

The proposals for winning in Iraq outlined below follow from this analysis.

#### KEY STEPS TO VICTORY IN IRAQ

1. Place General Petraeus in charge of the Iraq campaign and establish that the Ambassador is operating in support of the military commander.

2. Since General Petraeus will now have responsibility for victory in Iraq all elements of achieving victory are within his purview and he should report daily to the White House on anything significant which is not working or is needed.

3. Create a deputy chief of staff to the President and appoint a retired four star general or admiral to manage Iraq implementation for the Commander in Chief on a daily basis.

4. Establish that the second briefing (after the daily intelligence brief) the President will get every day is from his deputy chief of staff for Iraq implementation.

5. Establish a War Cabinet which will meet once a week to review metrics of implementation and resolve failures and enforce decisions. The President should chair the War Cabinet personally and his deputy chief of staff for Iraq implementation should prepare the agenda for the weekly review and meeting.

6. Establish three plans: one for achieving victory with the help of the Iraqi government, one for achieving victory with the passive acquiescence of the Iraqi government, one for achieving victory even if the current Iraqi government is unhappy. The third plan may involve very significant shifts in troops and resources away from Baghdad and a process of allowing the Iraqi central government to fend for itself if it refuses to cooperate.

7. Communicate clearly to Syria and Iran that the United States is determined to win in Iraq and that any further interference (such as the recent reports of sophisticated Iranian explosives being sent to Iraq to target Americans) will lead to direct and aggressive countermeasures.

8. Pour as many intelligence assets into the fight as needed to develop an overwhelming advantage in intelligence preparation of the battlefield.

9. Develop a commander's capacity to spend money on local activities sufficient to enable every local American commander to have substantial leverage in dealing with local communities.

10. Establish a jobs corps or civil conservation corps of sufficient scale to bring unemployment for males under 30 below 10 percent (see the attached oped by Mayor Giuliani and myself on this topic).

11. Expand dramatically the integration of American purchasing power in buying from Iraqi firms pioneered by Assistant Secretary Paul Brinkley to maximize the rate of recovery of the Iraqi economy.

12. Expand the American Army and Marine Corps as much as needed to sustain the fights in Iraq and Afghanistan while also being prepared for other contingencies and maintaining a sustainable rhythm for the families and the force.

13. Demand a war budget for recapitalization of the military to continue modernization while defeating our enemies. The current national security budget is lower as a percentage of the economy than at any time from Pearl Harbor through the end of the Cold War. It is less than half the level Truman sustained before the Korean War.

14. The State Department is too small, too undercapitalized and too untrained for the demands of the 21st century. There should be a 50 percent increase in the State Department budget and a profound rethinking of the culture and systems of the State Depart-

ment so it can be an operationally effective system.

15. The Agency for International Development is hopelessly unsuited to the new requirements of economic assistance and development and should be rethought from the ground up. The Marshall Plan and Point Four were as important as NATO in containing the Soviet Empire. We do not have that capability today.

16. The President should issue executive orders where possible to reform the implementation system so it works with the speed and effectiveness required by the 21st century.

17. Where legislation is needed the President should collaborate with Congress in honestly reviewing the systems that are failing and developing new metrics, new structures and new strategies.

18. Under our Constitution it is impossible to have this scale of rethinking and reform without deep support from the legislative branch. Without Republican Senator Arthur Vandenburg, Democratic President Harry Truman could never have developed the containment policies that saved freedom and ultimately defeated the Soviet Empire. The President should ask the bipartisan leaders of Congress to cooperate in establishing a joint Legislative-Executive working group on winning the war and should openly brief the legislative branch on the problems which are weakening the American system abroad. Only by educating and informing the Congress can we achieve the level of mutual understanding and mutual commitment that this long hard task will require.

Thank you for this opportunity to share these proposals.

#### HONORING FORT WORTH HISPANIC CHAMBER OF COMMERCE PRESIDENT ROSA NAVEJAR

#### HON. KAY GRANGER

OF TEXAS

IN THE HOUSE OF REPRESENTATIVES

*Wednesday, February 7, 2007*

Ms. GRANGER. Madam Speaker, today I'm honored to recognize the accomplishments of Rosa Navejar, winner of the 2006 Coors Hispanic Leader of the Year Award.

This wonderful award goes to a good woman who has had a great career. Thirty years ago, Rosa Navejar's professional journey began in the banking industry where her command of Spanish and her commitment to all customers set her apart. She always viewed her work as not just a job but as a mission. Throughout her career, she took time to mentor young people many of whom are now leaders themselves.

In 2001, Rosa left banking to make history as the first female Hispanic to lead the Fort Worth Hispanic Chamber of Commerce. She helped revitalize and reshape the Chamber as a force for good throughout the community. Under her leadership, the Fort Worth Hispanic Chamber has grown in size and influence. Perhaps the greatest example of this is the Hispanic Leadership Development Course. This unique program trains today the Hispanic leaders of tomorrow.

In life, there are those who seek to make a profit. And then there are people like Rosa Navejar: those who seek to make a difference. Thanks to her life, legacy and leadership, our community is stronger, better and more united than ever before.

Rosa Navejar truly represents the spirit of engagement, passion and success.

I congratulate my friend Rosa for this award. And I thank her for her efforts.

IN HONOR OF D. WAYNE HOLDEN & SHERMAN L. TOWNSEND

#### HON. MICHAEL N. CASTLE

OF DELAWARE

IN THE HOUSE OF REPRESENTATIVES

*Wednesday, February 7, 2007*

Mr. CASTLE. Madam Speaker, it is with great pleasure that I rise today to recognize Mr. D. Wayne Holden and Mr. Sherman L. Townsend for their distinguished contributions to my home state of Delaware. In 2001, the Delaware Community Foundation established an award, now known as the Allen Cup Award, in order to honor the achievements of philanthropic leaders that possess the vision and drive to affect meaningful change throughout Delaware, and more specifically in the central and southern regions of my home state. I cannot think of two more deserving recipients.

Wayne Holden, a Dover, Delaware native, has always been deeply passionate about improving his community. Many of his philanthropic projects are carried out through The Thank You Fund, a donor-advised fund that he and his wife, Betsy, started through the Delaware Community Foundation (DCF). The Holdens are responsible for supporting numerous charitable organizations ranging from the Nature Conservancy to the DCF Youth Philanthropy Board.

Wayne has also played a pivotal role in preserving the quality of Delaware's communities. At a time when the Schwartz Center for the Arts and the Dover Art League experienced serious financial instability, Wayne donated his own leadership skills and financial resources in order to save these organizations. Through his work as First Vice President at Merrill Lynch in Dover, Wayne has been able to inspire others to create charitable legacies and thus furthered his own philanthropic mission of improving Delaware.

Sherman Townsend, has worked alongside Wayne on the Board of the Delaware Community Foundation and also in business as the First Vice President for Investment at Merrill Lynch. Throughout his many endeavors, Sherman has been successful at building a legacy of leadership and charity within his community. As an active board member of the DCF since 1986, he has helped the foundation grow and flourish. His noble efforts have secured \$2 million grants, established a \$3.3 million endowment and lead to partnerships with organizations such as the United Way.

Sherman's philanthropic spirit shines brightly in all aspects of his life. In addition to advising and helping his clients build charitable legacies, he and his family have established a fund which supports many important organizations such as, the Children's Beach House, Meals on Wheels, and the Bayhealth Foundation. Sherman has further demonstrated his dedication to the community through his involvement on the University of Delaware Board of Trustees, paying particular attention to the development of scholarships for students and the School of Nursing.

I could speak for hours and still not do these two men justice. Their contributions will