Jennifer Farley

thanks!

From: Graves, Caleb
Sent: Wednesday, March 16, 2005 8:31 AM
To: Hanusa, Mary Ann
Subject: RE: Address for Jennifer Farley

Tracking it down and will send this morning.

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

From: Hanusa, Mary Ann
Sent: Wednesday, March 16, 2005 8:19 AM
To: Graves, Caleb
Subject: Address for Jennifer Farley

Could you please send me Jennifer Farley's home address? President wants to respond to her resig. letter. thanks!

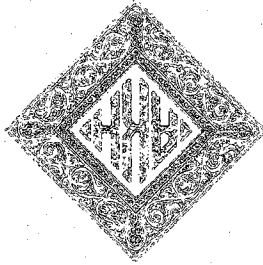
MAH-
not
seen

Reading
file

Dear President and Mrs. Bush,

Ken and I were honored to share the Ford's Theatre Gala Celebration with you. Thank you for the lovely start to the evening at the White House.

You were so generous with your time to stand through all these introductions



and photos. It was an honor to meet both of you.

I was especially thankful for an opportunity to meet so many of the people Ken will be working with in his new job as Under Secretary for Defense of Acquisition, Technology and Logistics.

Sincerely,

Gene Hines

June 23, 2005

Don't think this is
the right response
to this letter, if
one is warranted at
all.

KK

—

—



THE WHITE HOUSE
WASHINGTON

July 25, 2005

Mrs. Windell Smith

(b)(6)

Dear Dawn:

Thank you for your note. I am touched by your words of love and pride for your brother-in-law.

Corey served our Nation with honor and courage, and his sacrifice will not be forgotten. I am proud to have been his Commander in Chief.

You and your family are in my prayers. May God bless you, and may God continue to bless America.

Sincerely,

George W. Bush

MAH
NRN

(b)(6)

~~confidential~~
fax

To: President of the United Staes
Fax Number: 12024562461

From: Dawn & Windell Smith
Fax Number: 1-912-285-5806
Business Phone:
Home Phone:

Pages: 2
Date/Time: 7/16/2005 4:28:08 PM
Subject: Corey J. Goodnature, CW3, MH-47 Helicopter Pilot Shot down

Please accept complete letter. prior submission eliminated parts of the letter.

Dear Mr. President,

I am writing you today on the day of Chief Warrant Officer, Corey Goodnature's funeral. He was the pilot of the MH-47 helicopter shot down on June 28th 2005. Corey was my sister-in law's husband. He was the greatest Uncle to my five children. He was a son, a brother, a father, a husband, a nephew. Corey was someone's someone.

I have supported your efforts on the war thus far, but like many Americans, I too, took his service for our country and freedoms for granted. Why? Because Corey inspired confidence and faith. His devotion to his/our cause never wavered. The night before he left for Afghanistan, I was too busy to take the time to call him because I was so absorbed with getting my five children to bed, and I was tired. How I so regret that! How had I become so complacent and taken his safety and his mission for granted? Although nothing will ease the pain for his wife, children, mother, father, sister, and us, I wondered if you also sometimes forget that these casualties are someone's someone. I wondered if you, like me, took for granted this life, and got too busy to call.

The military support that surrounds his family at this tragic hour has amazed me and instilled a tremendous pride in me for the military men and women that serve this great nation. These men and women are unbelievable in their dedication to their country, their world and each other. There is nothing like them! However, I was surprised that you had not acknowledged his sacrifice to his wife and family through a phone call. I wondered if your day, like mine, had become all too busy to make a few calls to the families of these great fallen heroes, who sacrificed all that they had for us.

Through my tears and pain, I apologized to my sister-in-law for letting my busy day get in the way of taking the time to say goodbye to Corey that night before he left for Afghanistan. I will have to live with that forever. And Corey's family will live without him forever. What a sacrifice these families make. What unending pain they suffer. So many of us forget about this pain, until it is our own. Have you?

Very sincerely,
Dawn Ashley-Smith
Grieving mother of 5 young children who lost their beloved Uncle

(b)(6)

~~confidential~~
fax

To: President of the United States
Fax Number: 12024562461

From: Dawn & Windell Smith
Fax Number: 1-912-285-5806
Business Phone:
Home Phone:

Pages: 2
Date/Time: 7/16/2005 4:03:51 PM
Subject: Corey J. Goodnature, MH-47 Helicopter Pilot Shot down in Afghanistan

Determined to be an
Administrative Marking
Per E.O. 13526, SEC 3.4(B)

(b)(6)

~~confidential~~
fax

To: President of the United States, George Bush
Fax Number: 202-456-2461

From: Dawn & Windell Smith
Fax Number: 1-912-285-5806
Business Phone:
Home Phone:

Pages: 1
Date/Time: 7/16/2005 4:01:56 PM
Subject: Corey Goodnature, CW3, MH-47 Helicopter Pilot

Dear Mr. President,

I am writing you today on the day of Chief Warrant Officer, Corey Goodnature's funeral. He was the pilot of the MH-47 helicopter shot down on June 28th 2005. Corey was my sister-in law's husband. He was the greatest Uncle to my five children. He was a son, a brother, a father, a husband, a nephew. Corey was someone's someone.

I have supported your efforts on the war thus far, but like many Americans, I too, took his service for our country and freedoms for granted. Why? Because Corey inspired confidence and faith. His devotion to his/our cause never wavered. The night before he left for Afghanistan, I was too busy to take the time to call him because I was so absorbed with getting my five children to bed, and I was tired. How I so regret that! How had I become so complacent and taken his safety and his mission for granted? Although nothing will ease the pain for his wife, children, mother, father, sister, and us, I wondered if you also sometimes forget that these casualties are someone's someone. I wondered if you, like me, took for granted this life, and got too busy to call.

The military support that surrounds his family at this tragic hour has amazed me and instilled a tremendous pride in me for the military men and women that serve this great nation. These men and women are unbelievable in their dedication to their country, their world and eachother. There

Determined to be an
Administrative Marking
Per E.O. 13526, SEC 3.4(B)

Showers, Wendy W.

From: Greenhill, Maggie H.
Sent: Monday, July 25, 2005 11:06 AM
To: Greenhill, Maggie H.; Crable, Lynn A.; DeGuzman Jr., Danilo; Showers, Wendy W.
Subject: RE: Smith Letter

This will actually be H/S...thank you!!!

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

From: Greenhill, Maggie H.
Sent: Monday, July 25, 2005 10:49 AM
To: Crable, Lynn A.; DeGuzman Jr., Danilo; Showers, Wendy W.
Subject: Smith Letter

Please prepare for a/p, dated for today, July 25, 2005. Thank you!

July 25 2005

GWB SIGNATURE /mhg

Mrs. Windell Smith

(b)(6)

Dear Dawn:

Thank you for your note. I am touched by your words of love and pride for your brother-in-law.

Corey served our Nation with honor and courage, and his sacrifice will not be forgotten. I am proud to have been his Commander in Chief.

You and your family are in my prayers. May God bless you, and may God continue to bless America.

Sincerely,

GWB
Maggie H. Greenhill
Deputy Director
Office of Presidential Personal Correspondence
202-456-2707 work

Showers, Wendy W.

From: Greenhill, Maggie H.
Sent: Monday, July 25, 2005 10:49 AM
To: Crable, Lynn A.; DeGuzman Jr., Danilo; Showers, Wendy W.
Subject: Smith Letter

Please prepare for a/p, dated for today, July 25, 2005. Thank you!

July 25 2005

GWB AUTOPEN/mhg

Mrs. Windell Smith

(b)(6)

Dear Dawn:

Thank you for your note. I am touched by your words of love and pride for your brother-in-law.

Corey served our Nation with honor and courage, and his sacrifice will not be forgotten. I am proud to have been his Commander in Chief.

You and your family are in my prayers. May God bless you, and may God continue to bless America.

Sincerely,

GWB
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Deputy Director
Office of Presidential Personal Correspondence
202-456-2707 work

7/25/2005

Withdrawal Marker

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FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Email	RE: Another one - To: Mary Ann Hanusa - From: Tim Goeglin	1	02/28/2005	P6/b6;

**This marker identifies the original location of the withdrawn item listed above.
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COLLECTION:

Presidential Correspondence, Office of

SERIES:

Hanusa, Mary Ann - Correspondence

FOLDER TITLE:

671786 [4]

FRC ID:

8974

OA Num.:

8147

NARA Num.:

8121

FOIA IDs and Segments:

2015-0037-F

2014-0124-F

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

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- B. Closed by statute or by the agency which originated the document.
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Records Not Subject to FOIA

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THE WHITE HOUSE
WASHINGTON

Date: Feb. 4, 05

To: Mary Ann Hanusa

From: Office of Public Liaison Tim Goeglein

- FYI
- Appropriate Action
- Direct Response
- Prepare Response For My Signature
- Per Our Conversation
- Let's Discuss
- Per Your Request
- Please Return
- Deadline
- Other

Mary Ann: Can you phone me about this one? Thanks much. tsg 6-2617

Withdrawal Marker

The George W. Bush Library

FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Letter	[Letter] - To: Tim Goeglin - From: Herb London	1	01/20/2005	P6/b6;

**This marker identifies the original location of the withdrawn item listed above.
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SERIES:

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FOLDER TITLE:

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