FOIA Marker

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Staff Secretary, White House Office of the

Miers, Harriet E. - Confidential Files

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Folder Title:

05/01/2003 - 05/02/2003 [Presidential Briefing Papers] [6]

Withdrawn/Redacted Material
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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
008	Speech	Remarks at United Defense Industries Draft #12	7	05/02/2003	P5; P6/b6;
016	Briefing	California Political Briefing	10	N.D.	PRM;
021	Briefing	California Political Briefing	11	N.D.	PRM;
027	Email	USAFC Greeter Information... - To: Barclay, Barbara A. - From: Mynster, Kathleen	1	04/30/2003	P6/b6;
043	Briefing	California Political Briefing	10	N.D.	PRM;
044	Email	USAFC Greeter Information... - To: Walsh, Edmund A., et al - From: Mynster, Kathleen	1	05/02/2003	P6/b6;

COLLECTION TITLE:
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SERIES:
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05/01/2003 - 05/02/2003 [Presidential Briefing Papers] [6]

FRC ID:
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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

Deed of Gift Restrictions

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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 Schedule

of the

President

Friday, May 2, 2003

File Copy

EVENT MEMOS

A

USA FREEDOM CORPS SERVICE RECOGNITION
Santa Clara, CA

---

1. Name: Steve Houck [pronounced "HOWK"]

2. Activity: You will meet Steve and pose for photos with him near Air Force One upon arrival.

3. Background: Born in Teaneck, New Jersey, Steve graduated from Ohio State University with a degree in accounting and earned his MBA from Indiana University. He is currently vice president of finance for Salesforce.com, which creates web-based customer relationship management applications for large and small businesses.

4. Age: 46 years old

5. Service Record: Although Steve has participated in volunteer service activities in the past, he began looking for leadership opportunities with non-profit and community-based organizations approximately ten years ago. From 1993 to 1996, Steve served as a board member for the Shasta-Hanchett Park Neighborhood Association, helping to preserve community landmarks in San Jose, California, and working cooperatively with local business and community leaders on growth and planning issues affecting his neighborhood.

   Since joining Salesforce.com in August 2002, Steve has completed more than 125 hours of company-supported volunteer service. He currently serves as a member of the Salesforce.com Foundation Steering Committee, helping to evaluate grant applications and identify effective programs and organizations that are working to meet important community needs. Representing the finance department of his company, Steve uses his role as a Salesforce.com Foundation steering committee member to link employees in his department and around the company with available volunteer opportunities. As a result of his efforts, his department's participation in volunteer programs has increased by 200 percent. Steve also shares his time with students from the local area during career days at his office, describing his own profession and his passion for community service.

   SalesForce.com, a member of Business Strengthening America, encourages its employees to donate one percent of their working time to the community. This percentage amounts to approximately six paid days of service each year, or four hours each month.

B

THE WHITE HOUSE

WASHINGTON

TOUR AND REMARKS AT UNITED DEFENSE INDUSTRIES

Friday, May 2, 2003
9:20 a.m. – 10:35 a.m.
United Defense Industries, Inc. – Ground Systems Division
Santa Clara, California
Karl Rove / Condoleezza Rice

I. PURPOSE

To tour a major defense research, development, and engineering facility.

To deliver remarks on the technological precision, advancements, and character of our military, and to highlight your economic plan.

II. BACKGROUND

Background on United Defense Industries, Inc. ("United Defense")
United Defense is a leader in the design, development, and production of combat vehicles, artillery, naval guns, missile launchers, and precision munitions used by the Department of Defense and U.S. allies. It has produced more than 100,000 combat vehicles and 100,000 weapon systems used by the U.S and coalition members.

In January 1994, Food Machine Corporation (FMC) and Harsco Corporation entered into a limited partnership to form United Defense. In October 1997 the Carlyle Group purchased United Defense, and in December 2001 it became a publicly traded company. United Defense is headquartered in Arlington, Virginia, and has engineering, manufacturing, and servicing facilities in Santa Clara, California; Anniston, Alabama; York, Pennsylvania; Fridley, Minnesota; Aiken, South Carolina; Ankara, Turkey; and Karlskoga, Sweden. It has 7,200 employees worldwide.

United Defense is also America's largest non-nuclear ship repair, modernization, conversion, and overhaul company, through its subsidiary, United States Marine Repair (with shipyards in San Diego, California; Norfolk, Virginia; and Ingleside, Texas).

United Defense is the sole-source prime contractor and systems integrator for many key Department of Defense programs, including the variations of the Bradley Fighting Vehicle (M2 Bradley Fighting Vehicle, M3 Cavalry Fighting Vehicle, M4 Command and Control Vehicle, M6 Linebacker (air defense variation with Stinger missile), and the M7 Bradley Fire Support Team Vehicle). Other vehicles built by United Defense that are playing a major role in the war on terrorism include the M88A2 HERCULES (Heavy Equipment Recovery Combat Utility Lift and Evacuation System) tank recovery vehicle, the M109A6 Paladin

REVISED

Station Three
Michael Tanda, Bradley Program Director
Ann Hoholick [ho-ho-LIK], Amphibious Assault Vehicle Program Director
Mark Pedrazzi, Future Combat Systems, Engineering Manager

VIPs Attending Remarks
Francis "Buzz" Raborn [RAY-born], CFO, United Defense
Elmer Doty [DOUGH-tee], Vice President and General Manager, United Defense, Ground Systems Division
Doug Coffey, Vice President, Global Communication, United Defense
Jay Hendrix, Vice President, Business Development and Marketing, United Defense
Robert Houston, Vice President and General Manager, Steel Products Division, United Defense
Congressman Richard Pombo (CA, R-11)

Duf Sundheim, Chairman, California Republican Party
Susan Allen, Director, California Republican League
Mike Spence, President, California Republican Assembly

Mayor Patricia Mahan (D), Santa Clara
Assemblyman Guy Houston (R, East Bay)
Assemblyman Abel Maldonado (R, South Bay)

Steve Houck [HOWK], USA Freedom Corps Greeter

1,800 invited guests, including employees of United Defense, family members, military personnel, local business leaders, and community leaders.

White House Staff
Andrew Card, Chief of Staff
Joe Hagin, Deputy Chief of Staff of Operations
Condoleezza Rice, National Security Advisor

IV. PRESS PLAN

Tour: Pool
Remarks: Open

V. SEQUENCE OF EVENTS

Tour
- You arrive at Moffett Federal Airfield and proceed to vehicle.
- You arrive at United Defense – Ground Systems Division Facility and proceed to AREA.
- You proceed with Elmer Doty and Tom Rabaut on a walking tour.
- You make three stops on your tour:
  - Station 1: Combat System Integration Laboratory (CSIL) Dome Simulator of a future Combat System Crew Cockpit
    Note: This station will be open to press pool.

1

Withdrawal Marker
The George W. Bush Library

FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Speech	Remarks at United Defense Industries Draft #12	7	05/02/2003	P5; P6/b6;

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FOIA IDs and Segments:
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2

BIOGRAPHIES OF UNITED DEFENSE EXECUTIVES

Thomas "Tom" Rabaut

Tom has been President and CEO of United Defense, since it was formed in 1994. He joined United Defense's predecessor company, Food Machine Company (FMC), in 1977. He received a B.S. from the U.S. Military Academy at West Point and a master's degree in business administration from the Harvard Business School. He served as an Army officer for five years with the 1st and 4th Armored Divisions and the 66th Military Intelligence Group.

Mr. Rabaut is a trustee of Stevens Institute of Technology, Chairman of Bofors Defence (a Swedish defense company which is wholly-owned by United Defense), board member of United Defense , and board member of FNSS.

Tom and his wife Sheila have three children and live in Great Falls, Virginia.

Francis "Buzz" Raborn

Buzz has been Vice President and CFO of United Defense, since it was formed in 1994. He was appointed to the board of directors of United Defense when it became a public company in December 2001. He is responsible for all finance, accounting, treasury, contract administration, tax, and government compliance activity, including financial responsibility for foreign subsidiaries and joint ventures in Sweden and Turkey. Mr. Raborn started with United Defense's predecessor company, FMC, in 1977.

Mr. Raborn served in the U.S. Air Force for more than five years as a command center duty director and an F-4 Phantom fighter pilot, including tours of duty in Vietnam and Japan. He received his bachelor's degree in economics from the University of Pennsylvania's Wharton School and MBA from the University of California – Los Angeles. He also holds a CMA certificate. He and his wife Marcia have two children and live in Great Falls, Virginia.

Elmer Doty

Elmer has been Vice President and General Manager of United Defense Industries–Ground Systems Division since April 2001. He joined United Defense's former parent company, FMC, in 1979 as an engineering manager for its Agricultural Machinery Division.

He holds a bachelor's degree in nuclear engineering and a master's degree in mechanical engineering from the University of Missouri. He and his wife Sandra reside in York, Pennsylvania.

3

REVISED

UNITED DEFENSE VEHICLES ON TOUR

M7 A3 BRADLEY FIRE SUPPORT TEAM VEHICLE

The Bradley Fire Support Team (BFIST) vehicle locates and identifies targets for artillery missions. The Bradley Fire Support Team Vehicle integrates a new Inertial Navigation System, a laser range finder and targeting controls, and mission processing systems which now automate the fire request system. All BFIST team mission equipment including communications and the Lightweight Computer Unit are fully integrated into the Bradley. The M7 has the same mobility, survivability and battlefield signature as the M2 Bradley. With the 25mm automatic cannon for self defense, it also provides a new capability to locate targets on the move. You will view this vehicle on the tour.

Operation Iraqi Freedom

- 31 M7 BFISTS were deployed in the 3rd Infantry Division Artillery. All reports from the soldiers in Iraq indicate that the M7 performed flawlessly.
- 3rd Division Artillery claims credit for best field artillery performance in years based on the number of rounds fired and the number of targets destroyed or neutralized.
- Thousands of pounds of artillery were fired from these vehiclesduring Operation Iraqi Freedom, and soldiers reported the vehicles performed better than in Desert Storm.

AMPHIBIOUS ASSAULT VEHICLE (U.S. MARINE CORPS)

Introduced in 1984, the Assault Amphibious Vehicle (AAV) has earned a reputation for rugged durability and superior mobility for transporting troops and cargo from ship to shore. At sea, a 400 horsepower turbocharged diesel V-8 engine with propulsion enabled by two water jets provides AAV vehicles with a cruising speed of seven knots and the ability to negotiate 10-foot surfs. On land, the proven torsion bar suspension and special "Big Foot" track makes for outstanding mobility on all terrains at a top speed of 45 mph. It is armed with a 50-caliber/Mk 19 40mm weapon station, appliqué armor packages, and command, control, and repair capabilities. You will view this vehicle on your tour.

Operation Iraqi Freedom

- The AAVs deployed an unprecedented 500 miles inland with the Marines who took Tikrit, Saddam Hussein's hometown.
- The amphibious vehicles operated at over a 90 percent operational readiness rate.
- Members of the AAV family of vehicles include:
  - AAVC7A1 Command Vehicle
  - AAVP7A1 Personnel Carrier
  - AAVR7A1 Recovery Vehicle

UNITED DEFENSE VEHICLES ON DISPLAY DURING REMARKS

BRADLEY M2/M3A3 INFANTRY FIGHTING VEHICLE

Since its initial production in 1981, the Bradley Fighting Vehicle has been continually enhanced to meet and exceed the requirements of the changing battlefield. The Bradley A3, in either the M2 infantry variant or the M3 cavalry variant, is a technologically advanced, highly mobile, digital fighting system that significantly increases the Bradley's lethality and survivability in battle. The Bradley A3 first saw combat action with the 4th Infantry Division (Mechanized) – the Army's First Digitized Division – during Operation Iraqi Freedom in 2003. Earlier versions of the Bradley Fighting Vehicle were with the 3rd Infantry Division. The A3 is the most recent upgrade and can travel at a maximum speed of 38 mph. With the ability to pivot 360 degrees, automatic target tracking, and gun target adjustment, the 34-ton Bradley A3 can engage in combat in urban environments as well as open terrain. Bradley A3 communications enable digital information displays for the commander, driver, and squad leader; and improved driver's day and night vision; and a 360-degree Independent Viewer that speeds targeting for the commander and gunner.

Operation Iraqi Freedom

- The M2/M3 vehicles in V (Fifth) Corps operated at better than 90 percent readiness levels.
- There were between 200 and 250 Bradleys participating in Operation Iraqi Freedom.
- The majority of Iraqi tank kills came from the Bradley's 25mm cannon.
- There was one Bradley destroyed by Iraqi fire, but all the troops survived.
- A Bradley Fighting vehicle rushed to the rescue of an Air Force A-10 pilot shot down during the fighting near Baghdad.

FUTURE COMBAT SYSTEM-TRACKED PROTOTYPE

The Future Combat System-Tracked (FCS-T) prototype, originally developed for the joint U.S./U.K. FSCS development program, will complete tests in the U.K. in 2002. FCS-T is a 16-ton vehicle, transported in a C130 cargo aircraft that can be deployed directly to the battlefield in any terrain without preparation. Designed to meet a requirement to equip units in 2008, FCS-T is highly mobile in all terrain and reduces logistics support requirements through the efficient hybrid-electric drive system, hydropneumatic suspension, and band track. The vehicle will travel at 56 mph on hard road surfaces and more than 40 mph cross-country, with acceleration of 0 to 30 mph in roughly seven seconds. Crew cockpits are tailored for superior visibility and engineered to maximize crew interaction.

UNITED DEFENSE VEHICLES NOT ON TOUR OR ON DISPLAY

M4 COMMAND AND CONTROL VEHICLE

The M4 Command and Control Vehicle (C2V) provides the commander and staff with a protected environment and protects critical assets with an armored module mounted on the M993 Bradley Carrier. The C2V features modern electronic systems that give commanders on-the-move command and control capability. The C2V is completely self-contained with biochemical protection and environmental control, requiring no support vehicles for extended mission performance. Major vehicle components are standard Bradley components already available in military supply systems. All C2Vs are deployed overseas; accordingly, there will not be one on display.

Operation Iraqi Freedom

- 15 C2Vs were used by the Army in Operation Iraqi Freedom.
- The V (Fifth) Corps commander had several vehicles equipped with satellite communications links to his division commanders and links to CENTCOM headquarters allowing him to have instant communication and shared information about the battlefield.
- This was the first combat deployment of the C2V.
- The media publicized it as the Army's latest high tech capability.

M88A2 HERCULES IMPROVED RECOVERY VEHICLE

The M88A2 HERCULES (Heavy Equipment Recovery Combat Utility Lift and Evacuation System) Improved Recovery Vehicle is used for heavy equipment recovery operations. Key upgrades from older M88s include improved power-assisted braking, improved steering, improved electrical system, and increased engine horsepower. HERCULES features overlay armor protection, ballistic skirts, a 35-ton boom, a 140,000-pound (63,504 kg) constant pull main winch with 280 feet of cable, and an auxiliary three-ton winch to aid main winch cable deployment. This latest version can do the work of two earlier model M88s and uses a crew of three instead of seven required by the older M88s. This vehicle will not be on display during your tour.

Operation Iraqi Freedom

- The M88 played an historic role in Operation Iraqi Freedom – toppling Saddam Hussein's statue in central Baghdad on April 9, 2003.
- One M88 was nicknamed the "Bloom mobile" by the crew and media because it was the vehicle that journalist David Bloom rode in during the conflict.

M109A6 PALADIN SELF-PROPELLED HOWITZER

The M109A6 Paladin [pal-AH-den] Self-Propelled Howitzer provides a revolutionary advance in performance, responsiveness, and survivability over older M109s. Able to operate independently, it has a firing range up to 30 km with the standard 155mm main armament. Paladin was among the first vehicle systems engaged in Operation Iraqi Freedom, providing fire support for advancing units on the ground. The Paladin receives its fire mission, computes firing data, selects and

4

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OK

USA FREEDOM CORPS SERVICE RECOGNITION
Santa Clara, CA

---

1. Name: Steve Houck [pronounced "HOWK"]

2. Activity: You will meet Steve and pose for photos with him near Air Force One upon arrival.

3. Background: Born in Teaneck, New Jersey, Steve graduated from Ohio State University with a degree in accounting and earned his MBA from Indiana University. He is currently vice president of finance for Salesforce.com, which creates web-based customer relationship management applications for large and small businesses.

4. Age: 46 years old

5. Service Record: Although Steve has participated in volunteer service activities in the past, he began looking for leadership opportunities with non-profit and community-based organizations approximately ten years ago. From 1993 to 1996, Steve served as a board member for the Shasta-Hanchett Park Neighborhood Association, helping to preserve community landmarks in San Jose, California, and working cooperatively with local business and community leaders on growth and planning issues affecting his neighborhood.

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   SalesForce.com, a member of Business Strengthening America, encourages its employees to donate one percent of their working time to the community. This percentage amounts to approximately six paid days of service each year, or four hours each month.

Steve also serves as a board member for the National Multiple Sclerosis Society of Northern California and helps raise funds for St. Leo the Great Parish and St. Leo the Great Elementary School, located in San Jose, California.

6. Other: Steve is married to Bik Wah Houck. They have two sons, ages 12 and 13.

7. Participation: Steve will join you for the message event.

THE WHITE HOUSE

WASHINGTON

TOUR AND REMARKS AT UNITED DEFENSE INDUSTRIES

Friday, May 2, 2003
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155mm self-propelled Howitzer artillery vehicle, the M113 Armored Personnel Carrier, the M1068 - Standard Integrated Command Post vehicle, the Armored Medical Evacuation vehicle, the AAV7A1 Marine Corps Amphibious Assault Vehicles, and the M9 ACE (Armored Combat Earthmover).

United Defense has 13 employees stationed in the Gulf Region for Operation Iraqi Freedom to assist with maintenance and technical support of the company's vehicles.

Background on Santa Clara Ground Systems Division Facility

Santa Clara is the site of United Defense's high tech center. Located in the heart of Silicon Valley, the plant's strong connection to the military dates back to World War II, when it built amphibious vehicles for our Armed Forces fighting in the Pacific. Through the years, it has built most of the combat vehicles the Army and Marine Corps have used, including the Bradley Fighting Vehicles that fought in both Desert Storm and Operation Iraqi Freedom. At the height of production, nearly 8,000 employees were producing 60 to 75 Bradley Fighting Vehicles, 50 Amphibious Assault Vehicles, and 50 to 75 Armored Personnel Carriers per month. The facility now has roughly 750 employees.

The Santa Clara Division has changed from manufacturing to focus on research, development, and engineering, and now has laboratories for software, electronics integration, hybrid electric drive, composite armor, and a prototype shop. Cutting-edge laboratories include the Combat Simulation and Integration Laboratory and the Combat Hybrid Power Systems Laboratory. The Santa Clara Division and the Combat Simulation and Integration Lab were recently recognized as being in the top two percent of all U.S. companies for software development and integration.

III. PARTICIPANTS

Thomas "Tom" W. Rabaut [RAA-bow], President and CEO, United Defense (will introduce you)

Tour Station Representatives

Station One

Raj Rajagopal [RAJ-goh-pahl], Vice President of Technology.
Keith Briggs, Simulation Engineer
Jerry Novak, Manager of Simulation and Training

Station Two

Mark Middione [mid-EE-o-nih], Program Manager, Active Protection
Mark Signorelli [SIG-nor-el-ee], Deputy Program Manager, Future Combat Systems
Ken Ciarelli [SEE-or-el-ee], Associate Director, US Army Tank-Automotive and Armaments Command
Suzanne Shutes, Computer Engineer, US Army Tank-Automotive and Armaments Command

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Ann Hoholick [ho-ho-LIK], Amphibious Assault Vehicle Program Director
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Duf Sundheim, Chairman, California Republican Party
Susan Allen, Director, California Republican League
Mike Spence, President, California Republican Assembly

Mayor Patricia Mahan (D), Santa Clara (T)
Mayor Ron Gonzalez (D), San Jose (T)
Steve Houck, USA Freedom Corps Greeter

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Joe Hagin, Deputy Chief of Staff of Operations
Condoleezza Rice, National Security Advisor

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Remarks: Open

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    Note: This station will be open to press pool.

- Station 2: Sensitive Briefing on Active Protection (viewed on a plasma screen) followed by participation in the Computer Assisted Visualization Environment (CAVE) Virtual Reality Simulator
  Note: You will be asked to put on goggles during the CAVE demonstration
  Note: This station will be closed to the press.
- Station 3: Vehicle Assembly Area
  Note: You will view the following vehicles:
  Future Combat System Wheeled Prototype – FCS-W
  USMC Amphibious Assault Vehicle – AAV7
  The Bradley Fighting Vehicle – M7A3 Bradley
  Note: This station will be open to press pool.

- You conclude tour and proceed to Bay B for hold.

Remarks

- Tom Rabaut and Elmer Doty are announced onto stage.
- You are announced onto stage.
  Note: Buzz Raborn, Jay Hendrix, and Robert Houston will be on stage.
- Tom Rabaut introduces you.
- You deliver remarks.
  Note: The Bradley M2A3 Infantry Fighting Vehicle and the Future Combat System-Tracked Prototype (FCS-T) will be in the background.
- You conclude remarks.
- You work ropeline and depart for Moffett Federal Airfield en route Waco, Texas.
  Note: Backstage upon departure, Tom Rabaut, Elmer Doty, and Doug Coffey will present a watercolor painting.
  Note: Prime Minister John Howard and Mrs. Janette Howard will greet you at Moffett Federal Airfield for travel to the Ranch.

VI. REMARKS

Provided by Speechwriting

VII. ATTACHMENTS

Tab 1 – Remarks
Tab 2 – Biographies of United Defense Executives
Tab 3 – Background on United Defense Vehicles
Tab 4 – California Political Briefing

BIOGRAPHIES OF UNITED DEFENSE EXECUTIVES

Thomas "Tom" Rabaut

Tom has been President and CEO of United Defense, since it was formed in 1994. He joined United Defense's predecessor company, Food Machine Company (FMC), in 1977. He received a B.S. from the U.S. Military Academy at West Point and a master's degree in business administration from the Harvard Business School. He served as an Army officer for five years with the 1st and 4th Armored Divisions and the 66th Military Intelligence Group.

Mr. Rabaut is a trustee of Stevens Institute of Technology, Chairman of Bofors Defence (a Swedish defense company which is wholly-owned by United Defense), board member of United Defense , and board member of FNSS.

Tom and his wife Sheila have three children and live in Great Falls, Virginia.

Francis "Buzz" Raborn

Buzz has been Vice President and CFO of United Defense, since it was formed in 1994. He was appointed to the board of directors of United Defense when it became a public company in December 2001. He is responsible for all finance, accounting, treasury, contract administration, tax, and government compliance activity, including financial responsibility for foreign subsidiaries and joint ventures in Sweden and Turkey. Mr. Raborn started with United Defense's predecessor company, FMC, in 1977.

Mr. Raborn served in the U.S. Air Force for more than five years as a command center duty director and an F-4 Phantom fighter pilot, including tours of duty in Vietnam and Japan. He received his bachelor's degree in economics from the University of Pennsylvania's Wharton School and MBA from the University of California – Los Angeles. He also holds a CMA certificate. He and his wife Marcia have two children and live in Great Falls, Virginia.

Elmer Doty

Elmer has been Vice President and General Manager of United Defense Industries–Ground Systems Division since April 2001. He joined United Defense's former parent company, FMC, in 1979 as an engineering manager for its Agricultural Machinery Division.

He holds a bachelor's degree in nuclear engineering and a master's degree in mechanical engineering from the University of Missouri. He and his wife Sandra reside in York, Pennsylvania.

John "Jay" Hendrix

Jay has been Vice President of Marketing and Business Development for United Defense since January 2003. Prior to joining United Defense, General Hendrix served 36 years in the Army, where he served his final assignment as the Commander, U.S. Army Forces Command. Previous military assignments included command of V (Fifth) Corps and 3rd Infantry Division. His 14 years of overseas duty included assignments in Germany, Belgium, Vietnam, and Saudi Arabia.

Jay was commissioned from the Georgia Institute of Technology, holds a master's degree in history from Middle Tennessee State University, and is a graduate of both the U.S. Army War College and the U.S. Army Command and General Staff College. He is a ranger, master parachutist, and a graduate of the Fixed Wing Aviator Course.

He has received various awards, including the Defense Distinguished Service Medal, Army Distinguished Service Medal (with two Oak Leaf Clusters), Legion of Merit (with three Oak Leaf Clusters), the Silver Star (with Oak Leaf Cluster), and the Bronze Star with "V" Device (with three Oak Leaf Clusters). He also holds the combat Infantryman Badge and the Army Aviator Badge.

Jay and his wife Cheri have two children and live in Arlington, Virginia.

Robert L. Houston

Robert has been Vice President and General Manager of United Defense, Steel Products Division in Anniston, Alabama, since April, 2001. He joined United Defense's former parent company, FMC, in 1977 at the Crane and Excavator Division in Cedar Rapids, Iowa.

He holds a Bachelors degree in Business Management from Grambling University, and a Masters of Business Administration from Liberty University. He is on the Board of Directors for United Way of Calhoun County, and Calhoun County Chamber of Commerce. Robert and his wife Rose have two children and live in Anniston, Alabama.

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FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Briefing	California Political Briefing	11	N.D.	PRM;

This marker identifies the original location of the withdrawn item listed above. For a complete list of items withdrawn from this folder, see the Withdrawal/Redaction Sheet at the front of the folder.

COLLECTION:
Staff Secretary, White House Office of the

SERIES:
Miers, Harriet E. - Confidential Files

FOLDER TITLE:
05/01/2003 - 05/02/2003 [Presidential Briefing Papers] [6]

FRC ID:
38779

OA Num.:
CF 0173

NARA Num.:
215

FOIA ID and Segment:
2014-0044-F

RESTRICTION CODES

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P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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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)]

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]
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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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.

UNITED DEFENSE VEHICLES ON TOUR

M7 A3 BRADLEY FIRE SUPPORT TEAM VEHICLE

The Bradley Fire Support Team (BFIST) vehicle locates and identifies targets for artillery missions. The Bradley Fire Support Team Vehicle integrates a new Inertial Navigation System, a laser range finder, and targeting controls and mission processing systems which now automate the fire request system. All BFIST team mission equipment including communications and the Lightweight Computer Unit are fully integrated into the Bradley. The M7 has the same mobility, survivability and battlefield signature as the M2 Bradley. With the 25mm automatic cannon for self defense, it also provides a new capability to locate targets on the move. You will view this vehicle on the tour.

Operation Iraqi Freedom

- 31 M7 BFISTS were deployed in the 3rd Infantry Division Artillery. All reports from the soldiers in Iraq indicate that the M7 performed flawlessly.
- 3rd Division Artillery claims credit for best field artillery performance in years based on the number of rounds fired and the number of targets destroyed or neutralized.
- Thousands of pounds of artillery were fired during Operation Iraqi Freedom and soldiers reported the vehicles performed better than in Desert Storm.

AMPHIBIOUS ASSAULT VEHICLE (U.S. MARINE CORPS)

Introduced in 1984, the Assault Amphibious Vehicle (AAV7A1) has earned a reputation for rugged durability and superior mobility for transporting troops and cargo from ship to shore. At sea, a 400-horsepower turbocharged diesel V-8 engine with propulsion enabled by two water jets provides AAV7A1 vehicles with a cruising speed of seven knots and the ability to negotiate 10-foot surfs. On land, the proven torsion bar suspension and special "Big Foot" track makes for outstanding mobility on all terrains at a top speed of 45 mph. It is armed with a 50-caliber/Mk 19 40mm weapon station, appliqué armor packages, and command, control, and repair capabilities. You will view this vehicle on your tour.

Operation Iraqi Freedom

- The AAVs deployed an unprecedented 500 miles inland with the Marines who took Tikrit, Saddam Hussein's hometown.
- The amphibious vehicles operated at over a 90 percent operational readiness rate.
- Members of the AAV7A1 family of vehicles include:
  - AAVC7A1 Command Vehicle
  - AAVP7A1 Personnel Carrier
  - AAVR7A1 Recovery Vehicle

FUTURE COMBAT SYSTEM-WHEELED PROTOTYPE

The Future Combat System-Wheeled (FCS-W) prototype demonstrates some of the latest technologies and advanced capabilities that the U.S. Army possesses. The vehicle features a turbine-driven, hybrid-electric drive system and two-man cockpit workstation that incorporates innovations developed for the Future Scout and Cavalry System (FSCS) program. FCS-W features new and advanced material designs that provide superior ballistic protection through a highly advanced vehicle hull structure. The vehicle was designed and manufactured by United Defense in less than eight months. FCS-W has a top road speed of 75 mph, a maximum cross-country speed of over 40 mph, and acceleration from 0-30 mph in seven seconds. The vehicle features an advanced hybrid structural design that combines titanium, a high-strength aluminum alloy, polymer composites, and ceramics to provide superior ballistic protection when combined with the latest armors. The unique arrangement of the turbine power unit and United Defense's generator provides for a two-man, side-by-side cockpit and a large payload compartment for a full infantry squad or mission equipment. You will view this vehicle on the tour.

UNITED DEFENSE VEHICLES ON DISPLAY DURING REMARKS

BRADLEY M2/M3A3 INFANTRY FIGHTING VEHICLE

Since its initial production in 1981, the Bradley Fighting Vehicle has been continually enhanced to meet and exceed the requirements of the changing battlefield. The Bradley A3, in either the M2 infantry variant or the M3 cavalry variant, is a technologically advanced, highly mobile, digital fighting system that significantly increases the Bradley's lethality and survivability in battle. The Bradley A3 first saw combat action with the 4th Infantry Division (Mechanized) – the Army's First Digitized Division – during Operation Iraqi Freedom in 2003. Earlier versions of the Bradley Fighting Vehicle were with the 3rd Infantry Division. The A3 is the most recent upgrade and can travel at a maximum speed of 38 mph. With the ability to pivot 360 degrees, automatic target tracking, and gun target adjustment, the 34-ton Bradley A3 can engage in combat in urban environments as well as open terrain. Bradley A3 communications enable digital information displays for the commander, driver, and squad leader, and improved driver's day and night vision, and a 360-degree Independent Viewer that speeds targeting for the commander and gunner.

Operation Iraqi Freedom

- The M2/M3 vehicles in V (Fifth) Corps operated at better than 90 percent readiness levels.
- There were between 200 and 250 Bradleys participating in Operation Iraqi Freedom.
- The majority of Iraqi tank kills came from the Bradley's 25mm cannon.
- There was one Bradley destroyed by Iraqi fire, but all the troops survived.
- A Bradley Fighting vehicle rushed to the rescue of an Air Force A-10 pilot shot down during the fighting near Baghdad.

FUTURE COMBAT SYSTEM-TRACKED PROTOTYPE

The Future Combat System-Tracked (FCS-T) prototype, originally developed for the joint U.S. / U.K. FSCS development program, will complete tests in the U.K. in 2002. FCS-T is a 16-ton C-130 that can be deployed directly to the battlefield in any terrain without preparation. Designed to meet a requirement to equip units in 2008, FCS-T is highly mobile in all terrain and reduces logistics support requirements through the efficient hybrid-electric drive system, hydropneumatic suspension, and band track. The vehicle will travel at 56 mph on hard road surfaces and more than 40 mph cross-country, with acceleration of 0 to 30 mph in roughly seven seconds. Crew cockpits are tailored for superior visibility and engineered to maximize crew interaction.

UNITED DEFENSE VEHICLES NOT ON TOUR NOR ON DISPLAY

M4 COMMAND AND CONTROL VEHICLE

The M4 Command and Control Vehicle (C2V) provides the commander and staff with a protected environment and protects critical assets with an armored module mounted on the M993 Bradley Carrier. The C2V features modern electronic systems that give commanders on-the-move command and control capability. The C2V is completely self-contained requiring no support vehicles for extended mission performance with biochemical protection and environmental control. Major vehicle components are standard Bradley components already available in military supply systems. All C2Vs are deployed overseas; one will not be on display.

Operation Iraqi Freedom

- 15 C2Vs were used by the Army in Operation Iraqi Freedom.
- The V (Fifth) Corps commander had several vehicles equipped with satellite communications links to his division commanders and links to CENTCOM headquarters allowing him to have instant communication and shared information about the battlefield.
- This was the first combat deployment of the C2V.
- The media publicized it as the Army's latest high tech capability.

M88A2 HERCULES IMPROVED RECOVERY VEHICLE

The M88A2 HERCULES (Heavy Equipment Recovery Combat Utility Lift and Evacuation System) Improved Recovery Vehicle is used for heavy equipment recovery operations. Key upgrades from older M88s include improved power-assisted braking, improved steering, improved electrical system, and increased engine horsepower. HERCULES features overlay armor protection, ballistic skirts, a 35-ton boom, a 140,000-pound (63,504 kg) constant pull main winch with 280 feet of cable, and an auxiliary three-ton winch to aid main winch cable deployment. This latest version can do the work of two earlier model M88s and uses a crew of three instead of seven required by the older M88s. This vehicle will not be on display during your tour.

Operation Iraqi Freedom

- The M88 played an historic role in Operation Iraqi Freedom – toppling Saddam Hussein's statue in central Baghdad on April 9, 2003.
- The M88 was nicknamed the "Bloom mobile" by the crew and media because it was the vehicle that journalist David Bloom rode in during the conflict.

M109A6 PALADIN SELF-PROPELLED HOWITZER

The M109A6 Paladin [pal-AH-den] Self-Propelled Howitzer provides a revolutionary advance in performance, responsiveness, and survivability over older M109s. Able to operate independently, it has a firing range up to 30 km with the standard 155mm main armament. Paladin was among the first vehicle systems engaged in Operation Iraqi Freedom, providing fire support for advancing units on the ground. The M109A6 Paladin receives its fire mission, computes firing data, selects and

takes up firing positions, automatically unlocks and points its cannon, fires the first round in under 60 seconds, and then moves. This "shoot and scoot" capability significantly improves responsiveness to calls for fire and protects the vehicle and crew from counter-battery fire, significantly improving survivability. Paladin features include an Automatic Fire Control System with onboard ballistic computation and automatic weapon pointing, an integrated inertial navigation system with embedded GPS processing and nuclear, biological, and chemical (NBC) protection with climate control. This vehicle will not be on display during your tour.

Operation Iraqi Freedom

- Three battalions of Paladins (54 guns) fired over 3,000 rounds in the opening day of Operation Iraqi Freedom and continued to deploy with the units firing day and night in all kinds of weather.
- This vehicle was a modernized version of the M109A5 self-propelled Howitzer that was used in Operation Desert Storm.

DRAFT

As of 4/30/2003 6:51 PM

Friday, May 2, 2003

6:25 am (5 min)	Depart Cabin and proceed to Admiral's Ward Room	
6:30 am (30 min)	Breakfast with the Battle Group Commander and Senior Officers (Hagin/Rice)	USS *Abraham Lincoln* - CLOSED PRESS
7:00 am (30 min)	Personal/Staff Time	USS *Abraham Lincoln*
7:35 am (10 min)	Depart USS *Abraham Lincoln* en route Naval Air Station North Island	
7:45 am	Arrive Naval Air Station North Island	
7:50 am (1 hr 10 min)	Depart San Diego, CA en route Mountain View, CA	
9:00 am	Arrive Moffett Federal Airfield **Note: There will be a Freedom Corps greeter upon arrival.**	
9:05 am (15 min)	Depart Mountain View, CA - Moffett Federal Airfield en route Santa Clara, CA - United Defense Industries	
9:20 am	Arrive United Defense Industries - Ground Systems Division Facility	
9:25 am (20 min)	Tour United Defense Industries (Rove/Rice)	Santa Clara, CA – PRESS POOL
9:50 am (40 min)	Remarks at United Defense Industries (Rove/Rice)	Santa Clara, CA – OPEN PRESS
10:35 am (15 min)	Depart Santa Clara, CA - United Defense Industries en route Mountain View, CA - Moffett Federal Airfield	
10:50 am	Arrive Moffett Federal Airfield	

Note: The Prime Minister of Australia and Mrs. Howard will join the President at this time.

11:00 am (2 hr 55 min) *PDT*		Depart Mountain View, CA en route Waco, TX	
3:55 pm *CDT*		Arrive TSTC Airport	
4:00 pm (20 min)		Depart Waco, TX en route Bush Ranch	
4:20 pm	LB	Arrive Bush Ranch	
4:25 pm (2 hr 35 min)		Personal/Staff Time	Bush Ranch
7:00 pm (25 min)	LB	Refreshments (Rice)	Bush Ranch – CLOSED PRESS
7:30 pm (1 hr 30 min)	LB	Social Dinner with the Prime Minister of Australia and Mrs. Howard (Rice)	Bush Ranch – CLOSED PRESS

RON: Bush Ranch

DRAFT

As of 4/30/2003 10:42 AM

Friday, May 2, 2003

6:30 am (30 min)	Breakfast with the Battle Group Commander and Senior Officers (Hagin/Rice)	USS *Abraham Lincoln* - CLOSED PRESS
7:00 am (30 min)	Personal/Staff Time	USS *Abraham Lincoln*
7:35 am (10 min)	Depart USS *Abraham Lincoln* en route Naval Air Station North Island	
7:45 am	Arrive Naval Air Station North Island	
7:50 am (1 hr 10 min)	Depart San Diego, CA en route Mountain View, CA	
9:00 am	Arrive Moffett Federal Airfield **Note: There will be a Freedom Corps greeter upon arrival.**	A
9:05 am (15 min)	Depart Mountain View, CA - Moffett Federal Airfield en route Santa Clara, CA - United Defense Industries	
9:20 am	Arrive United Defense Industries - Ground Systems Division Facility	
9:25 am (20 min)	Tour United Defense Industries (Rove/Rice)	B Santa Clara, CA – PRESS POOL
9:50 am (40 min)	Remarks at United Defense Industries (Rove/Rice)	Santa Clara, CA – OPEN PRESS
10:35 am (15 min)	Depart Santa Clara, CA - United Defense Industries en route Mountain View, CA - Moffett Federal Airfield	
10:50 am	Arrive Moffett Federal Airfield **Note: The Prime Minister of Australia and Mrs. Howard will join the President at this time.**	

11:00 am (2 hr 55 min) *PDT*		Depart Mountain View, CA en route Waco, TX	
3:55 pm *CDT*		Arrive TSTC Airport	
4:00 pm (20 min)		Depart Waco, TX en route Bush Ranch	
4:20 pm	LB	Arrive Bush Ranch	
4:25 pm (2 hr 35 min)		Personal/Staff Time	Bush Ranch
7:00 pm (25 min)	LB	Refreshments (Rice)	Bush Ranch – CLOSED PRESS
7:30 pm (1 hr 30 min)	LB	Social Dinner with the Prime Minister of Australia and Mrs. Howard (Rice)	Bush Ranch – CLOSED PRESS

RON: Bush Ranch

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SERIES:
Miers, Harriet E. - Confidential Files

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05/01/2003 - 05/02/2003 [Presidential Briefing Papers] [6]

FRC ID:
38779

OA Num.:
CF 0173

NARA Num.:
215

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2014-0044-F

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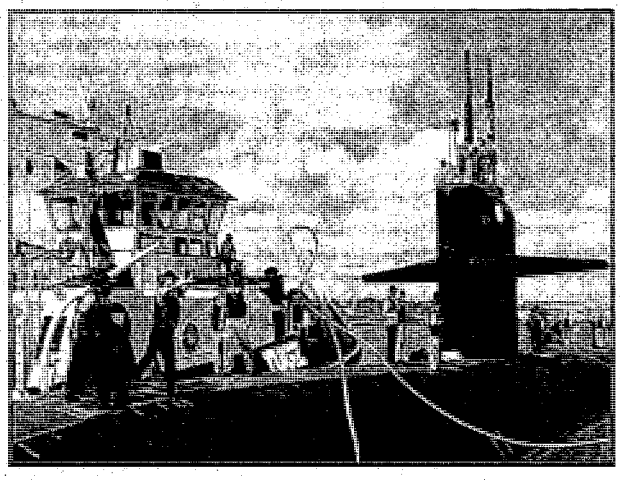
Commander Submarine Force, U.S. Pacific Fleet

COMSUBPAC Press Release

USS Honolulu Joins Lincoln Battle Group

by: Senior Chief Journalist Phil Eggman



USS Honolulu (SSN 718) left for a six-month deployment today to join the USS Abraham Lincoln Battle Group in support of Operation Enduring Freedom. A nuclear powered Los Angeles class attack submarine under the command of Cmdr. Charles K. Harris, USS Honolulu was commissioned on July 6, 1985 and is home ported at Pearl Harbor.

"The crew has been working very diligently over the last eight months to get ready for this deployment," said Harris, adding that Honolulu participated in two major exercises off the coast of Southern California as well as in Hawaiian waters to prepare for the submarine's various missions in anti-submarine warfare, anti-surface warfare and Tomahawk missile strikes.

When asked what he thought the biggest challenge would be for Honolulu on deployment, Harris said that operating in the Persian Gulf is always a challenge.

"It is a pretty tough environment for the submarine to operate in." he said. "The water is very shallow there, less than 180 feet and the submarine is over 300 feet long. So if you were to stand her up on its end, almost half of it would be out of the water."

Still, Harris said that his crew was very ready for deployment and that no challenge was too great.

"Honolulu is in the best material shape and the crew did exceptionally well in their final inspections. We are ready to go."

Harris said it was an honor to be on board Honolulu and to be home-ported near the boat's namesake city.

"We are very proud and we are ready to serve," he concluded.

August, 2002

[Home]

Send mail to SUBPAC Public Affairs with questions or comments about this web site.

EVENT MEMOS

A

USA FREEDOM CORPS SERVICE RECOGNITION
Santa Clara, CA

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1. Name: Steve Houck [pronounced "HOWK"]

2. Activity: You will meet Steve and pose for photos with him near Air Force One upon arrival.

3. Background: Born in Teaneck, New Jersey, Steve graduated from Ohio State University with a degree in accounting and earned his MBA from Indiana University. He is currently vice president of finance for Salesforce.com, which creates web-based customer relationship management applications for large and small businesses.

4. Age: 46 years old

5. Service Record: Although Steve has participated in volunteer service activities in the past, he began looking for leadership opportunities with non-profit and community-based organizations approximately ten years ago. From 1993 to 1996, Steve served as a board member for the Shasta-Hanchett Park Neighborhood Association, helping to preserve community landmarks in San Jose, California, and working cooperatively with local business and community leaders on growth and planning issues affecting his neighborhood.

   Since joining Salesforce.com in August 2002, Steve has completed more than 125 hours of company-supported volunteer service. He currently serves as a member of the Salesforce.com Foundation Steering Committee, helping to evaluate grant applications and identify effective programs and organizations that are working to meet important community needs. Representing the finance department of his company, Steve uses his role as a Salesforce.com Foundation steering committee member to link employees in his department and around the company with available volunteer opportunities. As a result of his efforts, his department's participation in volunteer programs has increased by 200 percent. Steve also shares his time with students from the local area during career days at his office, describing his own profession and his passion for community service.

   SalesForce.com, a member of Business Strengthening America, encourages its employees to donate one percent of their working time to the community. This percentage amounts to approximately six paid days of service each year, or four hours each month.

Steve also serves as a board member for the National Multiple Sclerosis Society of Northern California and helps raise funds for St. Leo the Great Parish and St. Leo the Great Elementary School, located in San Jose, California.

6. Other: Steve is married to Bik Wah Houck. They have two sons, ages 12 and 13.

7. Participation: Steve will join you for the message event.

B

THE WHITE HOUSE

WASHINGTON

TOUR AND REMARKS AT UNITED DEFENSE INDUSTRIES

Friday, May 2, 2003
9:20 a.m. – 10:35 a.m.
United Defense Industries, Inc. – Ground Systems Division
Santa Clara, California
Karl Rove / Condoleezza Rice

I. PURPOSE

To tour a major defense research, development, and engineering facility.

To deliver remarks on the technological precision, advancements, and character of our military, and to highlight your economic plan.

II. BACKGROUND

Background on United Defense Industries, Inc. ("United Defense")
United Defense is a leader in the design, development, and production of combat vehicles, artillery, naval guns, missile launchers, and precision munitions used by the Department of Defense and U.S. allies. It has produced more than 100,000 combat vehicles and 100,000 weapon systems used by the U.S and coalition members.

In January 1994, Food Machine Corporation (FMC) and Harsco Corporation entered into a limited partnership to form United Defense. In October 1997 the Carlyle Group purchased United Defense, and in December 2001 it became a publicly traded company. United Defense is headquartered in Arlington, Virginia, and has engineering, manufacturing, and servicing facilities in Santa Clara, California; Anniston, Alabama; York, Pennsylvania; Fridley, Minnesota; Aiken, South Carolina; Ankara, Turkey; and Karlskoga, Sweden. It has 7,200 employees worldwide.

United Defense is also America's largest non-nuclear ship repair, modernization, conversion, and overhaul company, through its subsidiary, United States Marine Repair (with shipyards in San Diego, California; Norfolk, Virginia; and Ingleside, Texas).

United Defense is the sole-source prime contractor and systems integrator for many key Department of Defense programs, including the variations of the Bradley Fighting Vehicle (M2 Bradley Fighting Vehicle, M3 Cavalry Fighting Vehicle, M4 Command and Control Vehicle, M6 Linebacker (air defense variation with Stinger missile), and the M7 Bradley Fire Support Team Vehicle). Other vehicles built by United Defense that are playing a major role in the war on terrorism include the M88A2 HERCULES (Heavy Equipment Recovery Combat Utility Lift and Evacuation System) tank recovery vehicle, the M109A6 Paladin

155mm self-propelled Howitzer artillery vehicle, the M113 Armored Personnel Carrier, the M1068 - Standard Integrated Command Post vehicle, the Armored Medical Evacuation vehicle, the AAV7A1 Marine Corps Amphibious Assault Vehicles, and the M9 ACE (Armored Combat Earthmover).

United Defense has 13 employees stationed in the Gulf Region for Operation Iraqi Freedom to assist with maintenance and technical support of the company's vehicles.

Background on Santa Clara Ground Systems Division Facility

Santa Clara is the site of United Defense's high tech center. Located in the heart of Silicon Valley, the plant's strong connection to the military dates back to World War II, when it built amphibious vehicles for our Armed Forces fighting in the Pacific. Through the years, it has built most of the combat vehicles the Army and Marine Corps have used, including the Bradley Fighting Vehicles that fought in both Desert Storm and Operation Iraqi Freedom. At the height of production, nearly 8,000 employees were producing 60 to 75 Bradley Fighting Vehicles, 50 Amphibious Assault Vehicles, and 50 to 75 Armored Personnel Carriers per month. The facility now has roughly 750 employees.

The Santa Clara Division facility has changed from focusing on manufacturing to focusing on research, development, and engineering; it now has laboratories for software, electronics integration, hybrid electric drive, composite armor, and a prototype shop. Cutting-edge laboratories include the Combat Simulation and Integration Laboratory and the Combat Hybrid Power Systems Laboratory. Because of the work of the Santa Clara Division facility and the Combat Simulation and Integration Laboratory, United Defense recently was recognized as being in the top two percent of all U.S. companies for software development and integration.

III. PARTICIPANTS

Thomas "Tom" W. Rabaut [RAA-bow], President and CEO, United Defense (will introduce you)

Tour Station Representatives

Station One

Raj Rajagopal [RAJ-goh-pahl], Vice President of Technology
Keith Briggs, Simulation Engineer
Jerry Novak, Manager of Simulation and Training

Station Two

Mark Middione [mid-EE-o-nih], Program Manager, Active Protection
Mark Signorelli [SIG-nor-el-ee], Deputy Program Manager, Future Combat Systems
Ken Ciarelli [SEE-or-el-ee], Associate Director, US Army Tank-Automotive and Armaments Command
Suzanne Shutes, Computer Engineer, US Army Tank-Automotive and Armaments Command

Station Three

Michael Tanda, Bradley Program Director
Ann Hoholick [ho-ho-LIK], Amphibious Assault Vehicle Program Director
Mark Pedrazzi, Future Combat Systems, Engineering Manager

VIPs Attending Remarks

Francis "Buzz" Raborn [RAY-born], CFO, United Defense
Elmer Doty [DOUGH-tee], Vice President and General Manager, United Defense, Ground Systems Division
Doug Coffey, Vice President, Global Communication, United Defense
Jay Hendrix, Vice President, Business Development and Marketing, United Defense
Robert Houston, Vice President and General Manager, Steel Products Division, United Defense
Congressman Richard Pombo (CA, R-11)

Duf Sundheim, Chairman, California Republican Party
Susan Allen, Director, California Republican League
Mike Spence, President, California Republican Assembly

Mayor Patricia Mahan (D), Santa Clara (T)
Mayor Ron Gonzalez (D), San Jose (T)

Steve Houck [HOWK], USA Freedom Corps Greeter

1,800 invited guests, including employees of United Defense, family members, military personnel, local business leaders, and community leaders.

White House Staff

Andrew Card, Chief of Staff
Joe Hagin, Deputy Chief of Staff of Operations
Condoleezza Rice, National Security Advisor

IV. PRESS PLAN

Tour: Pool
Remarks: Open

V. SEQUENCE OF EVENTS

Tour

- You arrive at Moffett Federal Airfield and proceed to vehicle.
- You arrive at United Defense – Ground Systems Division Facility and proceed to AREA.
- You proceed with Elmer Doty and Tom Rabaut on a walking tour.
- You make three stops on your tour:
  - Station 1: Combat System Integration Laboratory (CSIL) Dome Simulator of a future Combat System Crew Cockpit
    Note: This station will be open to press pool.

- Station 2: Sensitive Briefing on Active Protection (viewed on a plasma screen) followed by participation in the Computer Assisted Visualization Environment (CAVE) Virtual Reality Simulator
  Note: You will be asked to put on goggles during the CAVE demonstration
  Note: This station will be closed to the press.
- Station 3: Vehicle Assembly Area
  Note: You will view the following vehicles:
  Future Combat System Wheeled Prototype – FCS-W
  USMC Amphibious Assault Vehicle – AAV7
  The Bradley Fighting Vehicle – M7A3 Bradley
  Note: This station will be open to press pool.

- You conclude tour and proceed to Bay B for hold.
  Note: At the conclusion of the tour, Tom Rabaut, Elmer Doty, and Doug Coffey will present a watercolor painting.

Remarks

- Tom Rabaut and Elmer Doty are announced onto stage.
- You are announced onto stage.
  Note: Buzz Raborn, Jay Hendrix, and Robert Houston will be on stage.
- Tom Rabaut introduces you.
- You deliver remarks.
  Note: The Bradley M2A3 Infantry Fighting Vehicle and the Future Combat System-Tracked Prototype (FCS-T) will be in the background.
- You conclude remarks.
- You work ropeline and depart for Moffett Federal Airfield en route Waco, Texas.
  Note: Prime Minister John Howard and Mrs. Janette Howard will greet you at Moffett Federal Airfield for travel to the Ranch.

VI. REMARKS

Provided by Speechwriting

VII. ATTACHMENTS

Tab 1 – Remarks
Tab 2 – Biographies of United Defense Executives
Tab 3 – Background on United Defense Vehicles
Tab 4 – California Political Briefing

1

THE REMARKS

FOR UNITED DEFENSE INDUSTRIES

WILL BE PROVIDED

WHEN AVAILABLE.

2

BIOGRAPHIES OF UNITED DEFENSE EXECUTIVES

Thomas "Tom" Rabaut

Tom has been President and CEO of United Defense, since it was formed in 1994. He joined United Defense's predecessor company, Food Machine Company (FMC), in 1977. He received a B.S. from the U.S. Military Academy at West Point and a master's degree in business administration from the Harvard Business School. He served as an Army officer for five years with the 1st and 4th Armored Divisions and the 66th Military Intelligence Group.

Mr. Rabaut is a trustee of Stevens Institute of Technology, Chairman of Bofors Defence (a Swedish defense company which is wholly-owned by United Defense), board member of United Defense , and board member of FNSS.

Tom and his wife Sheila have three children and live in Great Falls, Virginia.

Francis "Buzz" Raborn

Buzz has been Vice President and CFO of United Defense, since it was formed in 1994. He was appointed to the board of directors of United Defense when it became a public company in December 2001. He is responsible for all finance, accounting, treasury, contract administration, tax, and government compliance activity, including financial responsibility for foreign subsidiaries and joint ventures in Sweden and Turkey. Mr. Raborn started with United Defense's predecessor company, FMC, in 1977.

Mr. Raborn served in the U.S. Air Force for more than five years as a command center duty director and an F-4 Phantom fighter pilot, including tours of duty in Vietnam and Japan. He received his bachelor's degree in economics from the University of Pennsylvania's Wharton School and MBA from the University of California – Los Angeles. He also holds a CMA certificate. He and his wife Marcia have two children and live in Great Falls, Virginia.

Elmer Doty

Elmer has been Vice President and General Manager of United Defense Industries–Ground Systems Division since April 2001. He joined United Defense's former parent company, FMC, in 1979 as an engineering manager for its Agricultural Machinery Division.

He holds a bachelor's degree in nuclear engineering and a master's degree in mechanical engineering from the University of Missouri. He and his wife Sandra reside in York, Pennsylvania.

John "Jay" Hendrix

Jay has been Vice President of Marketing and Business Development for United Defense since January 2003. Prior to joining United Defense, General Hendrix served 36 years in the Army, where he served his final assignment as the Commander, U.S. Army Forces Command. Previous military assignments included command of V (Fifth) Corps and 3rd Infantry Division. His 14 years of overseas duty included assignments in Germany, Belgium, Vietnam, and Saudi Arabia.

Jay was commissioned from the Georgia Institute of Technology, holds a master's degree in history from Middle Tennessee State University, and is a graduate of both the U.S. Army War College and the U.S. Army Command and General Staff College. He is a ranger, master parachutist, and a graduate of the Fixed Wing Aviator Course.

He has received various awards, including the Defense Distinguished Service Medal, Army Distinguished Service Medal (with two Oak Leaf Clusters), Legion of Merit (with three Oak Leaf Clusters), the Silver Star (with Oak Leaf Cluster), and the Bronze Star with "V" Device (with three Oak Leaf Clusters). He also holds the combat Infantryman Badge and the Army Aviator Badge.

Jay and his wife Cheri have two children and live in Arlington, Virginia.

Robert L. Houston

Robert has been Vice President and General Manager of United Defense, Steel Products Division in Anniston, Alabama, since April, 2001. He joined United Defense's former parent company, FMC, in 1977 at the Crane and Excavator Division in Cedar Rapids, Iowa.

He holds a Bachelors degree in Business Management from Grambling University, and a Masters of Business Administration from Liberty University. He is on the Board of Directors for United Way of Calhoun County, and Calhoun County Chamber of Commerce. Robert and his wife Rose have two children and live in Anniston, Alabama.

3

UNITED DEFENSE VEHICLES ON TOUR

M7 A3 BRADLEY FIRE SUPPORT TEAM VEHICLE

The Bradley Fire Support Team (BFIST) vehicle locates and identifies targets for artillery missions. The Bradley Fire Support Team Vehicle integrates a new Inertial Navigation System, a laser range finder and targeting controls, and mission processing systems which now automate the fire request system. All BFIST team mission equipment including communications and the Lightweight Computer Unit are fully integrated into the Bradley. The M7 has the same mobility, survivability and battlefield signature as the M2 Bradley. With the 25mm automatic cannon for self defense, it also provides a new capability to locate targets on the move. You will view this vehicle on the tour.

Operation Iraqi Freedom

- 31 M7 BFISTS were deployed in the 3rd Infantry Division Artillery. All reports from the soldiers in Iraq indicate that the M7 performed flawlessly.

- 3rd Division Artillery claims credit for best field artillery performance in years based on the number of rounds fired and the number of targets destroyed or neutralized.

- Thousands of pounds of artillery were fired during Operation Iraqi Freedom and soldiers reported the vehicles performed better than in Desert Storm.

AMPHIBIOUS ASSAULT VEHICLE (U.S. MARINE CORPS)

Introduced in 1984, the Assault Amphibious Vehicle (AAV7A1) has earned a reputation for rugged durability and superior mobility for transporting troops and cargo from ship to shore. At sea, a 400 horsepower turbocharged diesel V-8 engine with propulsion enabled by two water jets provides AAV7A1 vehicles with a cruising speed of seven knots and the ability to negotiate 10-foot surfs. On land, the proven torsion bar suspension and special "Big Foot" track makes for outstanding mobility on all terrains at a top speed of 45 mph. It is armed with a 50-caliber/Mk 19 40mm weapon station, appliqué armor packages, and command, control, and repair capabilities. You will view this vehicle on your tour.

Operation Iraqi Freedom

- The AAVs deployed an unprecedented 500 miles inland with the Marines who took Tikrit, Saddam Hussein's hometown.
- The amphibious vehicles operated at over a 90 percent operational readiness rate.
- Members of the AAV7A1 family of vehicles include:
  - AAVC7A1 Command Vehicle
  - AAVP7A1 Personnel Carrier
  - AAVR7A1 Recovery Vehicle

FUTURE COMBAT SYSTEM-WHEELED PROTOTYPE

The Future Combat System-Wheeled (FCS-W) prototype demonstrates some of the latest technologies and advanced capabilities that the U.S. Army possesses. The vehicle features a turbine-driven, hybrid-electric drive system and two-man cockpit workstation that incorporates innovations developed for the Future Scout and Cavalry System (FSCS) program. FCS-W features new and advanced material designs that provide superior ballistic protection through a highly advanced vehicle hull structure. The vehicle was designed and manufactured by United Defense in less than eight months. FCS-W has a top road speed of 75 mph, a maximum cross-country speed of over 40 mph, and acceleration from 0-30 mph in seven seconds. The vehicle features an advanced hybrid structural design that combines titanium, a high-strength aluminum alloy, polymer composites, and ceramics to provide superior ballistic protection when combined with the latest armors. The unique arrangement of the turbine power unit and United Defense's generator provides for a two-man, side-by-side cockpit and a large payload compartment for a full infantry squad or mission equipment. You will view this vehicle on the tour.

UNITED DEFENSE VEHICLES ON DISPLAY DURING REMARKS

BRADLEY M2/M3A3 INFANTRY FIGHTING VEHICLE

Since its initial production in 1981, the Bradley Fighting Vehicle has been continually enhanced to meet and exceed the requirements of the changing battlefield. The Bradley A3, in either the M2 infantry variant or the M3 cavalry variant, is a technologically advanced, highly mobile, digital fighting system that significantly increases the Bradley's lethality and survivability in battle. The Bradley A3 first saw combat action with the 4th Infantry Division (Mechanized) – the Army's First Digitized Division – during Operation Iraqi Freedom in 2003. Earlier versions of the Bradley Fighting Vehicle were with the 3rd Infantry Division. The A3 is the most recent upgrade and can travel at a maximum speed of 38 mph. With the ability to pivot 360 degrees, automatic target tracking, and gun target adjustment, the 34-ton Bradley A3 can engage in combat in urban environments as well as open terrain. Bradley A3 communications enable digital information displays for the commander, driver, and squad leader, and improved driver's day and night vision, and a 360-degree Independent Viewer that speeds targeting for the commander and gunner.

Operation Iraqi Freedom

- The M2/M3 vehicles in V (Fifth) Corps operated at better than 90 percent readiness levels.
- There were between 200 and 250 Bradleys participating in Operation Iraqi Freedom.
- The majority of Iraqi tank kills came from the Bradley's 25mm cannon.
- There was one Bradley destroyed by Iraqi fire, but all the troops survived.
- A Bradley Fighting vehicle rushed to the rescue of an Air Force A-10 pilot shot down during the fighting near Baghdad.

FUTURE COMBAT SYSTEM-TRACKED PROTOTYPE

The Future Combat System-Tracked (FCS-T) prototype, originally developed for the joint U.S./U.K. FSCS development program, will complete tests in the U.K. in 2002. FCS-T is a 16-ton vehicle, transported in a C130 cargo aircraft that can be deployed directly to the battlefield in any terrain without preparation. Designed to meet a requirement to equip units in 2008, FCS-T is highly mobile in all terrain and reduces logistics support requirements through the efficient hybrid-electric drive system, hydropneumatic suspension, and band track. The vehicle will travel at 56 mph on hard road surfaces and more than 40 mph cross-country, with acceleration of 0 to 30 mph in roughly seven seconds. Crew cockpits are tailored for superior visibility and engineered to maximize crew interaction.

UNITED DEFENSE VEHICLES NOT ON TOUR NOR ON DISPLAY

M4 COMMAND AND CONTROL VEHICLE

The M4 Command and Control Vehicle (C2V) provides the commander and staff with a protected environment and protects critical assets with an armored module mounted on the M993 Bradley Carrier. The C2V features modern electronic systems that give commanders on-the-move command and control capability. The C2V is completely self-contained with biochemical protection and environmental control, requiring no support vehicles for extended mission performance. Major vehicle components are standard Bradley components already available in military supply systems. All C2Vs are deployed overseas; one will not be on display.

Operation Iraqi Freedom

- 15 C2Vs were used by the Army in Operation Iraqi Freedom.
- The V (Fifth) Corps commander had several vehicles equipped with satellite communications links to his division commanders and links to CENTCOM headquarters allowing him to have instant communication and shared information about the battlefield.
- This was the first combat deployment of the C2V.
- The media publicized it as the Army's latest high tech capability.

M88A2 HERCULES IMPROVED RECOVERY VEHICLE

The M88A2 HERCULES (Heavy Equipment Recovery Combat Utility Lift and Evacuation System) Improved Recovery Vehicle is used for heavy equipment recovery operations. Key upgrades from older M88s include improved power-assisted braking, improved steering, improved electrical system, and increased engine horsepower. HERCULES features overlay armor protection, ballistic skirts, a 35-ton boom, a 140,000-pound (63,504 kg) constant pull main winch with 280 feet of cable, and an auxiliary three-ton winch to aid main winch cable deployment. This latest version can do the work of two earlier model M88s and uses a crew of three instead of seven required by the older M88s. This vehicle will not be on display during your tour.

Operation Iraqi Freedom

- The M88 played an historic role in Operation Iraqi Freedom – toppling Saddam Hussein's statue in central Baghdad on April 9, 2003.
- The M88 was nicknamed the "Bloom mobile" by the crew and media because it was the vehicle that journalist David Bloom rode in during the conflict.

M109A6 PALADIN SELF-PROPELLED HOWITZER

The M109A6 Paladin [pal-AH-den] Self-Propelled Howitzer provides a revolutionary advance in performance, responsiveness, and survivability over older M109s. Able to operate independently, it has a firing range up to 30 km with the standard 155mm main armament. Paladin was among the first vehicle systems engaged in Operation Iraqi Freedom, providing fire support for advancing units on the ground. The M109A6 Paladin receives its fire mission, computes firing data, selects and

takes up firing positions, automatically unlocks and points its cannon, fires the first round in under 60 seconds, and then moves. This "shoot and scoot" capability significantly improves responsiveness to calls for fire and protects the vehicle and crew from counter-battery fire, significantly improving survivability. Paladin features include an Automatic Fire Control System with onboard ballistic computation and automatic weapon pointing, an integrated inertial navigation system with embedded GPS processing and nuclear, biological, and chemical (NBC) protection with climate control. This vehicle will not be on display during your tour.

Operation Iraqi Freedom

- Three battalions of Paladins (54 guns) fired over 3,000 rounds in the opening day of Operation Iraqi Freedom and continued to deploy with the units firing day and night in all kinds of weather.
- This vehicle was a modernized version of the M109A5 self-propelled Howitzer that was used in Operation Desert Storm.

4

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FRC ID:
38779

OA Num.:
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NARA Num.:
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