



JSAT IPR

As of: 31 Oct 08

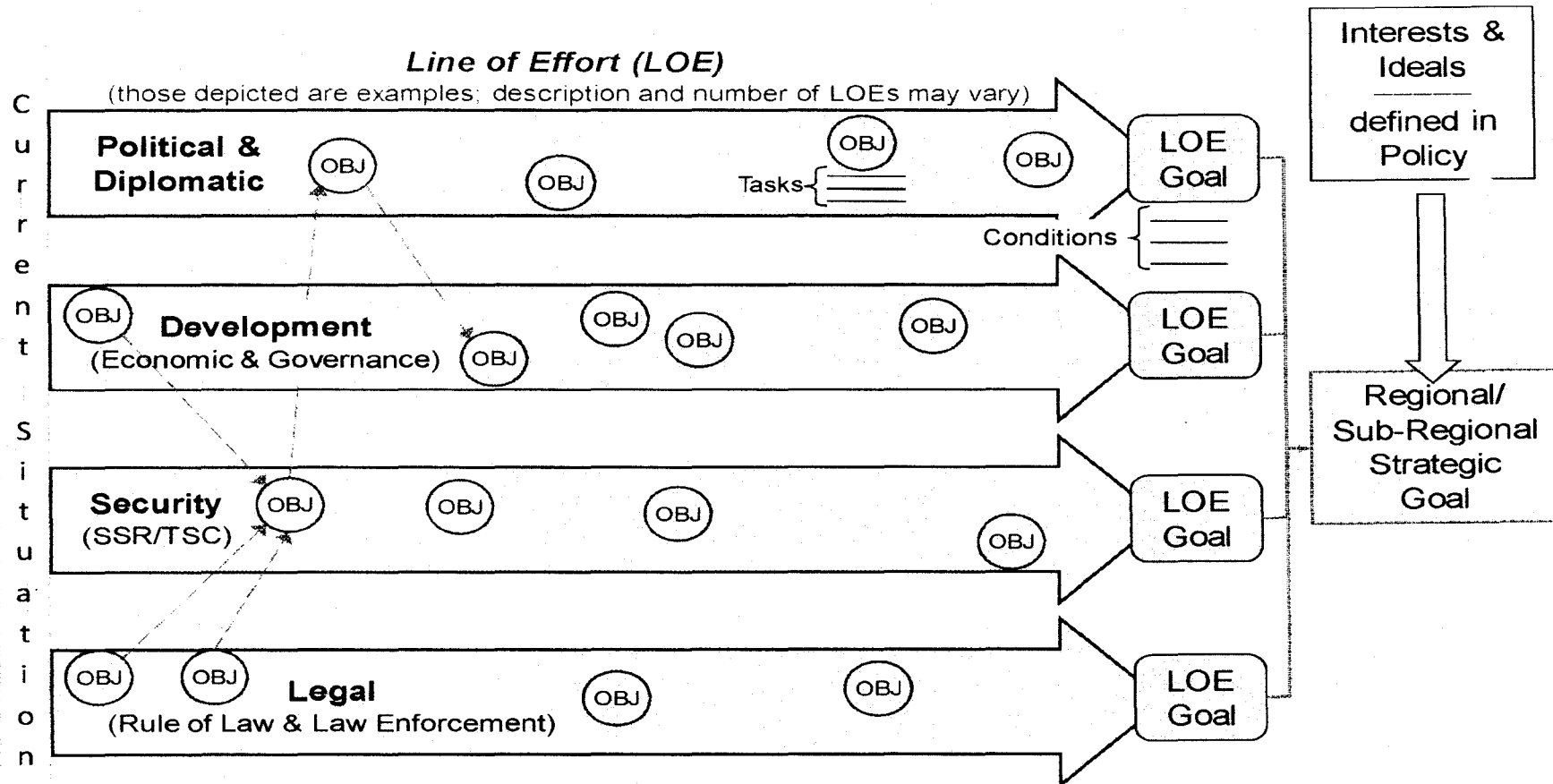
16 Oct 08



JSAT Linkage

Structure of Regional/Sub-Regional Strategy

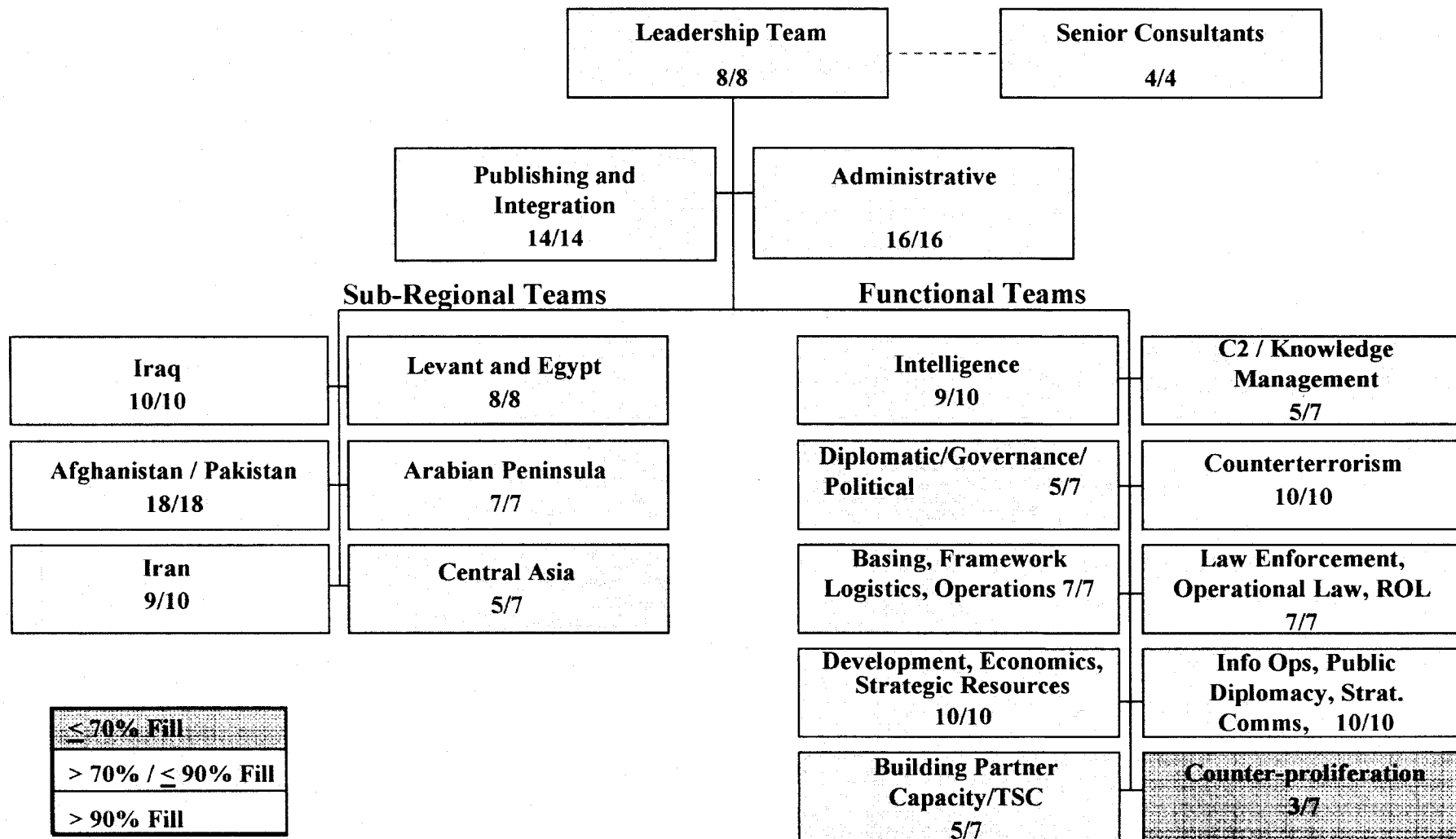
Lines of Effort, Tasks, Conditions, Objectives, and Goals



(OBJ) Obstacles and opportunities inform objectives. ---> Depict linkages between lines of effort.



JSAT Staffing



* Some team members occupy billets on both sub-regional and functional teams



JSAT Execution Timeline

Phase I & II (Group Formation & Data Collection): Washington, DC (Lincoln Hall)

- 3 Nov. Co-directors and Admin Team meet in Washington
- 4-7 Nov. JSAT members arrive, form into sub-regional teams and begin work
- 10-14 Nov. Background Briefings (OSD, DNI, DOS, Coalition, CENTCOM, etc.)
- 17-21 Nov. Work on sub-regional & functional estimates
- 21 Nov.(T) Progress Review Brief #1 to Executive Directors

Phase III (Data Collection – OCONUS): AOR (CFH and beyond)

- 2-10 Dec. Arrive at CFH. Conduct further assessments in AOR
- 11 Dec. AOR Travel complete. JSAT re-assembles at CFH
- 11-18 Dec. Complete estimates and mission analysis inside working groups
- 19 Dec.(T) Brief Mission Analysis, Sub-Regional Plans, and Way Ahead to Executive Directors , Return to US

Phase IV (Writing & Production): Washington, DC (Lincoln Hall)

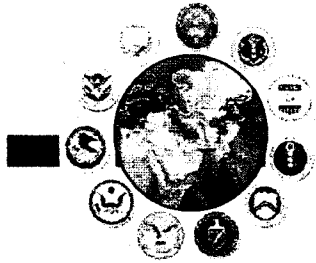
- 5 Jan. JSAT members re-assemble in Washington
- 6-22 Jan. Planning and Writing inside working groups
- 23 Jan. Progress Review Brief #2 to Executive Directors
- 24-30 Jan. Integrate Annexes. Complete Draft Base Document
- 9 Feb.(T) Brief General Petraeus



Questions

16 Oct 08

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CENTCOM ASSESMENT TEAM

Personnel Traveling

157

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Talking Points

- **Travel Planning to AOR**
 - **Fund Cite**
 - CENTCOM- Active Duty use DTS; Reservists Use ABSS
 - Interagency- CENTCOM Mipr funding
 - **Air Fare**
 - **Air Routings**

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Talking Points

- **Travel Planning to AOR**

- **Military Orders w/CAC Card**

- 1610 TDY Order
 - CAC Card

- **Passports/Visa**

- Diplomatic
 - Official
 - Civilian

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Talking Points

- **Travel Planning to AOR**

- **Theater Clearance**

- **Country Clearance**

- **DV Handling**

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Talking Points

- **Travel Planning to AOR**
 - **CAS Entry Procedure**
 - Memorandum Generated to ARCENT Provost Marshall
 - Proponent: CCJ5 and CCJ5-FWD w/ CCJ3-FWD
 - **CAS Combat Equipment Draw**
 - HSSE-FWD receives supply form in advance to plan for equipment issue
 - **Military Air Al Udied Air Base**

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CAR AOR Travel Personnel Summary

ORDERS

•ABSS	4
•AEF-VAR	2
•Coalition Partners	29
•DTS	17
•DTS C/O	40
•Contractors	30
•ITO Required	36
•Non Travelers	125

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CAR AOR Travel Personnel Summary

Personnel Per Location

- | | |
|--------------------------------|---|
| • AFG/PAK #1 (Kabul-Islamabad) | 5 |
| • AFG/PAK #2 (Kabul Only) | 9 |
| • AFG/PAK #3 (RC-East) | 6 |
| • AFG/PAK #4 (RC-South) | 6 |
| • AFG/PAK #5 (RC-West) | 6 |
| • AFG/PAK #6 (RC-North) | 3 |

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CAR AOR Travel Personnel Summary

Personnel Per Location

- | | |
|--------------------------------------|---|
| • Arabian Peninsula # 1a (KSA-KWT) | 2 |
| • Arabian Peninsula # 1b (KSA-BAH) | 2 |
| • Arabian Peninsula # 2a (KWT) | 1 |
| • Arabian Peninsula # 2b (BAH) | 1 |
| • Arabian Peninsula # 3 (UAE & Oman) | 3 |
| • Arabian Peninsula # 4 (Yemen) | 5 |

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CAR AOR Travel Personnel Summary

Personnel Per Location

- Central Asia # 1 (KAZ-KYR) 4
- Central Asia # 2 (TAJ) 4
- Iraq 13
- Levant and Egypt # 1 (Israel) 2
- Levant and Egypt # 2 (Jordan) 3
- Levant and Egypt # 3 (Cairo - Beirut) 6

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CAT AOR Travel

Personnel Per Location

• Developing Partners (Brussels/Geneva/London)	5
• Doha (via CENTCOM First)	6
• Doha Only	60
• Northern Seam 1 (Brussels, Israel)	4
• Northern Seam 2 (Brussels)	2

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CAT AOR Travel Teams

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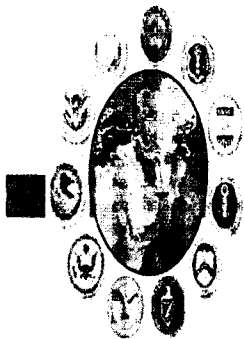
Northern Seam

Northern Seam 1 (Brussels, Israel)

Northern Seam 2 (Brussels)

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Northern Seam 1



Travel Schedule

- 01 Dec: Depart POD
- 02 Dec: Arrive Brussels
- 03 Dec: Brussels
- 04 Dec: Brussels
- 05 Dec: Brussels-Tel Aviv (L-up w/ Levant-Egypt #1)
- 06 Dec: Tel Aviv
- 07 Dec: Tel Aviv
- 08 Dec: Tel Aviv-Doha
- 19 Dec: Doha - POD

Development Partners	25 Nov	# Nov	# Nov	# Nov	# Dec	# Dec		
(b)(6)								
Country Host			DATT					

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Northern Seam 2



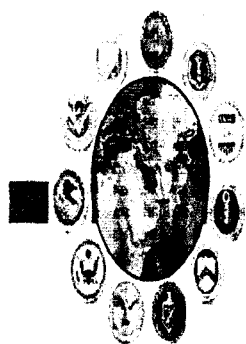
Travel Schedule

- 01 Dec: Depart CONUS
- 02 Dec: Arrive Brussels
- 03 Dec: Brussels
- 04 Dec: Brussels
- 05 Dec: Brussels-Doha
- 19 Dec: Doha - POD

Development Partners	25 Nov	# Nov	# Nov	# Nov	# Dec	# Dec		
(b)(6)								
Country Host			DATT					

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Headquarters US CENTCOM TSC Visit

DC-TPA-MACDILL-DC	2 Dec	3 Dec	Remarks
(b)(6)			
	ARR TPA	DEP TPA	
	ARR TPA	DEP TPA	
CCJ5 Action Officer			

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Development Partners

Travel Schedule

- 25 Nov: Depart POD
- 26 Nov: Arrive Brussels
- 27 Nov: Brussels-Geneva
- 28 Nov: Geneva
- 29 Nov: Geneva-London
- 30 Nov: London
- 01 Dec: London
- 02 Dec: London
- 03 Dec: London-Doha
- 19 Dec: Doha - POD

Development Partners	25 Nov	# Nov	# Nov	# Nov	# Dec	# Dec		
(b)(6)								
Country Host	DATT							

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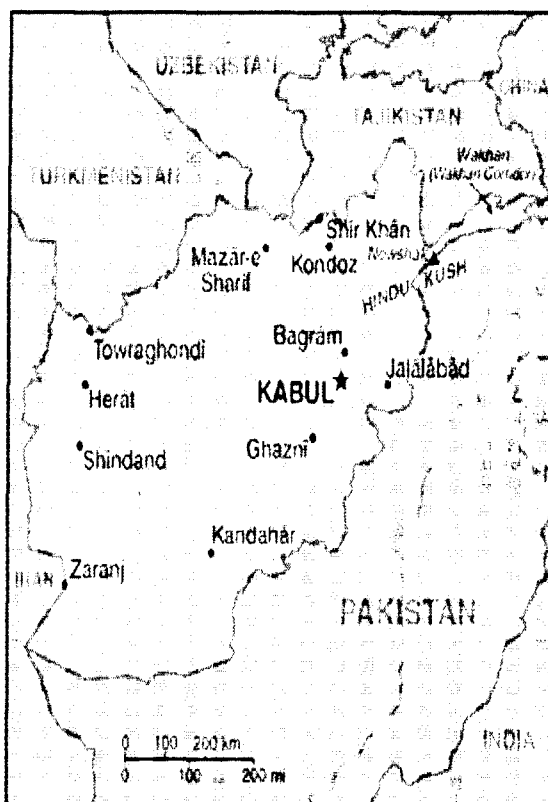
Afghanistan & Pakistan Team

- **Afghanistan & Pakistan 1 (Kabul-Islamabad)**
- **Afghanistan & Pakistan 2 (Kabul Only)**
- **Afghanistan & Pakistan 3 (RC-East)**
- **Afghanistan & Pakistan 4 (RC-South)**
- **Afghanistan & Pakistan 5 (RC-West)**
- **Afghanistan & Pakistan 6 (RC-North)**

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Afghanistan & Pakistan 1



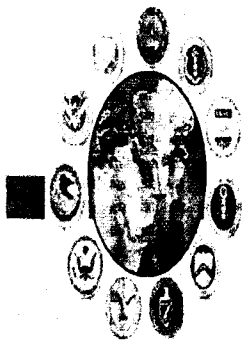
Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Kabul
- 06 Dec: Kabul
- 07 Dec: Mil-air Kabul-Islamabad
- 08 Dec: Islamabad
- 09 Dec: Islamabad
- 10 Dec: Civ-air Islamabad-DOHA
- 19 Dec: Doha - POD

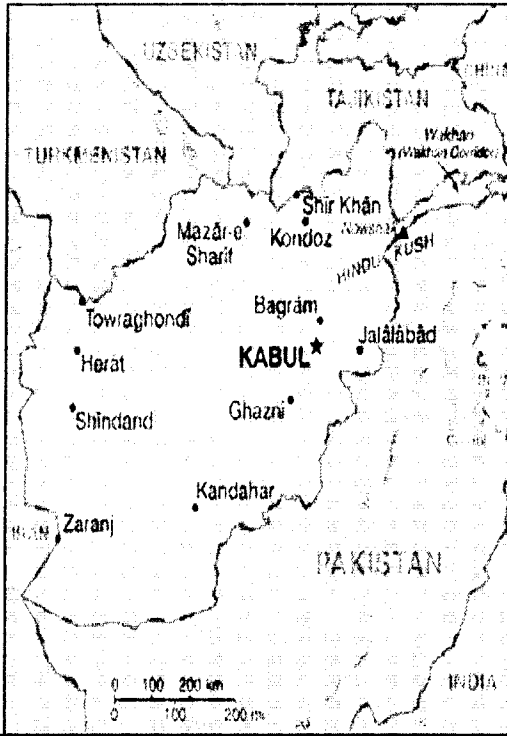
Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host	DATT							

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Afghanistan & Pakistan 2



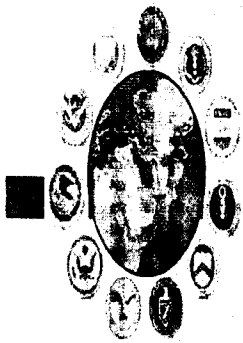
Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Kabul
- 06 Dec: Kabul
- 07 Dec: Kabul
- 08 Dec: Kabul
- 09 Dec: Mil-air Kabul-AUAB
- 19 Dec: Doha - POD

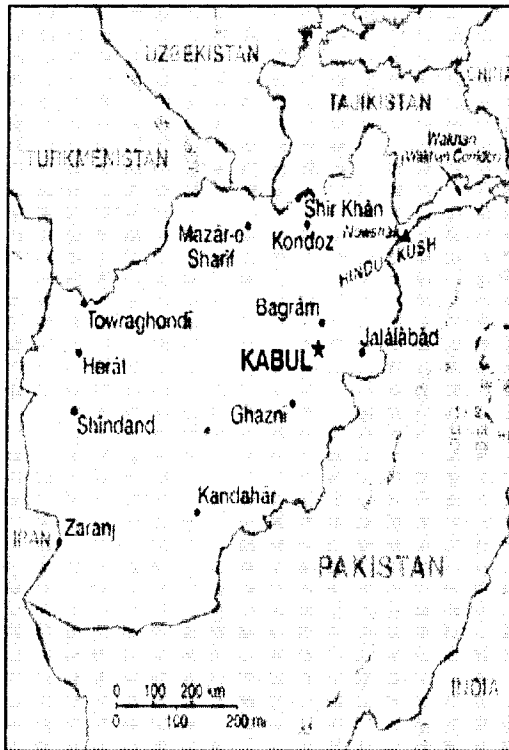
Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Afghanistan & Pakistan 3



Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Bagram
- 06 Dec: RC-East
- 07 Dec: RC-East
- 08 Dec: RC-East
- 09 Dec: Mil-air Bagram- AUAB
- 19 Dec: Doha - POD

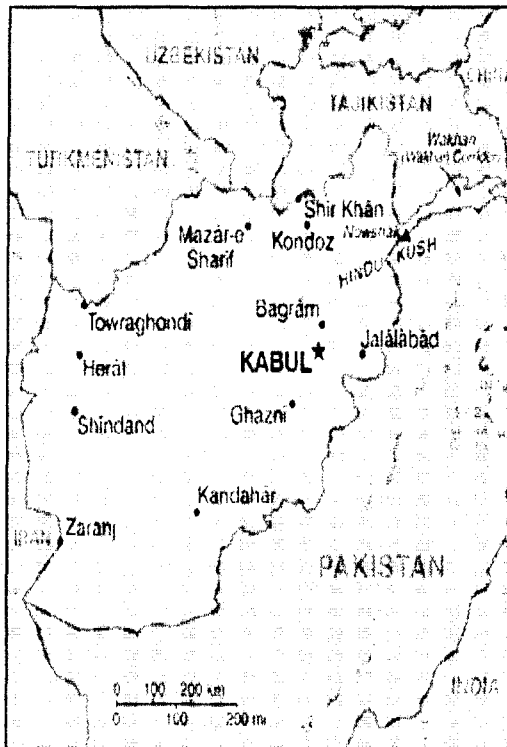
Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Afghanistan & Pakistan 4



Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Bagram
- 06 Dec: Mil-air Bagram-Kandahar
- 07 Dec: RC-South
- 08 Dec: RC-South
- 09 Dec: Mil-air Kandahar-Bagram-AUAB
- 19 Dec: Doha - POD

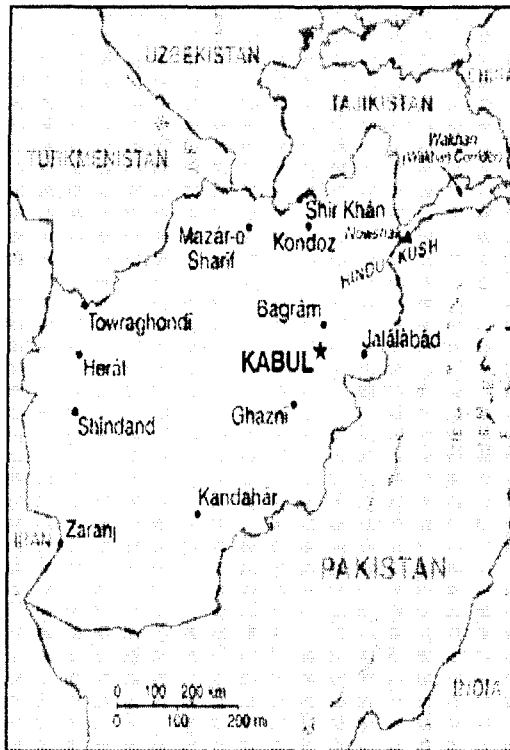
Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Afghanistan & Pakistan 5



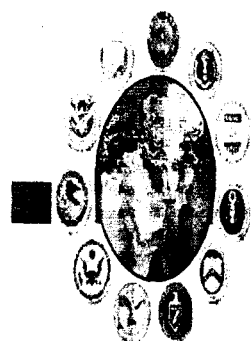
Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Bagram
- 06 Dec: Mil-air Bagram-Herat
- 07 Dec: RC-West
- 08 Dec: RC-West
- 09 Dec: Mil-air Herat-Bagram-AUAB
- 19 Dec: Doha - POD

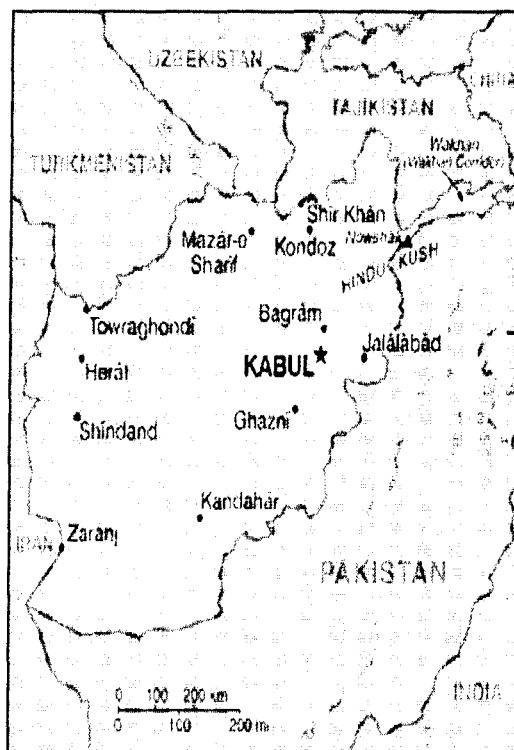
Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Afghanistan & Pakistan 6



Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Qatar
- 05 Dec: Mil-air AUAB-Bagram
- 06 Dec: Mil-air Bagram-Mazar E-Sharif
- 07 Dec: RC-North
- 08 Dec: RC-North
- 09 Dec: Mil-air Mazar E-Sharif-Bagram-AUAB
- 19 Dec: Doha - POD

Team Afghanistan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Arabian Peninsula Team

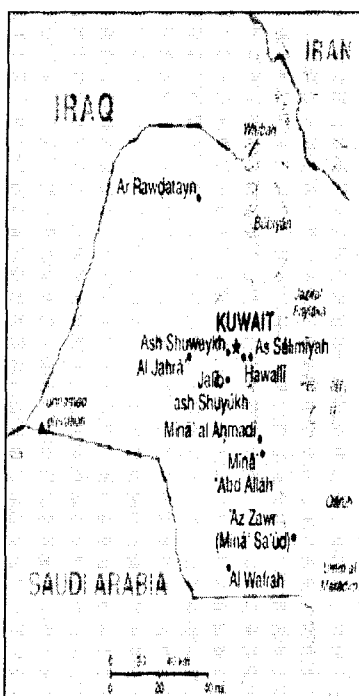
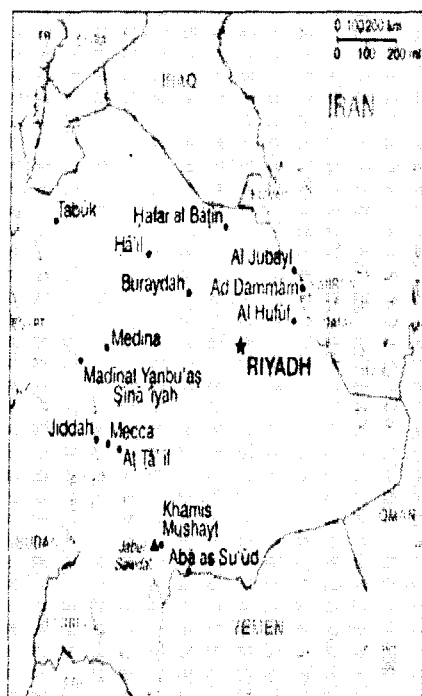
- **Arabian Peninsula 1a (KSA-KWT)**
- **Arabian Peninsula 1b (KSA-BAH)**
- **Arabian Peninsula 2a (KWT)**
- **Arabian Peninsula 2b (BAH)**
- **Arabian Peninsula 3 (UAE & Oman)**
- **Arabian Peninsula 4 (Yemen)**

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Arabian Peninsula 1a



Travel Schedule

- 28 Nov: Depart POD
- 29 Nov: Arrive Riyadh
- 30 Nov: Riyadh
- 01 Dec: Riyadh
- 02 Dec: Riyadh-Kuwait
- 03 Dec: Kuwait
- 04 Dec: Kuwait-Doha
- 19 Dec: Doha - POD

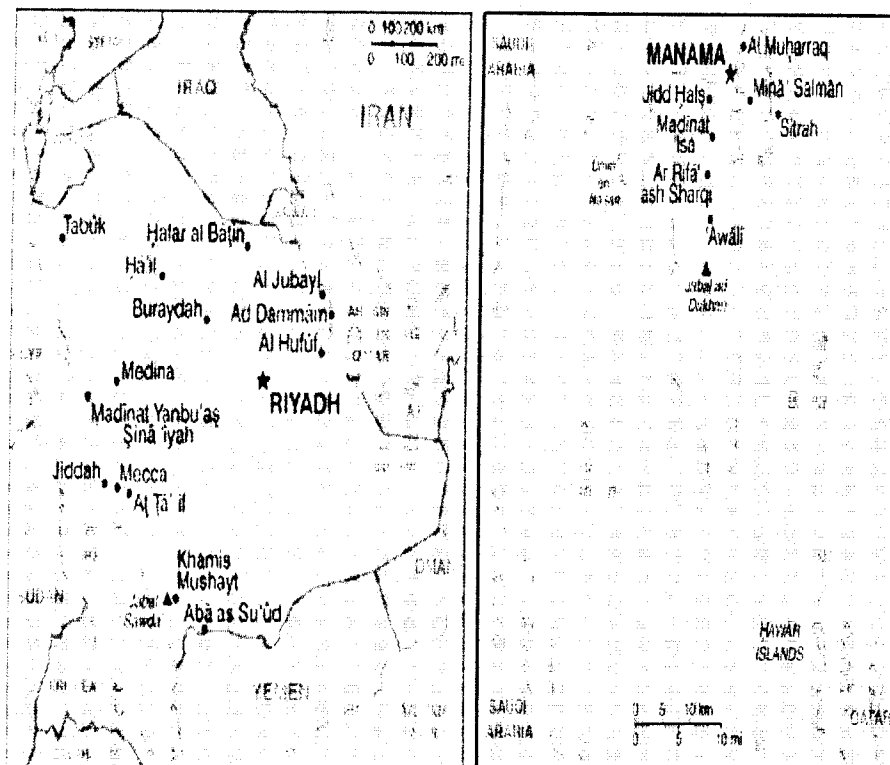
Team KSA	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec
(b)(6)				ARR RIY		ARR DAMMAM		ARR JEDDA	
				ARR RIY		ARR DAMMAM		ARR JEDDA	
Country Host					DATT				

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Arabian Peninsula 1b



Travel Schedule

- 28 Nov: Depart POD
- 29 Nov: Arrive Riyadh
- 30 Nov: Riyadh
- 01 Dec: Riyadh
- 02 Dec: Riyadh-Bahrain
- 03 Dec: Bahrain
- 04 Dec: Bahrain-Doha
- 19 Dec: Doha - POD

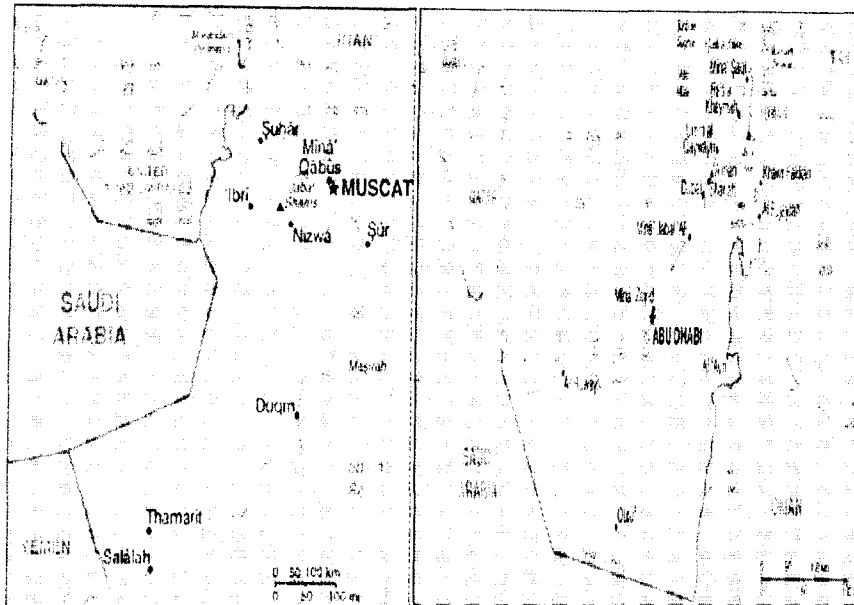
Team KSA	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec
(b)(6)				ARR RIY		ARR DAMMAM		ARR JEDDA	
				ARR RIY		ARR DAMMAM		ARR JEDDA	
Country Host					DATT				

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Arabian Peninsula 2a



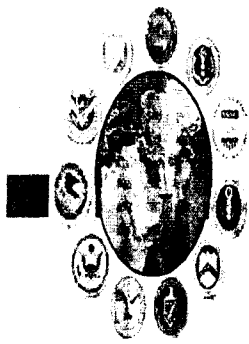
Travel Schedule

- 01 Dec: Depart POD
- 02 Dec: Arrive Kuwait
- 03 Dec: Kuwait
- 04 Dec: Kuwait-Doha
- 19 Dec: Doha - POD

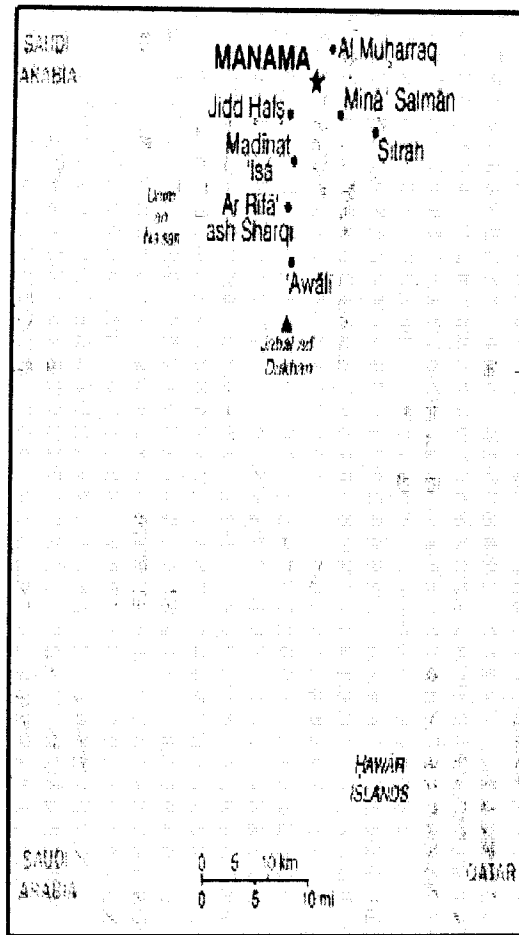
Team UAE-OMAN	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec	15/16 Dec
(b)(6)	DOHA			MUSCAT		ABU DHABI		DUBAI	DOHA	
Country Host					DATT					

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Arabian Peninsula 2b



Travel Schedule

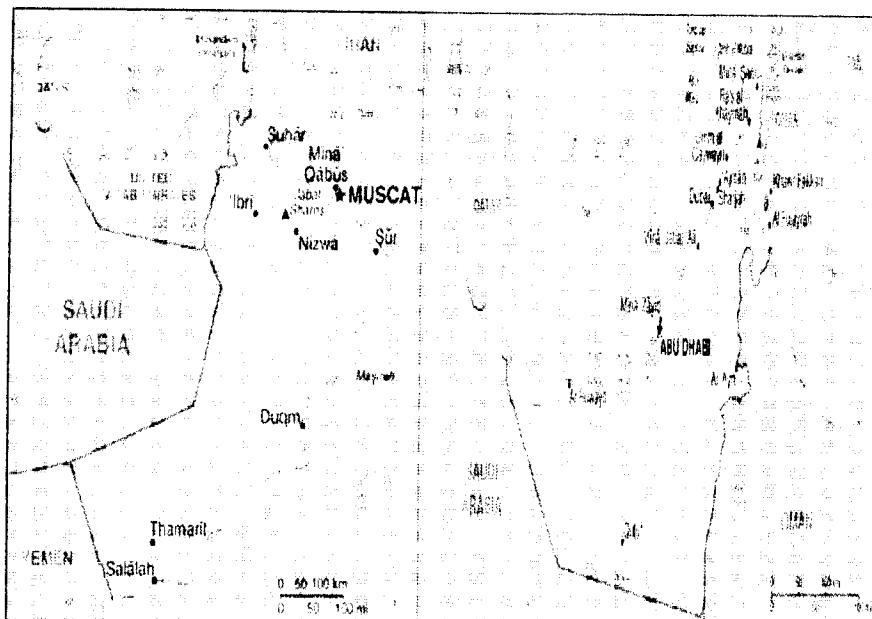
- 01 Dec: Depart POD
- 02 Dec: Arrive Bahrain
- 03 Dec: Bahrain
- 04 Dec: Bahrain-Doha
- 19 Dec: Doha - POD

Team Bahrain-Kuwait	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec	15/16 Dec
(b)(6)	DOHA				MAN		KUW		DOHA	

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Arabian Peninsula 3



Travel Schedule

- 29 Nov: Depart POD
- 30 Nov: Arrive Dubai
- 01 Dec: Dubai-Muscat
- 02 Dec: Muscat
- 03 Dec: Muscat-Doha
- 19 Dec: Doha - POD

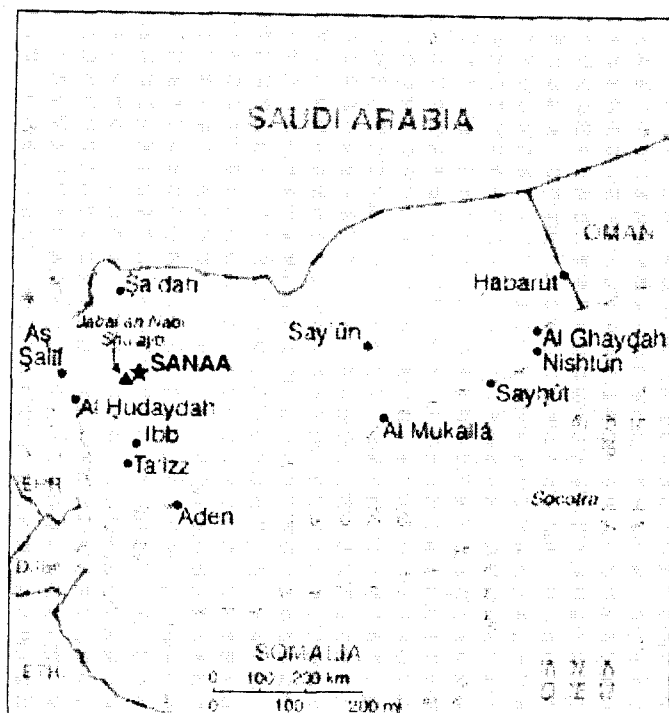
Team Yemen	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec	15/16 Dec
(b)(6)	DOHA			SANAA					DOHA	
Litt				SANAA					DOHA	
(b)(6)	DOHA			SANAA					DOHA	
Country Host					DATT					

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Arabian Peninsula 4



Travel Schedule

- 28 Nov: Depart POD
- 29 Nov: Arrive Sanaa
- 30 Nov: Yemen
- 01 Dec: Yemen
- 02 Dec: Yemen
- 03 Dec: Yemen-Doha
- 19 Dec: Doha - POD

Team Yemen	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec	15/16 Dec
(b)(6)	DOHA			SANAA					DOHA	
				SANAA					DOHA	
	DOHA			SANAA					DOHA	
				SANAA						
				SANAA					DOHA	
Country Host					DATT					

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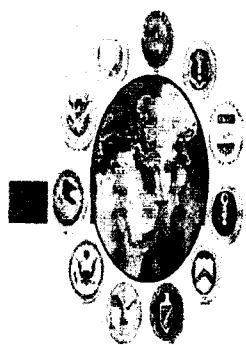


Central Asia Team

- **Central Asia 1 (KAZ-KYR)**
- **Central Asia 2 (TAJ)**

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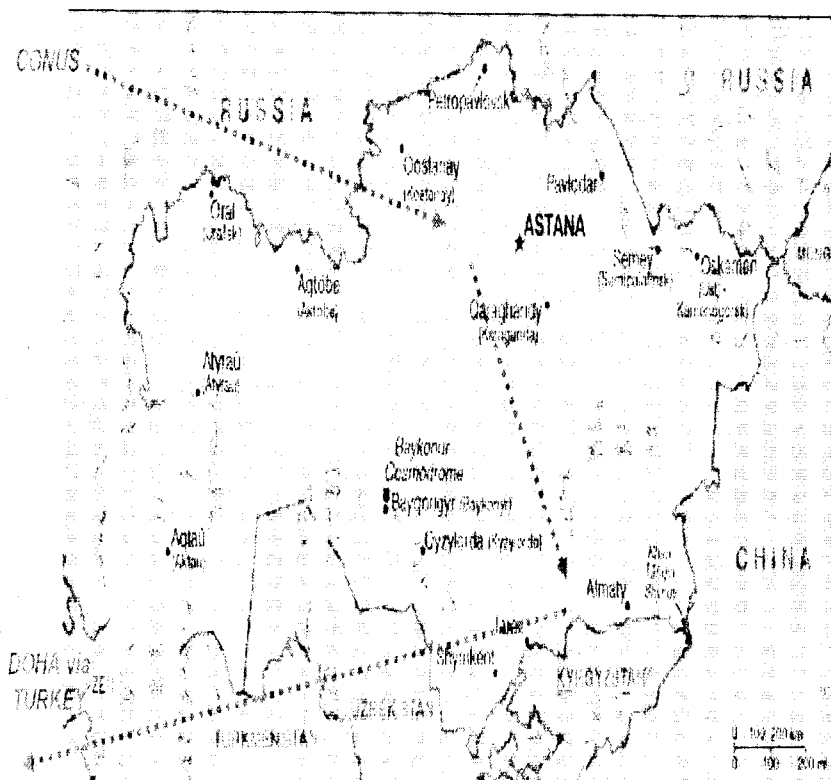
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Central Asia 1

Travel Schedule

- 29 Nov: Depart POD
- 30 Nov: Arrive Almaty
- 01 Dec: Almaty
- 02 Dec: Almaty
- 03 Dec: Almaty-Astana
- 04 Dec: Astana
- 05 Dec: Astana-Almaty
- 06 Dec: Almaty-Bishkek
- 07 Dec: Bishkek
- 08 Dec: Bishkek
- 09 Dec: Bishkek-Almaty
- 10 Dec: Almaty-Doha
- 19 Dec: Doha - POD



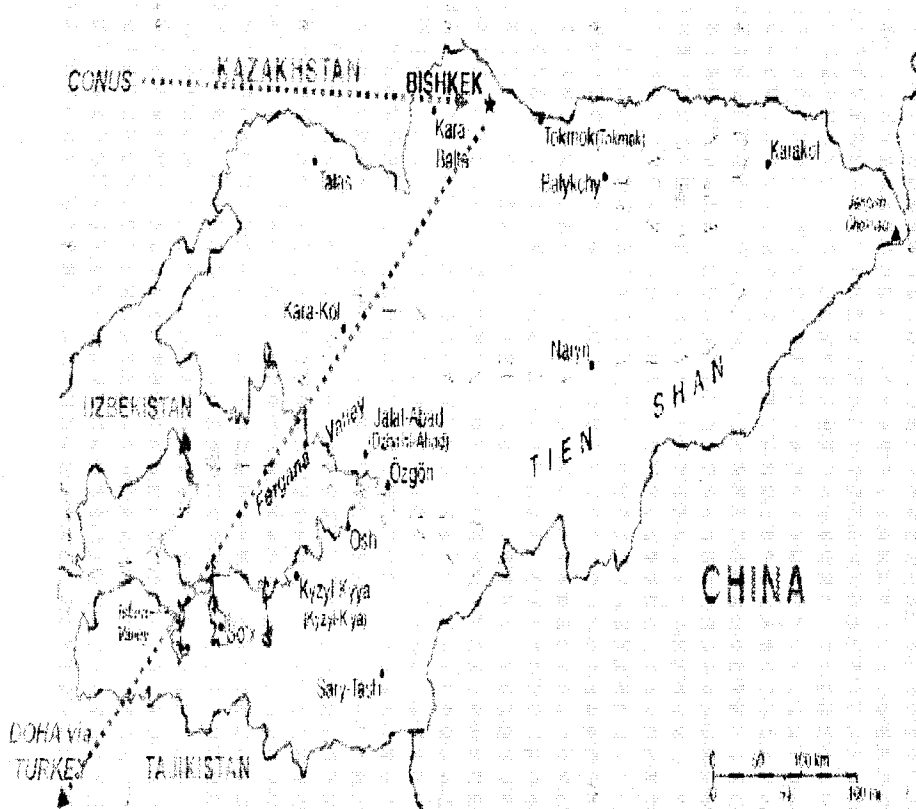
Team 1	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host	DATT							

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Central Asia 2



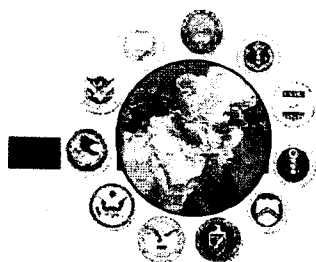
Travel Schedule

- 04 Dec: Depart POD
- 05 Dec: Arrive Dushanbe
- 06 Dec: Dushanbe
- 07 Dec: Dushanbe
- 08 Dec: Dushanbe
- 09 Dec: Dushanbe-Doha
- 19 Dec: Doha - POD

Team Kyrgyzstan	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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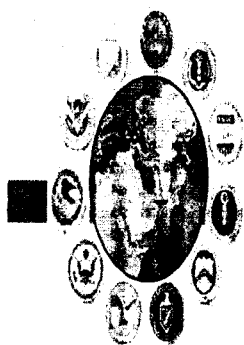
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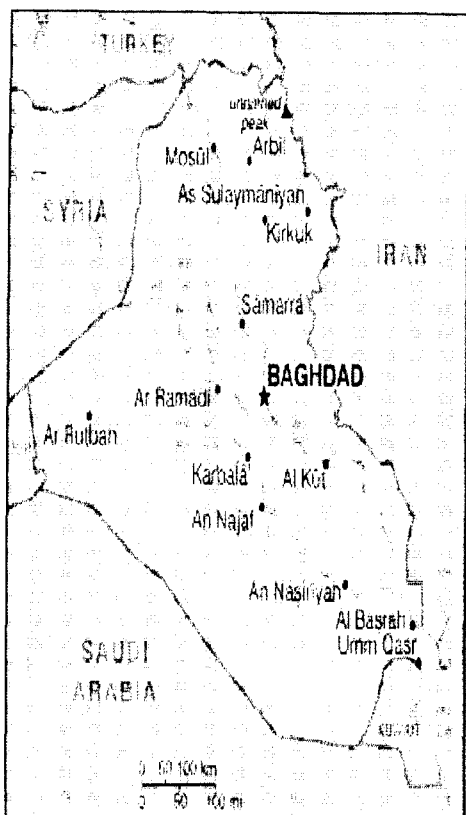
Iraq Team

- **Iraq Team**

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Iraq Team



Travel Schedule

- 02 Dec: Depart POD
- 03 Dec: Arrive Doha
- 05 Dec: Mil-air AUAB-BIAP
- 06 Dec: Iraq (Basra, Ninewa-Mosul, KRG, Baghdad)
- 07 Dec: Iraq (Basra, Ninewa-Mosul, KRG, Baghdad)
- 08 Dec: Iraq (Basra, Ninewa-Mosul, KRG, Baghdad)
- 09 Dec: Mil-air BIAP-AUAB
- 19 Dec: Doha - POD

Team Iraq	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec	# Dec	# Dec
(b)(6)								
Country Host			DATT					

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Iraq Team (cont)

Team Iraq	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec		
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Country Host			DATT					

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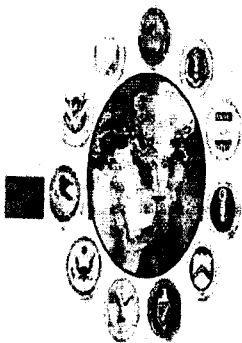


Levant and Egypt Teams

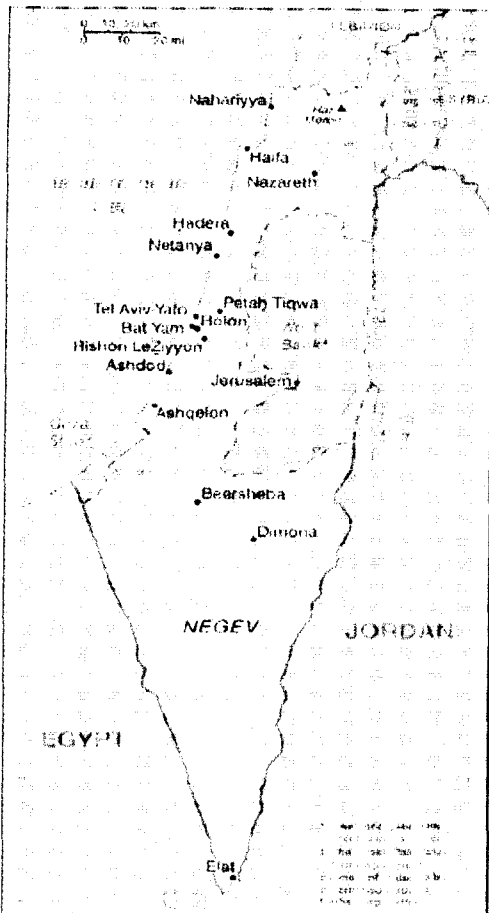
- **Levant and Egypt 1 (Israel)**
- **Levant and Egypt 2 (Jordan)**
- **Levant and Egypt 3 (Cairo-Beirut)**

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Levant and Egypt Team 1 (Israel)



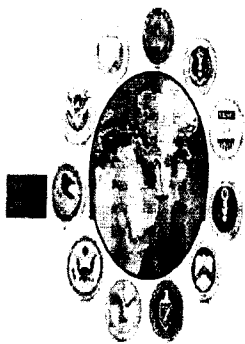
Travel Schedule

- 04 Dec: Depart POD -Tel Aviv
- 05 Dec: Arrive Tel Aviv
- 06 Dec: Tel Aviv
- 07 Dec: Tel Aviv
- 08 Dec: Tel Aviv
- 09 Dec: Tel Aviv-Doha
- 19 Dec: Doha - POD

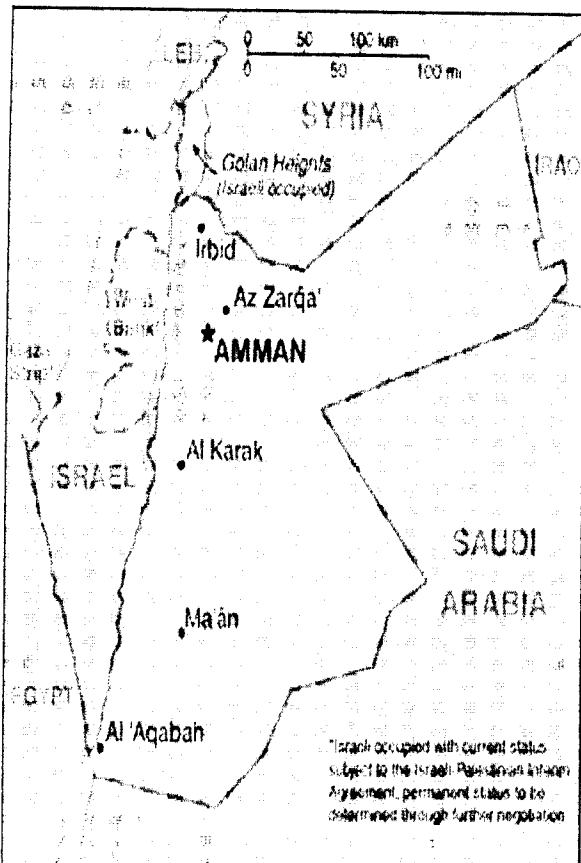
Team Israel	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec		
(b)(6)								
Country Host			DATT					

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Levant and Egypt Team 2 (Jordan)



Travel Schedule

- 02 Dec: Depart POD -Amman
- 03 Dec: Arrive Amman
- 04 Dec: Amman
- 05 Dec: Amman
- 06 Dec: Amman
- 07 Dec: Amman-Doha
- 19 Dec: Doha - POD

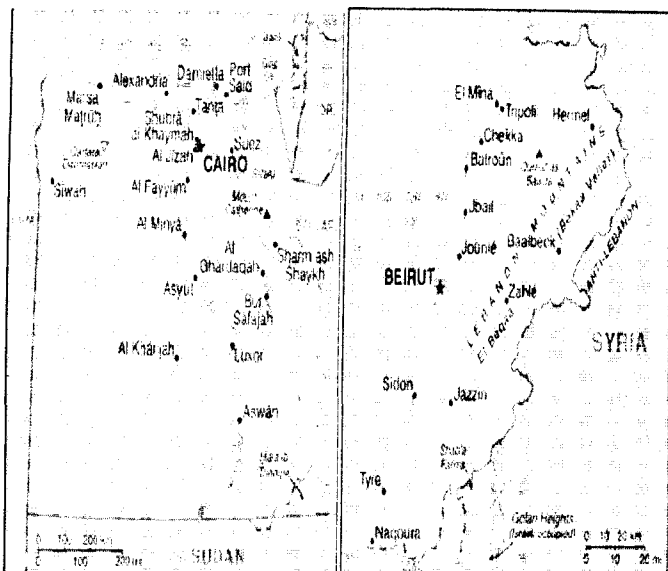
Team Jordon	2 Dec	3 Dec	# Dec	# Dec	# Dec	# Dec		
(b)(6)								
Country Host			DATT					

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Levant and Egypt Team 3 (Cairo-Beirut)



Travel Schedule

- 02 Dec: Depart POD -Cairo
- 03 Dec: Arrive Cairo
- 04 Dec: Cairo
- 05 Dec: Cairo
- 06 Dec: Cairo-Beirut
- 07 Dec: Beirut
- 08 Dec: Beirut
- 09 Dec: Beirut
- 10 Dec: Beirut-Doha
- 19 Dec: Doha - POD

	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec	9 Dec	10 Dec
(b)(6)									
Hull									
(b)(6)									
Country Host	DATT								

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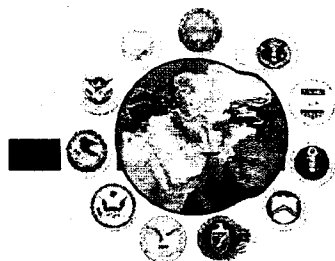
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UK – AOR Flight Planning

UK DELEGATION	28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	

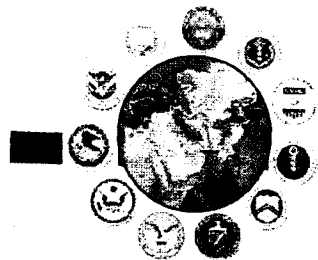
UNCLASSIFIED



Canada- AOR Flight Planning

UNCLASSIFIED

UNCLASSIFIED



Australia- AOR Flight Planning

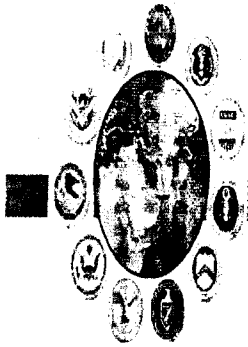
UNCLASSIFIED



New Zealand- AOR Flight Planning

UNCLASSIFIED

UNCLASSIFIED



Doha IAP, Qatar Arrivals (1)

QATAR- DOHA IAP	28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	RMK
(b)(6)											

UNCLASSIFIED

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1

UNCLASSIFIED

UNCLASSIFIED



Doha IAP, Qatar Arrivals (3)

QATAR- DOHA IAP		1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec
(b)(6)									

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UNCLASSIFIED



Doha IAP, Qatar Arrivals (4)

QATAR- DOHA IAP		28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	Remarks
(b)(6)												

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UNCLASSIFIED

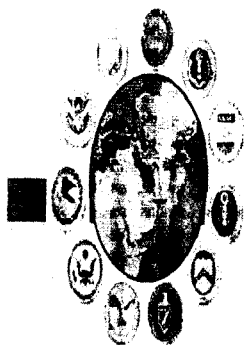


Doha IAP, Qatar Arrivals (5)

QATAR- DOHA IAP		28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	Remarks
(b)(6)												

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UNCLASSIFIED



Doha IAP, Qatar Arrivals (6)

QATAR- DOHA IAP		28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	Remarks
(b)(6)												

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Doha IAP, Qatar Arrivals (7)

QATAR- DOHA IAP		28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	Remarks
(b)(6)												

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Doha IAP, Qatar Arrivals (8)

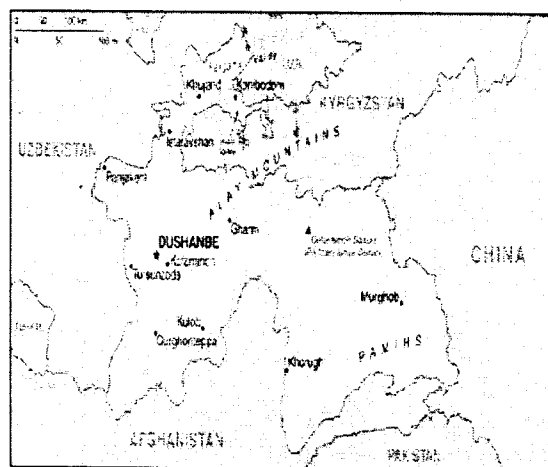
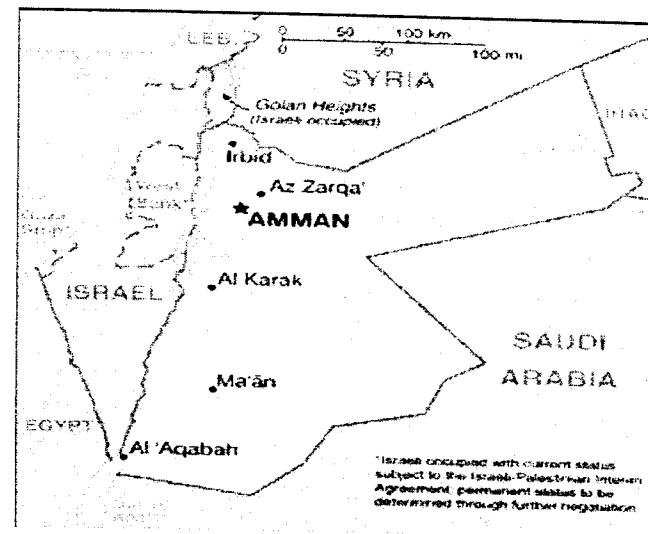
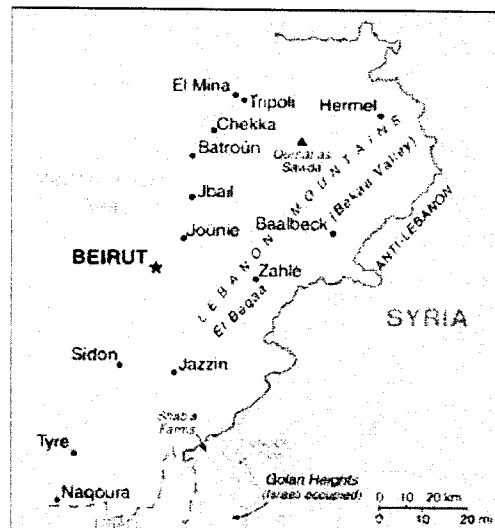
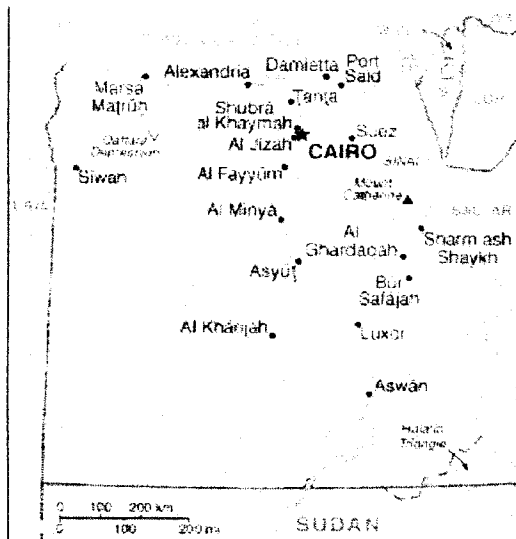
QATAR- DOHA IAP		28 Nov	29 Nov	30 Nov	1 Dec	2 Dec	3 Dec	4 Dec	5 Dec	6 Dec	7 Dec	8 Dec
(b)(6)												

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FINANCIAL EXPENDITURES

**USCENTCOM
CAT**
Current Expenditures /
Sunk Cost:
\$1.99 Mil

MIPR to State

Phase I/II - \$400K
(Includes Contractors, Travel)

MIPR to NESAs

**(Start-up Support)
\$650K**
(Includes Security, Lodging,
Supplies
Transportation)

MIPR to Treasury

Phase I/II - \$200K
(Includes Contractors, Travel)

**CENTCOM
(Travel/Per Diem)**

**\$165K
(Custodial)
\$ 14K
(Contractors)
\$440k
(Comms)
\$120K**

As of 13 Nov 08

Last Name	First	Rank
Executive Director Team		
Allen	John R.	LtGen
(b)(6)		Dr.
		Mr.
		Mr.
Wolsey	Simon	BG

Co-Director Team		
(b)(6)		Ms.
		Mr.
		COL
		Mr.
		LTC

Integration and Publishing		
(b)(6)		Lt Col
		Dr.
		MAJ
		1stLt
		Dr.
		COL
		Mr.
		MAJ
		Ms.
		LTC
		Ms.
		Ms.
		Ms.
		Mr.
		Maj

Country and Regional Teams

Afghanistan/Pakistan Team		
(b)(6)		COL
		COL
		Mr.
		LTCOL
		LTC
		Ms.
		Maj
		Dr.
		Ms.

(b)(6)		WGCDR
		Ms.
		Mr.
		Lt Col
		Dr.
Lorimer	John	Brig
(b)(6)		Dr.
		Ms.
		Dr.
		Mr.
		Mr.
		CSM
		Mr.
		COL
		Mr.
		Col
		LtCol
		Mr.
		Dr.
		COL
		Mr.
		Mr.
		LCol
		Mr.
		Mr.

Arabian Peninsula

(b)(6)		Dr.
		Mr.
		Lt Col
		CDR
		Mr.
Litt	David	Ambassad
(b)(6)		Mr.
		CAPT
		LTC
		Col
		Mr.

Central Asia Team

(b)(6)	Mr.
--------	-----

(b)(6)		Mr.
		Ms.
		Dr.
		Mr.

Iran Team

(b)(6)		Mr.
		Lt Col
		Ms.
		LTC
de Salaberry	Michel	Ambassador
(b)(6)		Mr.
		Ms.
		Mr.
		Mr.
		CAPT
		Dr.
		Ms.

Iraq Team

(b)(6)		Mr.
		Mr.
		Dr.
		Mr.
		Maj
		CW2
		COL
		Mr.
		LTC
		COL
		LTC
		Mr.
		Mr.
		Col
		LTC
		Mr.
		LTC

Levant and Egypt Team

(b)(6)			COL
			Lt Col
			Mr.
			Mr.
			Mr.
			Mr.
			Ms.

Functional Teams

Basing, Framework Operations, Logistics			
(b)(6)			Mr.
			COL
			Mr.
			Gp Capt

Building Partner Capacity/TSC

(b)(6)			Lt Col
			Lt Col
			LTC
			LCol
			Mr.
			MAJ
			Mr.
			Ms.

C2/Knowledge Management Team

(b)(6)			CDR
			Mr.
			Mr.
			COL
			Mr.
			Col
			Mr.
			Mr.

Counter-Weapons of Mass Destruction

(b)(6)

		Mr.
		Col
		Dr.
		Mr.

Counter - Terrorism Team

(b)(6)

		Dr.
		Mr.
		MAJ
		Col
Hull	Ed	Ambassad
(b)(6)		LTC
		LCDR
		Mr.
		COL
		LTC
		Mr.
		Mr.
		LTC
		CPT

Development, Economics, Governance

(b)(4)

		Dr.
		Mr.
		Dr.
		LCDR
		Col
		Mr.
		Mr.
		Mr.
		Mr.
		Ms.
		Dr.
		Dr.
		Ms.
		LTC
		Ms.
		LT
		Mr.
		LTC

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Diplomatic/Political Team

(b)(6)		Mr.
		Mr.
		Col
		COL

Information Operations, Public Diplomacy, Strategic C

(b)(6)		Dr.
		Ms.
		Mr.
		COL
		Mr.
		WGCDR
		Ambassade
Wahba	Marcelle	

Intelligence Team

(b)(6)		MAJ
		Mr.
		CDR
		Dr.
		Mr.
		Mr.
		Mr.
		Mr.
		COL
		Mr.

Law Enforcement, Operational Law, Rule of Law

(b)(6)		Ms.
		LtCol
		Mr.
		LTC
		CDR
		Mr.
		Mr.
		Ms.

(b)(6)		Mr.
		Mr.

Administrative Team

(b)(6)

CPT
SGT
GySgt
MSgt
CDR
MAJ
SSgt
SFC
CWO3
A1C
MSgt
ITC
Sgt
SSG
TSGT
SSgt
CPT
LTC
Mr.
COL
Mr.
MAJ
TSgt
SSgt
SSgt
SrA
SSgt
Mr.
LTC
YN2
YN2
SSgt
IT1
AIC
SSgt
IT1
Mr.
LtCol
MSgt
MSgt
TSgt

(b)(6)

TSgt

LTC

SSgt

Mr.

Mr.

Mr.

Mr.

Ms.

TSgt

Mr.

Ms.

Ms.

Reviewers

(b)(6)

Mr.

Dr.

Dr.

Barno

David

LTG (ret

(b)(6)

Mr.

Dr.

Professo
r

Mr.

Dr.

Dr.

Dr.

Mr.

Dr.

Col

Ms.

Dr.

Dr.

Ms.

Kennedy

Laura

Ambassad

(b)(6)

Dr.

Ms.

COL

Dr.

Mr.

Mr.

Mr.

Dr.

Ambassad

Ambassad

Ambassad

Dr.

Mr.

[illegible]

Team	Organization	Participation
Exec. Director (USCENTCOM)	USCENTCOM	Part-Time
Exec. Director (DoS)	DoS	Part-Time
Exec. Director (Treasury)	Treasury	Part-Time
Exec. Director (OSD)	OSD	Part-Time
Exec. Director (CENTCOM)	CENTCOM J5	Part-Time

Co-Director	USAID	F/T
Co-Director	CIA	F/T
Co-Director	USCENTCOM / USA TRADOC	F/T
Co-Director	Treasury	F/T
Co-Director (Executive Officer)	USAWC	F/T

Integration and Publishing Team	UK	F/T
Integration and Publishing Team	National War College	F/T
Integration and Publishing Team	CENTCOM CIG	P/T
Integration and Publishing Team	USMC (1st Intel)	F/T
Integration and Publishing Team	ACSC	F/T
Integration and Publishing Team	NDU	F/T
Integration and Publishing Team	Contractor (IDA)	F/T
Integration and Publishing Team	JFCOM J9	F/T
Integration and Publishing Team	Treasury	F/T
Integration and Publishing Team	CENTCOM	F/T
Integration and Publishing Team	DoS - S/CRS	P/T
Integration and Publishing Team	USAID	F/T
Integration and Publishing Team	DoS	F/T
Integration and Publishing Team		P/T
Integration and Publishing Team	CENTCOM CIG	P/T

Afg / Pakistan	USSOCOM	F/T
Afg / Pakistan	CSTC-A / CJTF-Phoenix	F/T
Afg / Pakistan	Australia	F/T
Afg / Pakistan	Australia (ADF)	F/T
Afg / Pakistan	CJTF-101	F/T
Afg / Pakistan	USAID (AID/A)	F/T
Afg / Pakistan	DIA	F/T
Afg / Pakistan	USAWC	F/T
Afg / Pakistan	OSD-P (SOLIC)	F/T

Afg / Pakistan	Australia (ADF)	F/T
Afg / Pakistan	Australia DOD	F/T
Afg / Pakistan	USAID/OTI	F/T
Afg / Pakistan	Canada (EFC)	P/T
Afg / Pakistan	Contractor (ISE)	P/T
Afg / Pakistan	UK (MOD)	F/T
Afg / Pakistan	Center Naval Anyalsys	F/T
Afg / Pakistan	UK FCO	F/T
Afg / Pakistan	USMA, CNA	F/T
Afg / Pakistan	DoS	F/T
Afg / Pakistan	OSD-P	F/T
Afg / Pakistan	USCENTCOM HC	F/T
Afg / Pakistan	OSD-P	F/T
Afg / Pakistan	NATO (JFCBS)	F/T
Afg / Pakistan	CENTCOM J2	P/T
Afg / Pakistan	ACC/A5-S	F/T
Afg / Pakistan	Canada	F/T
Afg / Pakistan	DoS (US Mission to the EU)	F/T
Afg / Pakistan	USACE	F/T
Afg / Pakistan	USCENTCOM CAG	F/T
Afg / Pakistan	DoS	F/T
Afg / Pakistan	DoS	P/T
Afg / Pakistan	Canada	F/T
Afg / Pakistan (Shift to DEG)	USAID	P/T
Afg / Pakistan (Shift to ROL)	DEA	F/T

Arabian Peninsula	Contractor (Collier Group)	F/T
Arabian Peninsula	USCENTCOM J2	F/T
Arabian Peninsula	UK MOD	F/T
Arabian Peninsula	NAVCENT	P/T
Arabian Peninsula	USCENTCOM J-3	F/T
Arabian Peninsula	DoS	F/T
Arabian Peninsula	USCENTCOM J-2	F/T
Arabian Peninsula	USNAVCENT	P/T
Arabian Peninsula	SOCCENT	P/T
Arabian Peninsula	DoS (NEA)	F/T
Arabian Peninsula	DI/NESA	F/T

Central Asia	SOCCENT	
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Central Asia	CIA	F/T
Central Asia	UK MOD	F/T
Central Asia	NDU	F/T
Central Asia	USAID	

Iran	DIA	P/T
Iran	USAFCENT	F/T
Iran	DoS	P/T (until Dec)
Iran	SOCOM/JSOC	F/T
Iran	Canada	F/T
Iran	USMA	F/T
Iran	DoS	P/T
Iran	USAID (ME/TS)	F/T
Iran	USAWC (PKSOI)	F/T
Iran	UK Navy	F/T
Iran	DoS	F/T
Iran	NAVCENT	F/T

Iraq	DoS	F/T
Iraq	DoS	F/T
Iraq	Contractor (IDA)	F/T
Iraq	Contractor (IDA)	F/T
Iraq	USMC	F/T
Iraq	MNF-I CIG	F/T
Iraq	USCENTCOM J-5	F/T
Iraq	DoS	P/T
Iraq	MNF-I CIG	F/T
Iraq	III Corps	F/T
Iraq	OSD	F/T
Iraq	DoS	F/T
Iraq	USAID	P/T
Iraq	UK MOD	F/T
Iraq	USACAPOC	F/T
Iraq	USAID	F/T
Iraq	Contractor (IDA)	F/T

Levant and Egypt	ODCSPER	F/T
Levant and Egypt	UK	F/T
Levant and Egypt	Contractor	F/T
Levant and Egypt	DoS	F/T
Levant and Egypt	USAID (OTS, BME)	F/T
Levant and Egypt (Shift to DEG)	USAID	F/T
Levant and Egypt (Shift to INTE DIA)	DIA	F/T

Basing, Framework Ops, Log	Contractor (USCENTCOM J-5)	F/T
Basing, Framework Ops, Log	DLA	F/T
Basing, Framework Ops, Log	Contractor (CENTCOM J4)	F/T
Basing, Framework Ops, Log	UK	F/T

Building Partner Capacity/TSC	UK Army	F/T
Building Partner Capacity/TSC	HQ, USAF/Checkmate	F/T
Building Partner Capacity/TSC	DoS	F/T
Building Partner Capacity/TSC	Canada	F/T
Building Partner Capacity/TSC	USCENTCOM -5	F/T
Building Partner Capacity/TSC	HQ USEUCOM J5	F/T
Building Partner Capacity/TSC	USCENTCOM J5	F/T
Building Partner Capacity/TSC	USAID	F/T

C2 / Knowledge Mgt	UK	F/T
C2 / Knowledge Mgt	JFCOM	P/T
C2 / Knowledge Mgt	ICIO	P/T
C2 / Knowledge Mgt	JFSC	F/T
C2 / Knowledge Mgt	USCENTCOM J-3	F/T
C2 / Knowledge Mgt	NESA	P/T
C2 / Knowledge Mgt	USAF	F/T
C2 / Knowledge Mgt	JFCOM	

CWMD	USSTRATCOM CTR for CWMD	F/T
CWMD	NCPC	F/T
CWMD - Deputy Team Chief	DoS	F/T
CWMD - Team Chief	USCENTCOM J-5	F/T

CT	Contractor (Rand)	F/T
CT	ODNI/DIA	F/T
CT	SOCOM	F/T
CT	UK MOD	F/T
CT	DoS - S/CT	F/T
CT	USCENTCOM J3 IATF	F/T
CT	SOCOM	F/T
CT	Contractor (Rand)	F/T
CT	SOCOM	F/T
CT	AF	F/T
CT	USMA	F/T
CT	DoS-S/CT	F/T
CT	SOCOM	F/T
CT	DOJ (Counterterrorism Sect)	P/T

Dev/Econ/Governance	USA Medical Corps	F/T
Dev/Econ/Governance	USAID	F/T
Dev/Econ/Governance	USAID	P/T
Dev/Econ/Governance	AFRICOM	P/T
Dev/Econ/Governance	AFCENT	F/T
Dev/Econ/Governance	USAID (DGC-2A)	F/T
Dev/Econ/Governance	Contractor (Collier Group)	F/T
Dev/Econ/Governance	Contractor (McKinsey)	Part-Time
Dev/Econ/Governance	UK	F/T
Dev/Econ/Governance	USAID	F/T
Dev/Econ/Governance	USAID	F/T
Dev/Econ/Governance	USAID	F/T
Dev/Econ/Governance	USAID	F/T
Dev/Econ/Governance	USCENTCOM J-3	F/T
Dev/Econ/Governance	Commerce	F/T
Dev/Econ/Governance	HHS/ASPR	F/T
Dev/Econ/Governance	Treasury	P/T
Dev/Econ/Governance	USACAPOC	F/T

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Dipl/Pol	UK	F/T
Dipl/Pol	DoS	F/T
Dipl/Pol	Canada	F/T
Dipl/Pol	HQ USAF	F/T

Comms		
IO/Public Dip/Strat Comms	Contractor (Collier Group)	F/T
IO/Public Dip/Strat Comms	DoS	F/T
IO/Public Dip/Strat Comms	USACAPOC	F/T
IO/Public Dip/Strat Comms	USCENTCOM J3	F/T
IO/Public Dip/Strat Comms	DoS	F/T
IO/Public Dip/Strat Comms	UK MOD	F/T
IO/Public Dip/Strat Comms	DoS	F/T

Intelligence	New Zealand LNO	F/T
Intelligence	Contractor (CENTCOM)	F/T
Intelligence	Canada	F/T
Intelligence	DIA	F/T
Intelligence	USCENTCOM J-2	F/T
Intelligence	DNI	F/T
Intelligence	MNF-I	P/T
Intelligence	UK MOD	F/T
Intelligence	HQ USAF A2	F/T
Intelligence	USCENTCOM J-2	F/T

L E, Ops Law, Rule of Law	DOJ	P/T
L E, Ops Law, Rule of Law	UK	F/T
L E, Ops Law, Rule of Law	DoJ	P/T
L E, Ops Law, Rule of Law	HQ, DA OTJAG	F/T
L E, Ops Law, Rule of Law	NWC	P/T
L E, Ops Law, Rule of Law	DoJ	F/T
L E, Ops Law, Rule of Law	FBI	P/T
L E, Ops Law, Rule of Law	USMS-SOG	P/T
L E, Ops Law, Rule of Law	DoS - INLEA	F/T

L E, Ops Law, Rule of Law	Treasury	F/T
L E, Ops Law, Rule of Law	Treasury	F/T

Administrative/Support	USCENTCOM J2	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative Support	USCENTCOM J5	F/T
Administrative Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USAWC	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J5	P/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J5	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J4	F/T
Administrative/Support	USCENTCOM J6	F/T

Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
Administrative/Support	USCENTCOM J6	F/T
OUTSIDE SUPPORT	NDU	
OUTSIDE SUPPORT	NESA	F/T
OUTSIDE SUPPORT	NDU	
Administrative/Support	USAID	
OUTSIDE SUPPORT	NDU	
Administrative/Support	DoS / Protel	F/T
Administrative/Support	NESA	
Administrative/Support	DoS / Protel	

Consultant	American University	Part-Time
Consultant	JFCOM J9 (USAID)	Part-Time
Consultant	Contractor (Heritage Found	Part-Time
Senior Consultants	NESA	Part-Time
Consultant	Council on Foreign Relatio	Part-Time
Consultant	NDU	Part-Time
Consultant	NDU/CCR	Part-Time
Consultant	U.S. Chanber of Commerce	Part-Time
Consultant	NDU	Part-Time
Consultant	CSIS	Part-Time
Consultant	Oxford University CCW	Part-Time
Consultant	AED	Part-Time
Consultant	NESA	Part-Time
Consultant	Contractor (IDA) (Center fo	Part-Time
Consultant	Johns Hopkins University	Part-Time
Consultant	American Enterprise Instit	Part-Time
Consultant	Institute for the Study of	Part-Time
Senior Consultants	NDU	Part-Time
Consultant	DoS	Part-Time
Consultant	Stimson Center	Part-Time
Consultant	USNA	Part-Time
Consultant	NDU	Part-Time
Consultant	Contractor (IDA)	Part-Time
Consultant	NDU	Part-Time
Consultant	SAIC	Part-Time
Consultant	Contractor (IDA)	Part-Time
Senior Consultants	American Academy of Diplom	Part-Time
Senior Consultants	NWC	Part-Time
Consultant	NDU/INSS	Part-Time
Consultant	Contractor (Brookings Inst	Part-Time
Consultant		Part-Time
Senior Consultants	Hills & Company	Part-Time

[illegible]

[illegible]

As of:

P/S/T	Phase I	Phase II	Phase III	Phase IV

	x	x	x	x
	x	x	x	x
	x	x	x	x
	x	x	x	x
		x	x	x

P	x	x	x	x
P		x	x	x
P				
P		x	x	x
P	x	x	x	x
P	x	x	x	x
P	x	x	x	x
P	x	x	x	x
P	x	x	x	x
				x
		x		x
P	x	x	x	x
P	x	x	x	x
P				
P				

P			x	x
P				x
P	x	x	x	
P	x	x	x	
P		x	x	x
P	x	x	x	x
P		x		
P			x	x
P	x	x	x	x

P	x	x	x	x
P	x	x	x	
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Email	Sub Regi	Functional Team
	Af-Pak	DEG, BPC, ROL
	Iran	CT, Intel SA
	Iraq, Af	Pol-Dip, CT, IO/SC
	Iraq, Af	*CWMD, C2
	N/A	CWMD
		SC/IO
	Af-Pak	N/A
	Iraq, Ir	N/A
	N/A	CT, INTEL SA, IO/SC
	Af-Pak,	DEG
	Af-Pak	N/A
	Iraq, Af	CT
	Af-Pak	Intel SA
	Iran, Ir	*
	Iran, Ir	*

	CAS	N/A
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National Defense University, Roose

	Iran	N/A
	N/A	*
	AP, Iraq	CT, INTEL SA
	All Sub-	N/A
	Intel, P	*Intel SA, Pol-Dip
	Af-Pak,	Pol-Dip
	Afghanis	N/A
	Af-Pak,	N/A
	Af-Pak,	CT
	Af-Pak	N/A

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veit Hall (Bld 61), Ft McNair Washington DC, 20319

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JSAT IPR

As of: 01 Oct 08

01 Oct 08



JSAT Mission

The JSAT conducts a comprehensive assessment of the situation in the CENTCOM area of interest, reviews existing theater strategies and plans across relevant departments and organizations, and develops a draft strategy and plan to direct the integration of all instruments of national power and efforts of coalition partners in time, space, and purpose to achieve goals and objectives.



JSAT Composition

Members will have knowledge of and influence in their parent organizations. The team will represent all relevant agencies and departments within the USG, key allies, adjacent and functional COCOMS, and subordinate unified commands and component commands within USCENTCOM. Members will initially be organized into sub-regional teams to produce geographic assessments; then reorganized into functional teams that align generally with the proposed lines of operation and focus areas.



Sub-Regional Teams

- **Iraq**
- **Afghanistan-Pakistan**
- **Iran**
- **Levant (Syria, Lebanon, Jordan) and Egypt**
- **Arabian Peninsula**
- **Central Asia**



Functional Teams

- **Intelligence**
- **Political and Diplomatic**
- **Framework Operations, Basing, and Logistics**
- **Development, Economics, and Strategic Resources**
- **Theater Security Cooperation / Building Partner Capacity**
- **Command and Control and Knowledge Management**
- **Counterterrorism**
- **Law Enforcement, Rule of Law, Operational Law**
- **Public Diplomacy, Strategic Communication, and Info Ops**
- **Counter-proliferation**



JSAT Objectives (1 of 2)

- a. Develop a common understanding (across the USG, key allies, and AOR) of problem sets
- b. Develop a common plan that clarifies roles and responsibilities among USG agencies, key allies, and COCOMs; set conditions for unified action and complementary effects by identifying and sequencing critical actions, programs and initiatives; direct efforts toward achieving clearly defined, realistic goals.
 - i. Review and refine theater strategic goals based on political guidance
 - ii. Conduct a comprehensive review of all lines of operation and focus areas
 - iii. Disaggregate the problem set in the AOR and remain sensitive to unique local and sub-regional dynamics; develop specific plans to address specific problems
 - iv. Integrate diplomatic, development, and military/political-military efforts to achieve objectives in critical countries and sub-regions
 - v. Identify specific obstacles to progress and recommend policy adjustments, initiatives, changes in organization and procedures, and additional resources necessary to overcome those obstacles
 - vi. Identify opportunities to accelerate progress toward achieving objectives to include the application of additional resources and personnel to specific areas, streamlining organizations, and clarifying responsibilities
 - vii. Identify resources and budget requirements necessary to prosecute the way ahead and initiate actions to secure the necessary resources and funding

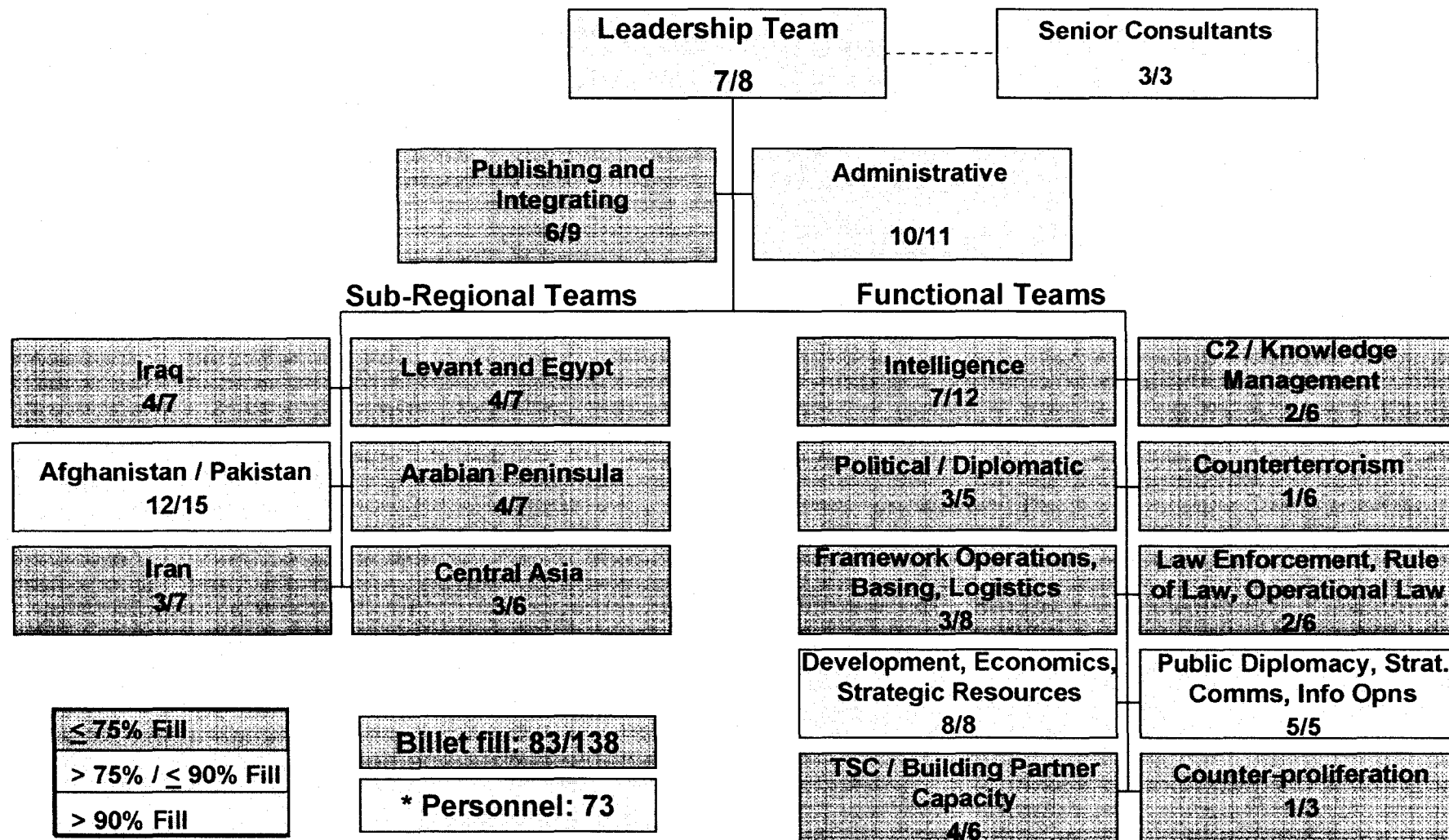


JSAT Objectives (2 of 2)

- viii. Identify risks and threats that might jeopardize our efforts and recommend means to preclude or cope with those threats
- ix. Evaluate current assessment criteria and processes; recommend mechanisms and measures for assessing and communicating progress toward achieving goals and objectives
- x. Recommend means for obtaining support for the plan from amongst multinational partners, regional countries, and the wider international community
- xi. Highlight subsequent areas of planning; outline proposals for planning continuity within the USG and with key allies following the JSAT effort
- c. Place the CENTCOM mission and activities in the region in broad, global perspective and identify efforts external to the region critical to successful implementation of the strategy within the region
- d. Develop specific regional actions and initiatives to support the efforts to achieve sustainable security and stability in Afghanistan and Iraq. Conduct parallel planning with NATO-ISAF and MNF-I .
- e. Streamline and improve C2 structures, knowledge management, and intel. sharing to ensure unity of effort.
- f. Refine intermediate term vision (5 years) for efforts in the AOR in key areas such as diplomacy, basing, theater security cooperation, development, and security sector reform.



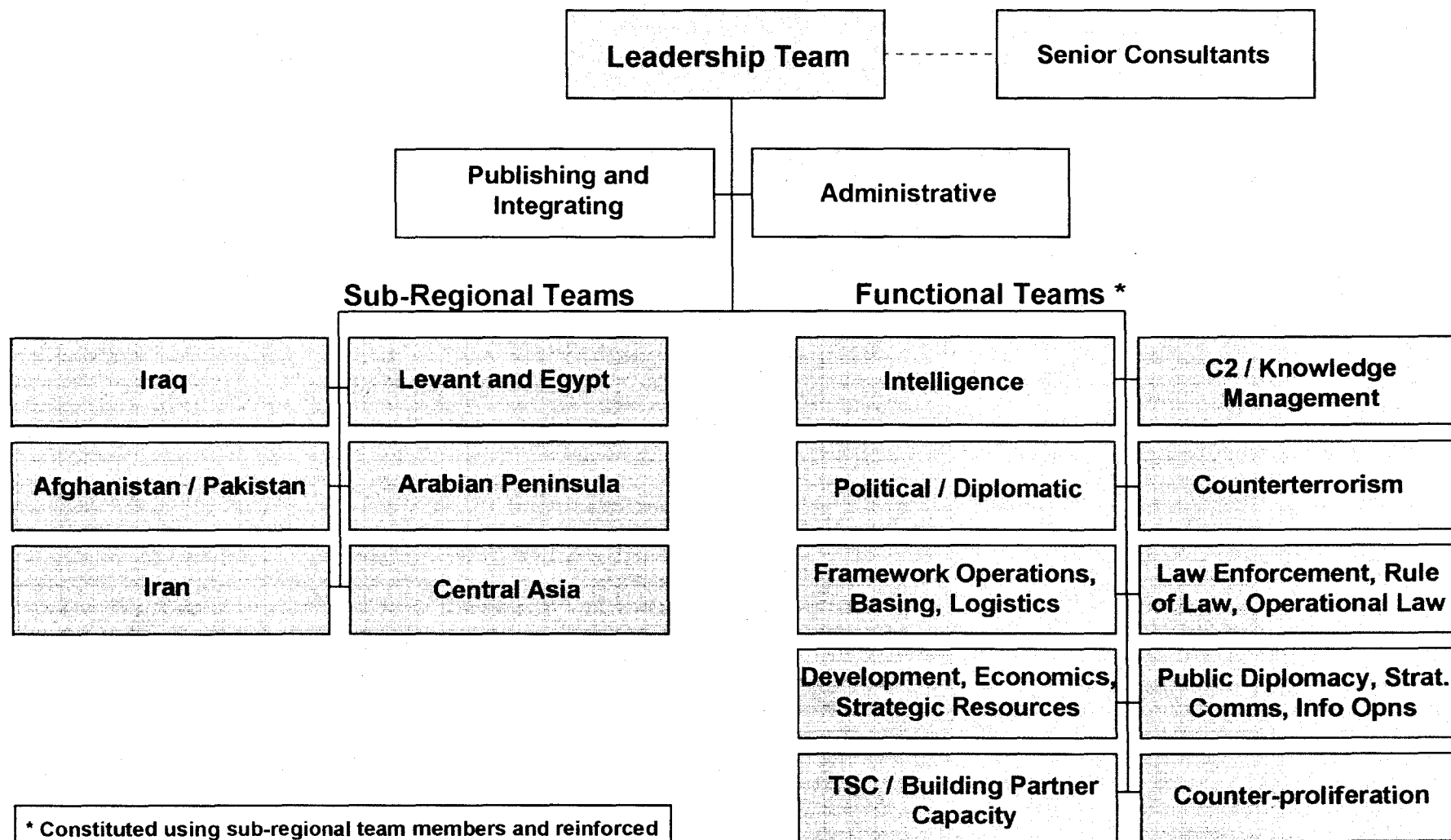
JSAT Staffing



* Some team members occupy billets on both sub-regional and functional teams



JSAT Organization



* Constituted using sub-regional team members and reinforced by other functional team members as required.



Leadership and Senior Consultants

Leadership Team

Executive Director: LtGen Allen (DoD)

Executive Director: Dr (b)(6) (DoS)

Co-Director: COL (b)(6)

Co-Director: Mr. (b)(6)

Co-Director: Brigadier (b)(6) (CENTCOM)

Co-Director: Mr (b)(6) (Treasury)

Co-Director: TBA (USAID)

Co-Director: Mr (b)(6) (T) (DoS)

Senior Consultants

LTG (ret) David Barno (NESA)

Dr Patrick Cronin (INSS)

Dr (b)(6) (DoS)



Support Teams

Publishing and Integrating

COL (b)(6) (NDU OIC)
Dr (b)(6) (DoS)
Dr (b)(6) (USAID)
Col (b)(6) (CENTCOM Planner)
COL (b)(6) (INSS Planner)
MAJ (b)(6) (JSAT XO)
S/CRS Planner:
DoD SOLIC Planner:
UK PJHQ or MoD Planner:

Administrative

Mr (b)(6) (Team Lead)
CDR (b)(6) (Admin XO)
MAJ (b)(6) (Contract/Procurement Rep)
SFC (b)(6) (Travel Planner)
GySgt (b)(6) (Automation Tech)
Mr (b)(6) (Chief of Programs/Plans, NESA)
Mr (b)(6) (Chief of Staff, INSS)
S/CRS Research. Asst.
TSgt (b)(6) (Admin Assistant)
SSgt (b)(6) (Admin Assistant)
Mr (b)(6) (NDU)



Country and Regional Teams

Iraq

COL (b)(6) (Tm Lead)
 MNF-I Team Member
 Dr (b)(6) (DIA)
 Mr (b)(6) (Treasury)
 DoS Rep: TBA
 USAID Rep: TBA
 Mr (b)(6) (CENTCOM J3)

Levant and Egypt

COL (b)(6) (ODCSPER) (Tm Lead)
 Mr (b)(6) (USCENTCOM J5)
 Mr (b)(6) (USCENTCOM J2)
 DoS Rep: TBA
 CIA Rep: TBA
 USAID Rep: TBA
 Mr (b)(6)

Afghanistan / Pakistan

COL (b)(6) (Tm Lead)
 LTC (b)(6) (CENTCOM)
 Col (b)(6) (JFSC)
 Dr (b)(6) (DoS)
 Mr (b)(6) (CENTCOM J2)
 GBR (TBA)
 Dr (b)(6) (USAWC)
 CAPT (b)(6) (NATO-ISAF)
 NATO/EUCOM Rep
 COL (b)(6) (SOCOM)
 Dr (b)(6) (Ins. for St. Eff.)
 COL (b)(6) (USAREUR)
 Ms (b)(6) (OSD-P) (SOLIC)
 COL (b)(6) (CSTC-A / TF Phoenix)

Arabian Peninsula

COL (b)(6) (ARCENT) (TM Lead)
 Mr (b)(6) (USCENTCOM J2)
 LtCol (b)(6) (USCENTCOM J5)
 Mr (b)(6) (USCENTCOM J3)
 CIA Rep: TBA
 USAID Rep: TBA
 DoS Rep: TBA



Country and Regional Teams

Iran

USCENTCOM J3/5 Planner: (TM Lead)	
Mr. (b)(6)	(GAT-Iraq, USAID)
Mr. (b)(6)	(CENTCOM J2)
Dr. (b)(6)	(DIA)
CIA Analyst: TBA	
AFCENT Planner: TBA	
NAVCENT Planner: TBA	

Central Asia

USCENTCOM J5 (TM Lead)	
Mr. (b)(6)	(DoS, GAT-Iraq)
Mr. (b)(6)	(CENTCOM J2)
Mr. (b)(6)	(OSD-P)
TBA	
TBA	
TBA	



Functional Teams

Intelligence

Mr. (b)(6) (DCI)(TM Lead)
Mr. (b)(6) (DIA)
MI-6 CT analyst
NIC appointed CT analyst
Mr. (b)(6) (CENTCOM J2)
Mr. (b)(6) (CENTCOM J2)
Mr. (b)(6) (CENTCOM J2)
NIC appointed Iran analyst
Mr. (b)(6) (CENTCOM J2)
DIA appointed Iraq analyst
NIC Levant analyst
LTC (b)(6) (USAWC)

C2 / Knowledge Management

COL (b)(6) (JFSC)(TM Lead)
Mr. (b)(6) (CENTCOM J3)
NATO-ISAF Rep
NATO-EUCOM
CENTCOM J6 Rep
USMA Sys Engineering Dept Rep
TBA

Political / Diplomatic

JS J5 Rep (Team Lead)
Dr. (b)(6) (DoS)
Dr. (b)(6) (DoS)
MAJ (b)(6) (CENTCOM)
TBA
TBA

Counter-Terrorism

SOCOM Rep
JSOC Rep
DoS Rep
CIA Rep
MI-6 CT Rep
NIC CT Rep
LTC (b)(6) (USCENTCOM J3)



Functional Teams

Framework Operations, Basing, Log

COL (b)(6) (USA)(TM Lead)
CENTCOM J8 Rep
Mr. (b)(6) (CENTOCM J5)
NAVCENT Rep
AFCENT Rep
MARCENT Rep
COL (b)(6) (ARCENT)
DoS Rep selected by Asst Sec Kimmitt

Law Enforcement, Rule of Law, Op. Law

CDR (b)(6) (NWC) (Tm Lead)
DoS Rep
FBI Rep
DoJ Rep
DEA Rep
LTC (b)(6) CENTCOM SJA
TBA

Development, Economics, Strat Resources

(b)(6) (DOS) (Tm Lead)
Mr. (b)(6) (Exec. Director)
Mr. (b)(6) (DoS, GAT-Iraq)
Mr. (b)(6) (Dept of Treasury)
Dr. (b)(6) (Ins. for St. Eff.)
LTC (b)(6) (CENTCOM J3)
Mr. (b)(6) (USCENTCOM)
Mr. (b)(6) (OSD-P)

Public Diplomacy, Strat. Comms, Info Ops

COL (b)(6) (USACAC)(TM Lead)
Mr. (b)(6) (DoS Public Dipl)
Mr. (b)(6) (CENTCOM J3)
Mr. (b)(6) (MNF-I)
Mr. (b)(6)
TBA

TSC / Building Partner Capacity

COL (b)(6) (Team Lead)
SOCCENT Rep
Mr. (b)(6) (USCENTCOM J5)
Mr. (b)(6) (USCENTCOM J5)
DoS POL-MIL Rep
COL (b)(6) (ARCENT)
TBA

Counter-proliferation

DoS Rep
OSD Rep
Mr. (b)(6) (CENTOCM J5)
TBA
TBA
TBA
TBA



Pre-Execution Tasks

☒ Personnel

- ☐ Positions Identified
- ☒ Invitation letters sent out
- ☒ E-Mail Follow-Up Messages
- ☒ Acceptance letters received
- ☒ Clearances verified
- ☒ Orders (TDY & ITO) cut

Status

- ☒ Critical (Action req'd)
- ☐ Substantial (Attention req'd)
- ☐ Resolved (Acknowledge)

☐ Logistics

- ☐ Overall logistics requirements identified
- ☐ Budget fund cite established (FY09)
- ☐ On-site survey of Lincoln Hall facility
- ☐ Furnishing requirements identified
- ☒ Travel needs identified
- ☒ Accommodations in DC established
- ☒ Communications needs established, SCIF established in Lincoln Hall

☐ Documentation:

- ☐ Base reference materials collected (National/Joint/CENTCOM, etc)
- ☐ JSAT overview tri-fold complete/approved
- ☒ Maps and Other references materials collected



Pre-Execution Timeline

25 Sep.	Invitation Letters Completed and Mailed
1 Oct.	Follow-up e-mails Sent Out
3 Oct.	VTC IPR held with CENTCOM, NESA and NDU
6 Oct	Consolidate Budget Estimates from Support Agencies
9 Oct.	IPR with CENTCOM COS & DCDR
15 Oct.	Acceptance Letters Received
15 - 20 Oct.	Travel Arrangements Established
15 - 31 Oct.	Comms Team arrives at NDU and begins building 75 Workstations
17 Oct.	VTC IPR with CENTCOM, NESA and NDU
20 Oct.	Positions fully filled
28 Oct.	IPR with GEN Petraeus
31 Oct.	Security Clearances Validated / Established / SCIF Completed
31 Oct.	Accommodations Confirmed, Ground Transportation Validated
1 Nov.	Final Walk-thru on Lincoln Hall
3 Nov.	Executive Directors Arrive at Lincoln Hall (Reception)
4 Nov.	Noon: JSAT Members Arrive at Lincoln Hall, Phase I Begins



JSAT Execution Timeline (Phase I-III)

Phase I (Group Formation): Washington, DC (Lincoln Hall)

- ☐ **3 Nov.** Co-directors and Admin Team meet in Washington
- ☐ **4-7 Nov.** JSAT members arrive, form into sub-regional teams

Phase II (Data Collection - CONUS): Washington, DC (Lincoln Hall)

- ☐ **10-14 Nov.** JSAT briefings (DNI, DOS, CENTCOM, etc.)
- ☐ **17-21 Nov.** Work on sub-regional estimates
- ☐ **21 Nov.** Progress Review Brief #1 to Executive Directors

Phase III (Data Collection – OCONUS): AOR (CFH and beyond)

- ☐ **2-10 Dec.** Arrive at CFH. Conduct assessments in AOR
- ☐ **10 Dec.** Travel complete. JSAT re-assembles at CFH
- ☐ **11-12 Dec.** Brief and capture results of travel
- ☐ **12-15 Dec.** Complete estimates and mission analysis briefing
- ☐ **16 Dec.** Brief Mission Analysis, Sub-regional Plans, and way ahead to Executive Directors
- ☐ **17-18 Dec.** Finalize Sub-regional Plans and initiate working groups
- ☐ **19 Dec.** Return to US



JSAT Execution Timeline (Phase IV)

Phase IV (Product Preparation & Presentation): Washington, DC (Lincoln Hall)

- ☐ 5-8 Jan. Reconvene. Review Mission Analysis (MA) Brief and way ahead
- ☐ NLT 9 Jan. MA briefing, sub-regional plan briefing, and way ahead to CG
- ☐ 12-16 Jan. Planning and writing. Complete overall concept and outlines
- ☐ 20-22 Jan. Planning and writing. Complete draft annexes
- ☐ 23 Jan. Progress Review Brief #2 to Executive Directors
- ☐ 26-30 Jan. Integrate annexes. Complete draft base document
- ☐ 2-4 Feb. Review and revise draft document
- ☐ 5-6 Feb. Prepare final briefing
- ☐ 9 Feb. Brief General Petraeus
- ☐ 10-13 Feb. Final handoff of briefings in Washington and Tampa
- ☐ 13 Feb. Mission complete



JSAT REQUIREMENTS & BUDGET

Draft as of 30
Sep 08

USCENTCOM CCJ5
JSAT
Proposed Budget
\$1.8 Mil

MIPR TO DOS

Phase I - \$250K
Phase II - TBD
Phase III - TBD
(Includes Consulting Services)

MIPR TO NESA

Phase I - \$350K
Phase II - TBD
Phase III - TBD
(Includes Security, Lodging
Transportation)

MIPR TO TREASURY

Phase I - TBD
Phase II - TBD
Phase III - TBD
(Includes Contractors, Travel)

CENTCOM BUGDET (Internal)

Phase I - TBD
Phase II - TBD
Phase III - TBD
(Includes Travel, Support)



Questions

Joint Strategic Assessment Team

**Lincoln Hall,
National Defense University
Washington, DC**

USCENTCOM Mission

With national and international partners, US Central Command promotes cooperation among nations, responds to crises, deters or defeats state and non-state aggression, and supports development and, when necessary, reconstruction in order to establish the conditions for regional security, stability, and prosperity.

USCENTCOM Strategic Imperatives

- Contribute to the security conditions that establish the foundation for enduring regional stability
- Ensure the free flow of strategic resources
- Support USG initiatives to advance principled, pragmatic governance
- Work with allies and partners in pursuit of common interests

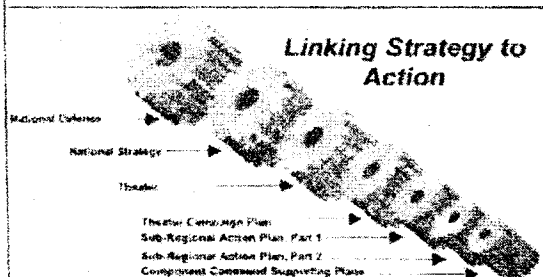
USCENTCOM Vision

A region where nations recognize that improved security leads to increased stability. Cooperation between regional and international partners will help to isolate, counter, deter, or defeat state and non-state actors who use violence in pursuit of their goals. Disruptive impacts of friction caused by religious, political and social diversity can be minimized through cooperation. The potential increased economic opportunities, political freedoms, and social welfare, of mutual benefit to all parties, will help strengthen regional ties.

USCENTCOM Strategic Objectives

- Promote common interests in order to enhance stability
- Defeat Violent Extremist Organizations (VEOs)
- Counter the proliferation, acquisition and use of WMD
- Assist in setting the conditions that will enable economic development and prosperity
- Prepare US and partner forces to respond to emerging challenges

¹ USCENTCOM Theater Strategy (nd 11 June 2006)



Timeline

The JSAT will be conducted 3 Nov 08 through 13 Feb 09.

Phase I: Washington, DC (Lincoln Hall)

3 Nov. Co-directors and Admin Team meet in Washington

4-7 Nov. JSAT members arrive, form into sub-regional teams

Phase II: Washington, DC (Lincoln Hall)

10-14 Nov. JSAT briefings (DNI, DOS, CENTCOM, etc.)

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Phase III: AOR (CFH and beyond)

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12-15 Dec. Complete estimates and mission analysis briefing

16 Dec. Brief mission analysis, Sub-regional Plans, and way ahead to Executive Directors

17-18 Dec. Finalize sub-regional plans and initiate working groups

19 Dec. Return to US

Phase IV: Washington, DC (Lincoln Hall)

5-8 Jan. Reconvene. Review mission analysis (MA)

Brief and way ahead

NLT 9 Jan. MA briefing, sub-regional plan briefing, and way ahead to CG

12-16 Jan. Planning and writing. Complete overall concept and outlines

20-22 Jan. Planning and writing. Complete draft annexes

23 Jan. Progress Review Brief #2 to Executive Directors

26-30 Jan. Integrate annexes. Complete draft base document

2-4 Feb. Review and revise draft document

5-6 Feb. Prepare final briefing

8 Feb. Brief General Petraeus

10-13 Feb. Final handoff of briefings in Washington and Tampa

13 Feb. Mission complete

Joint Strategic Assessment Team (JSAT) Concept Overview

Situation

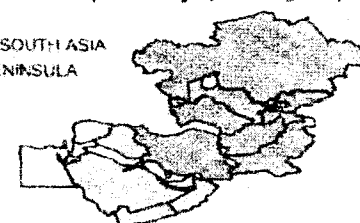
The U.S. CENTCOM area of responsibility contains the two major conflicts in which the US and its partners are engaged (Afghanistan and Iraq) and is an area in which adversaries pose significant threats to vital US and allied interests such as non-proliferation, state support for terrorist organizations, and narco-trafficking. Weak governance, combined with ethnic and sectarian tensions, threatens to undermine security and stability in a way that threatens common interests and strengthens terrorist and insurgent organizations. The JSAT will combine USCENTCOM's knowledge of, access to the region, and its planning capability with expertise from relevant departments in the USG and key allies. This synergy will produce a comprehensive interdepartmental and multinational plan that orients programs, activities, and initiatives toward clearly defined goals and objectives to effectively address the region's problems and their causes. By ensuring sufficient interdepartmental and multinational planning the JSAT will mitigate the risk of over-militarization of efforts and the development of short term solutions to long term problems.

Mission

The JSAT conducts a comprehensive assessment of the situation in the CENTCOM area of interest, reviews existing theater strategies and plans across relevant departments and organizations, and develops a draft strategy and plan to direct the integration of all instruments of national power and efforts of coalition partners in time, space, and purpose to achieve goals and objectives.

CENTCOM Area of Responsibility (Sub-Regions)

- ☒ CENTRAL & SOUTH ASIA
- ☐ ARABIAN PENINSULA
- ☐ LEVANT



Team Composition

Members will have knowledge of and influence in their parent organizations. The team will represent all relevant agencies and departments within the USG, key allies, adjacent and functional COCOMS, and subordinate unified commands and component commands within USCENTCOM.

JSAT members will initially be organized into sub-regional teams to produce geographic assessments; then reorganized into functional teams that align generally with the proposed lines of operation and focus areas.

i. **Leadership Team:** Integrates the group efforts and directs the effort toward accomplishing its mission and fulfilling its purpose.

ii. **Publishing and Integration Team:** Responsible for finalizing products, obtaining resources, organizing materials, managing information flow, tracking milestones, and coordinating meetings/seminars and travel.

iii. **Administrative Team:** Conduct budgetary and admin. preparation. Prepares contracts and travel orders. Processes admin. paperwork for team members and plans travel itineraries.

iv. **Sub-regional Teams:** Conduct in-depth assessments and detailed recommendations for more specific areas and the ongoing conflicts in Afghanistan and Iraq.

1. Iraq
2. Afghanistan-Pakistan
3. Iran
4. Levant (Syria, Lebanon, Jordan) and Egypt
5. Arabian Peninsula
6. Central Asia

v. **Functional Teams**

1. Intelligence
2. Political and Diplomatic
3. Framework Operations, Basing, and Logistics
4. Development, Economics, and Strategic Resources
5. Theater Security Cooperation / Building Partner Capacity
6. Command and Control and Knowledge Management
7. Counterterrorism
8. Law Enforcement, Rule of Law, Operational Law
9. Public Diplomacy, Strategic Communication, and Information Operations
10. Counter-proliferation

JSAT Objectives

a. Develop a common understanding (across the USG, key allies, and COCOMs) of problem sets

b. Develop a common plan that clarifies roles and responsibilities among USG agencies, key allies, and COCOMs; set conditions for unified action and complementary effects by identifying and sequencing critical actions, programs and initiatives; direct efforts toward achieving clearly defined, realistic goals.

i. Review and refine theater strategic goals based on political guidance

ii. Conduct a comprehensive review of all lines of operation and focus areas

iii. Disaggregate the problem set in the AOR and remain sensitive to unique local and sub-regional dynamics; develop specific plans to address specific problems

iv. Integrate diplomatic, development, and military/political-military efforts to achieve objectives in critical countries and sub-regions

v. Identify specific obstacles to progress and recommend policy adjustments, initiatives, changes in organization and procedures, and additional resources necessary to overcome those obstacles

vi. Identify opportunities to accelerate progress toward achieving objectives to include the application of additional resources and personnel to specific areas, streamlining organizations, and clarifying responsibilities

vii. Identify resources and budget requirements necessary to prosecute the way ahead and initiate actions to secure the necessary resources and funding

viii. Identify risks and threats that might jeopardize our efforts and recommend means to preclude or cope with those threats

ix. Evaluate current assessment criteria and processes; recommend mechanisms and measures for assessing and communicating progress toward achieving goals and objectives

x. Recommend means for obtaining support for the plan from amongst multinational partners, regional countries, and the wider international community

xi. Highlight subsequent areas of planning; outline proposals for planning continuity within the USG and with key allies following the JSAT effort

c. Place the CENTCOM mission and activities in the region in broad, global perspective and identify efforts external to the region critical to successful implementation of the strategy within the region

JSAT Objectives (cont.)

d. Develop specific regional actions and initiatives to support the efforts to achieve sustainable security and stability in Afghanistan and Iraq. Conduct parallel planning with NATO-ISAF and MNF-I

e. Streamline and improve C2 structures, knowledge management, and intel. sharing to ensure unity of effort

f. Refine intermediate term vision (5 years) for efforts in the AOR in key areas such as diplomacy, basing, theater security cooperation, development, and security sector reform.

CONOPS

An interdepartmental and multinational team drawn from USCENTCOM, across the USG, academia, and key Coalition partners will use the following approach to accomplish its mission:

a. Become familiar with existing plans and assessments. Travel to the region to conduct a bottom-up assessment. Pay particular attention to fundamental causes of instability and insecurity in the region; gain a holistic understanding of the situation from briefings, meetings with ambassadors and their country teams, commanders, officials, and self study.

b. Prepare an assessment of the situation that includes the constraints under which we must operate (e.g. time, resources, and authorities) and identify assumptions upon which the planning effort will rest.

c. Report assessment to the CG and a designated representative from the DOS. Include the team's initial analysis of the situation, understanding of the mission, constraints, planning assumptions, framework for the planning effort (including goals and objectives), and work plan. Receive additional guidance.

d. Small groups, generally aligned with logical lines of operation, examine critical areas in depth. Refine goals, define intermediate objectives, identify obstacles that prevent or impede progress, and determine what actions, programs, and efforts must be directed toward attaining objectives and overcoming obstacles

e. Produce an initial impressions briefing and receive further guidance from the CG and designated DOS rep.

f. Refine the theater strategy and develop a draft campaign plan. Out-brief the CG and other Department leaders. Render a written report/draft theater strategy.

g. Draft an interagency implementation and assessment plan that might go into effect after NSC approval.

**United States Central Command
Joint Strategic Assessment Team
Phase Execution Timeline**

The list of JSAT personnel below are grouped by teams:

Last Name	First	Rank	Position	Organization
Executive Director Team				
Allen	John	LtGen	Exec. Director (USCENTCOM)	USCENTCOM
(b)(6)		Dr.	Exec. Director (DOS)	DOS
		Mr.	Exec. Director (Treasury)	Treasury

Co-Director Team				
Dibble	Philo	AMB	Co-Director (DOS)	DoS
(b)(6)		Mr.	Co-Director (Intelligence)	DNI
		COL	Co-Director (USCENTCOM)	USCENTCOM
		Mr.	Co-Director (Treasury)	Treasury
		Ms	Dep Co-Director (DOS - USAID)	USAID

Senior Consultants				
Barno	David	LTG (ret)	Consultant	NESA
(b)(6)		Dr.	Consultant	DOS
		Dr.	Consultant	INSS
Neumann	Ronald	Amb	Consultant	Academy of Diplomacy

Administrative Team				
(b)(6)		CDR	Operations Officer	USCENTCOM J-5
		Mr.	Chief of Programs/Plans, NESA	NESA
		MAJ	Contracting / Procurement	USCENTCOM J-5
		SFC	Travel Planner	USCENTCOM J-5
		Mr.	Director of Engineering, NDU	NDU
		CPT	Security Officer	USCENTCOM J5
		CIV	PC Maint Rep	USCENTCOM J-6
		Mr.	Chief of Staff, INSS	INSS
		GySgt	Automation Technician	USCENTCOM J-6
		Mr.	Team Lead	USCENTCOM J-5
		SSgt	Administrative Assistant	USCENTCOM J-5
		AIC	Administrative Assistant	USCENTCOM J-5

Enclosure (3)

(b)(6)	TSGT	PC Maint Rep	USCENTCOM J-6
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Publishing and Integration

(b)(6)	Lt Col	Rep	UK
	Dr.	Contractor	USA Combat Studies Inst.
	Dr.	USAID Rep	USAID
	Mr.	Rep	JS J7
	Dr.	Rep	Air University
	COL	Team Lead	NDU
	Mr.	Consultant	IDA
	MAJ	Rep	JFCOM J9
	Col	Rep	AF/A2
	Mr.	Senior Consultant	Brookings Institution
	Ms	Treasury Rep	Treasury
	MAJ	Rep	USMA
	Ms	Deputy Team Lead	S/CRS
	Mr.	Rep	Contractor

Country and Regional Teams

Afghanistan/Pakistan Team

(b)(6)	COL	Rep	SOCOM
	COL	Rep (DC only)	CSTC-A / CJTF-Phoenix
	Dr.	Rep (DC only)	NDU
	COL	Rep	JFSC
	Dr.	Rep	USAWC
	Ms.	Rep	OSD-P (SOLIC)
	Dr.	DOS Rep	Contractor
	COL	Rep	USAREUR
	Mr.	Rep	USAWC (PKSOI)
	Dr.	Rep	Contractor
	Brig	Rep	UK
Lorimer	John		
(b)(6)	Dr.	Rep	Center Naval Anyalsys
	Mr.	Consultant (Afghan-Pak)	CFR
	Ms.	Rep	UK
	Mr.	Rep	USCENTCOM J-2
	Ms.	Rep	International Narcotics and Law Enforcement Affairs
	Mr.	Rep	DOS
	COL	Deputy Team Lead	USCENTCOM CAG

Arabian Peninsula Team

(b)(6)		Dr.	Rep	Contractor
		Lt Col	Rep	UK
		COL	Deputy Team Lead	ARCENT
		Mr.	Rep	USCENTCOM J-3
Litt	David	Amb	Team Lead	Center for Stabilization and Economic Reconstruction

(b)(6)	LTC	Rep	JS J5
Central Asia Team			
(b)(6)	Mr.	Contractor	DOS (GAT-Iraq)
	Mr.	Rep	OSD-P
	Mr.	Rep	USMA
	Ms.	Rep	UK
Iran Team			
(b)(6)	Dr.	Rep	Contractor
	Mr.	Rep	Contractor
	Dr.	Rep	Center Naval Analysis
	LTC	Deputy Team Lead	USMA
	Dr.	Analyst	DIA
	Mr.	Rep	USAWC (PKSOI)
	Mr.	Rep	USCENTCOM J-2
	CAPT	Rep	UK
	Dr.	Team Lead	DOS
Iraq Team			
(b)(6)		Consultant	IDA
	Mr.	Consultant	IDA
	Dr.	Analyst	DIA
	Dr.	Rep	Naval War College
	COL	Rep	USCENTCOM J-5
	LTC	Rep	MNF-I CIG
	Mr.	Rep	Treasury
	Mr.	Rep	Brookings Institution
	Col	Rep	AF/A2
	Lt Col	Rep	UK
	Mr.	Consultant	IDA
Levant and Egypt Team			
(b)(6)	Mr.	Analyst	USCENTCOM J-2
	Mr.	Deputy Team Lead	USCENTCOM J-5
	COL	Rep	ODCSPER
	Lt Col	Rep	UK
	Mr.	Rep	Contractor
	Mr.	Rep	USCENTCOM J-3
	COL	Rep	DIA
	COL	Rep	JS J5
Functional Teams			
Basing, Framework Operations, Logistics			
(b)(6)	Mr.	Rep	USCENTCOM J-5
	Col	Rep	AF/A1

(b)(6)	pt	Rep	UK
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Building Capacity/TSC			
(b)(6)	MAJ	Rep	UK
	Mr.	Rep	USCENTCOM J-5
	COL	Deputy Team Lead	ARCENT
	Mr.	Rep	USCENTCOM J-5
	COL	Rep	USCENTCOM CAG

C2/Knowledge Rep Team			
(b)(6)	CDR	Rep	UK
	COL	Team Lead	JISC
	COL	Rep	USEUCOM
	Mr.	Rep	USCENTCOM J-3

Counter - Proliferation			
(b)(6)	Mr.	Deputy Team Lead	USCENTCOM J-5
	Dr.	Rep	DoS
	Mr.	Team Lead	DoS

Counter - Terrorism Team			
(b)(6)	Ms.	Rep	Rand
	Col	Rep	UK
	Mr.	Rep	Treasury
	LTC	Rep	USCENTCOM J-3
	col	Rep	AF/AO
	Mr.	Rep	Rand
	Mr.	Rep	USMA
		Team Lead - 4	SOCOM

Development			
(b)(6)	Mr.	Rep	DoS (GAT-Iraq)
	Mr.	Consultant	USAID SES, Retired
	Mr.	Rep	USCENTCOM J2
	MR.	Rep	UK
	Ms.	Team Lead	USAID
	Dr.	Rep	Contractor
	LTC	Rep	USCENTCOM J-3
	Mr.	Rep	OSD-P
	Mr.	Rep	Treasury
	LTC	Rep	USACAFOC
		Rep	DoS

Diplomatic/Governance/Political Team			
(b)(6)	Mr.		UK
	Dr.	Rep	Contractor

(b)(6)	Col	Rep	AF/A2
	Mr.	Rep	DOS

Information Operations, Public Diplomacy, Strategic Comms			
(b)(6)	Ms.	Rep	Rand
	Mr.	Rep	MNF-I
	Mr.	Rep	Contractor
	LTC	Rep	USMA
	LTC	Rep	USACAPOC
	Mr.	Rep	USCENTCOM J-3
	COL	Deputy Team Lead	US Army CAC
	Mr.	Rep	Rand
	Mr.	Team Lead	DoS Public Diplomacy
	WGC		
	DR	Rep	UK

Intelligence Team			
(b)(6)	Dr.	Deputy Team Lead	DIA
	Mr.	Analyst	USCENTCOM J-2
	LTC	Analyst	USAWC
	Mr.	Rep	UK
	Mr.	Team Lead	DCI
	Mr.	Analyst	USCENTCOM J-2
	COL	Analyst	DIA
	Ms.	Analyst	Treasury

Enforcement, Operational Law, Rule of Law			
(b)(6)	Dr.	Rep	Contractor
	LTC	Rep	UK Rep
	LTC	Rep	U.S. Army OTJAG
	CDR	Deputy Team Lead	Naval War College
	Mr.	Rep	USAWC (PKSOI)
	Dr.	Rep	NWC (USIP)
			International Narcotics and Law Enforcement Affairs
	Ms.	Rep	

Consultant Pool			
(b)(6)	Dr.	Consultant (Non Resident only)	JFCOM J9
	Dr.	Consultant (Counterinsurgency)	IDA
	CAPT	Consultant	CNO
	Mr.	Consultant (Doha only)	
	Mr.	Consultant	
	Dr.	Consultant (Grand Strategy)	IDA

(b)(6)		Mr.	Consultant	State
		Maj Gen (Ret)	Consultant	
Scates, Jr	Robert			
(b)(6)		Dr.	Consultant	NDU
Durbin	Robert	LTG	Senior Consultant	USAREUR
(b)(6)		Dr.	Consultant (Sensor and Info aggregation tech)	Northrop Grumman
		Mr.	Senior Consultant	IDA

Potential Consultants

(b)(6)		Col (Ret)	Consultant	Louis Berger Group

Pending Team Assignment

(b)(6)		Mr.	Rep	DOS
		Ms.	Rep	DOS
		Mrs.		Fort Jackson
		Mr.	Rep	
		Mr.		USMA
		Mr.	Rep	DOS
		Mr.	Rep	DOS
		Mr.	Rep	DOS

Australia

(b)(6)		Mr.		
		LTCCO		
		L		
		WGC		
		DR		
		Ms.		

Phase I: Washington, DC
(Lincoln Hall, National Defense University)

3 Nov	Co-directors and Admin Team meet in Washington
4 - 7 Nov	JSAT members arrive, form into Sub-Regional Teams
7 Nov	Phase I ends

Phase II: Washington, DC
(Lincoln Hall, National Defense University)

12-14 Nov	JSAT briefings (DNI, DOS, CENTCOM, etc.)
17-21 Nov	Work on sub-regional estimates
21 Nov	Progress Review Brief #1 to Executive Directors
21 Nov	Phase II ends

Phase III: Camp As Sayliyah, Doha, Qatar
(CENTCOM Contingency Forward Headquarters)

2-10 Dec	Arrive at CFH, Camp As Sayliyah. Conduct assessments in AOR
10 Dec	Travel complete. JSAT re-assembles at CFH
11-12 Dec	Brief and capture results of travel
12-15 Dec	Complete estimates and mission analysis briefing
16 Dec	Brief Mission Analysis, Sub-Regional Plans, and way ahead to Executive Directors
17-18 Dec	Finalize Sub-Regional Plans and initiate working groups
19 Dec	Phase III ends, Return to US

Phase IV: Washington, DC
(Lincoln Hall, National Defense University)

5-8 Jan	Reconvene. Review Mission Analysis (MA) Brief and way ahead
NLT 9 Jan	MA briefing, Sub Regional Plan briefing, and way ahead to CG
12-16 Jan	Planning and writing. Complete overall concept and outlines
20-22 Jan	Planning and writing. Complete draft annexes
23 Jan	Progress Review Brief #2 to Executive Directors
26-30 Jan	Integrate annexes. Complete draft base document
2-4 Feb	Review and revise draft document
5-6 Feb	Prepare final briefing
9 Feb	Brief General Petraeus
10-13 Feb	Final handoff of briefings in Washington and Tampa
13 Feb	Phase IV ends Mission complete

United States Central Command
Joint Strategy Assessment Team
Lodging Information

Phase I, II and IV

Contract Lodging will be provided for personnel who live outside the Washington DC area provided for Phase I, II and IV at the Miriam Residence Inn, Pentagon City, 350 Army Navy Drive, Arlington VA, 22202. The Residence Inn is just minutes from the Pentagon and Ronald Reagan National Airport with easy access to the DC Metro rail System. There are many different restaurants and shops within walking distance. Ft. Belvoir is only 3.4 miles away from the Residence Inn. For more information, go to <http://www.marriott.com/hotels/travel/wash-residence-inn-arlington-pentagon-city/>. Google Map and directions from the Residence Inn and Ft Belvoir are attached.

Phase III

Lodging will be provided by Camp As Saydiah Filasting. All JSAT personnel are required to stay on Camp As Saydiah. USCENTCOM will not provide funds for anyone to stay in Doha, or authorize rental cars during Phase III. Transportation to Doha is not readily available and local taxi service is not allowed on Camp. My travel team will arrange airport pick up and drop-off.

If you have any lodging questions please contact SFC (b)(6)

(b)(6) or CDR (b)(6)

Enclosure (8)

**United States Central Command
Joint Strategic Assessment Team
Travel Information**

Phase I & II

All JSAT personnel are responsible for making their own travel arrangements to Washington, DC from your original duty station on 2 November and depart on 21 November via Ronald Reagan National Airport (DCA). Marriott Residence Inn will provide complimentary Airport Shuttle Service for pick-up and drop-off services at Reagan National Airport, only. Please provide your itinerary to SFC (b)(6) and CDR (b)(6) as soon as possible to ensure arrangements are made for airport pick-up. Transportation will be provided by NESa to and from the National Defense University (NDU) Lincoln Hall and the Marriott Residence Inn daily. DC Metro rail and other public transportation are available for your use. Most important locations can be reached via the DC Metro rail; Washington DC Metro rail map and info please go to: <http://wmata.com/>. Parking at the Lincoln Hall is very limited and it is recommended that non-local personnel not drive to the Lincoln Hall.

Phase III

Travel arrangements for travel to Doha, Qatar should be made to arrive on the 2 December and depart on 19 December. Again, please send your itinerary to SFC (b)(6) and CDR (b)(6) as soon as possible to ensure arrangements are made for airport pick-up and drop-off.

Camp As Sayliyah is a small installation with two Dining Facilities, two gyms, a United Services Organization (USO) and a small Post Exchange, if needed. Camp As Sayliyah operates a Post Bus Service 24/7 to assist you getting around the Post.

Phase IV

All JSAT personnel are responsible for making their own travel arrangements to Washington, DC from your original duty station on 4 January and depart on 13 February via Ronald Reagan National Airport (DCA). Marriott Residence Inn will provide complimentary Airport Shuttle Service for pick-up and drop-off services at Reagan National Airport, only. Please provide your itinerary to SFC (b)(6) and CDR (b)(6) as soon as possible to ensure arrangements are made for airport pick-up. Transportation will be provided by NESa to and from the National Defense University (NDU) Lincoln Hall and the Marriott Residence Inn daily. DC Metro rail and other public transportation are available for your use. Most important locations can be reached via the DC Metro rail; Washington DC Metro rail map and info please go to: <http://wmata.com/>. Again, parking at the Lincoln Hall is very limited and it is recommended that non-local personnel not drive to the Lincoln Hall.

Rental cars are not authorized and will not be funded by USCENCOM for any phase of the JSAT.

Diplomatic and Official Visas

Non United States Citizens from Australia, Canada, New Zealand and the United Kingdom participating in Phase I, II and III will need to obtain an A-2 Diplomatic Visa. The A-2 Diplomatic Visa is a nonimmigrant Visa which allows foreign accredited officials, not in the diplomatic category, to enter into the United States to engage in official activities of their respective governments. All foreign government officials, ranking next to diplomats and officials, representing their national government are eligible for an A-2 Visa. Requestors should annotate on the Visa application multiple entries if applicable. Requestor should work within their respective Department of Defence and/or Ministry of Defence to coordinate with the nearest U.S. Consulate for their Visa, as soon as possible.

If you have any transportation or U.S. Visa questions please contact SFC (b)(6)

(b)(6) or CDR (b)(6)

(b)(6)

**United States Central Command
Joint Strategic Assessment Team
Dress/Uniform Information**

JSAT is being hosted by USCENTCOM via The Near East South Asia Center for Strategic Studies (NESA) at the National Defense University (NDU), Lincoln Hall. JSAT participants are coming in from across the globe to include personnel from four coalition partner countries. With personnel covering the gambit from military, civilians and contractors from DoD, supporting USG agencies and our coalition partners, I have decided that the JSAT working uniform/dress will be predominantly business casual (Coat, no tie) except for Phase III which will be working uniform (ABU/ACU/DCU) for military personnel and business relaxed (Slacks and collared shirt) for civilian and contractors.

Enclosure (10)

**United States Central Command
Joint Strategic Assessment Team
Security Information**

USCENTCOM requires that all JSAT Participants and staff personnel have at a minimum a security clearance of SECRET. All JSAT personnel are responsible for providing security clearances to the National Defense University (NDU), Special Security Office (SSO) (smo-w37waa6) and USCENTCOM SSO (smo-ma3e9zm2) prior to arrival. Please provide the below information depending on your category to USCENTCOM JS Security Manager for security clearance validation.

US Military: SSN/Last Name, First Name, MI, Rank/Grade, Service (army/navy etc), Date of Birth, Place of Birth

Civilian/Contractor: SSN/Last Name, First Name, MI, Company working for (Lockheed etc), Date of Birth, Place of Birth

USCENTCOM is unable to assist in passing security clearances for Non-US Citizens. Security clearances must be passed to NDU SSO via your embassy or the Senior National Representative at USCENTCOM.

All JSAT personnel will receive an access badge on 3 November for Phase I & II, 2/10 December for Phase III and 3 January for Phase IV.

If your security Clearance has not been passed and verified, you will not be able to participate, no exception

If you require assistance in passing your security clearance to the NDU or USCENTCOM SSO, please notify the USCENTCOM JS Security Manager, CPT (b)(6)

(b)(6)

Enclosure (11)