

August 25, 2004

TO: Honorable Andrew H. Card, Jr.

CC: Vice President Richard B. Cheney  
Dr. Condoleezza Rice

FROM: Donald Rumsfeld 

SUBJECT: Transforming the USG

Attached is a short draft presentation on transforming the U.S. Government for the 21<sup>st</sup> century. This brief is obviously in an early stage.

Andy, it seems to me that these are the kinds of national security, homeland security and other issues that you folks in the White House are considering. Clearly, they don't fit neatly into the responsibilities of any single department or even into any one of the White House councils. But then, the problems we face in the world don't fit neatly into any one department or into any one of the various White House councils.

In any event, we have folks in DoD who have been thinking about some of these things. If anything here is of interest to you, the Vice President or Condi, let me know. We would be happy to try to be helpful. If you would like to talk about any of these ideas, let me know.

Thanks.

Attach.

8/20/04 Transforming the U.S. Government for the 21<sup>st</sup> Century

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# ***Transforming the U.S. Government for the 21<sup>st</sup> Century***

**23 August 2004**

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**Draft Working Papers Not Subject to FOIA**

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1



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# Purpose

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- Public attention generated by 9/11 Commission report and Congressional hearings have focused Nation on need to improve national security
- Opportunity for Administration to:
  - Go beyond 9/11 Commission recommendations
  - Go beyond the issue of terrorism
  - Prepare for broader challenges of 21<sup>st</sup> century
- Consider whether the USG might:
  - Restructure *institutions*
  - Create or realign *authorities*
  - Take further *action*

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## ***Restructure Institutions – Illus frafive Ideas***

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- **Domestic intelligence** – Go beyond law enforcement approach and integrate with foreign intelligence while duly preserving civil liberties?
- **Strategic Communications** – Create entity in the USG that draws on US private sector prowess in media, IT, advertising, and entertainment?
- **NSC and HSC** – Restructure organizations?
- **US Country Teams** – Transform US Embassy Country Teams for 21<sup>st</sup> century operations?
- **UN and other international institutions** – Reorganize to prevent crises and assist member states that lack capacity for effective governance?
- **National Guard** – Organize, train and equip the National Guard for homeland defense?

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3



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## ***Create or Realign Authorities – Illustrative Ideas***

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- **Interagency “Jointness”** – Increase through “Goldwater-Nichols” for whole USG?
- **Build Local Capacity** – Help international partners build their capacity to counter enemies and replace US forces
  - Seek additional authorities for: “Train and Equip,” Commander’s Emergency Response Program (CERP), Global Peace Operations Initiative
- **Homeland Security** – Is it time for review of how USG responsibilities and authorities are allocated to ensure right capabilities and assets address **key** problems?
- **Congress** – Streamline Congressional oversight (e.g., Joint Committees; smaller committees; merged authorization and appropriation committees) and speed nomination/confirmation process?

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4



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## ***Take Action – Illustrative Ideas***

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- **Bio-Defense** – Launch Strategic Bio-Defense Initiative?
- **Common Threat Assessments** – Implement initiative to develop common threat assessments with key allies and partners?
- **Non-Governmental Action** – Mobilize private philanthropies and utilize public-private partnerships to promote educational reform and economic development in Muslim world?
- **Civilian/Military Recruiting and Retention** – Review incentives/disincentives for public/military service?

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## **Way Ahead**

- Assign tasks to refine ideas and develop action plans (assign duties, set deadlines, develop metrics, track progress)
- Recommend to Congress actions requiring new legislation
- Develop draft Executive Orders where appropriate

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# Back-up Slides

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## ***Additional Illustrative Ideas***

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- Establish standing USG planning function for building & maintaining coalitions
- Establish “National Security University” educational system for interagency
- Expand unconventional warfare, civil affairs and foreign internal defense capabilities
- Establish Deputy National Intelligence Director to serve as all-source intelligence “archivist” and Chief Information Officer for Intel Community
- ‘Re-evaluate USG national security roles and missions (a “QDR” for USG)
- Build civilian reserve forces international stability & reconstruction operations, homeland security and intelligence
- Strengthen weak governments so that they can increase their legitimacy and authority **over** “ungoverned” territory/populations via civic action projects

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8



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