



# **JSAT IPR**

**As of: 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

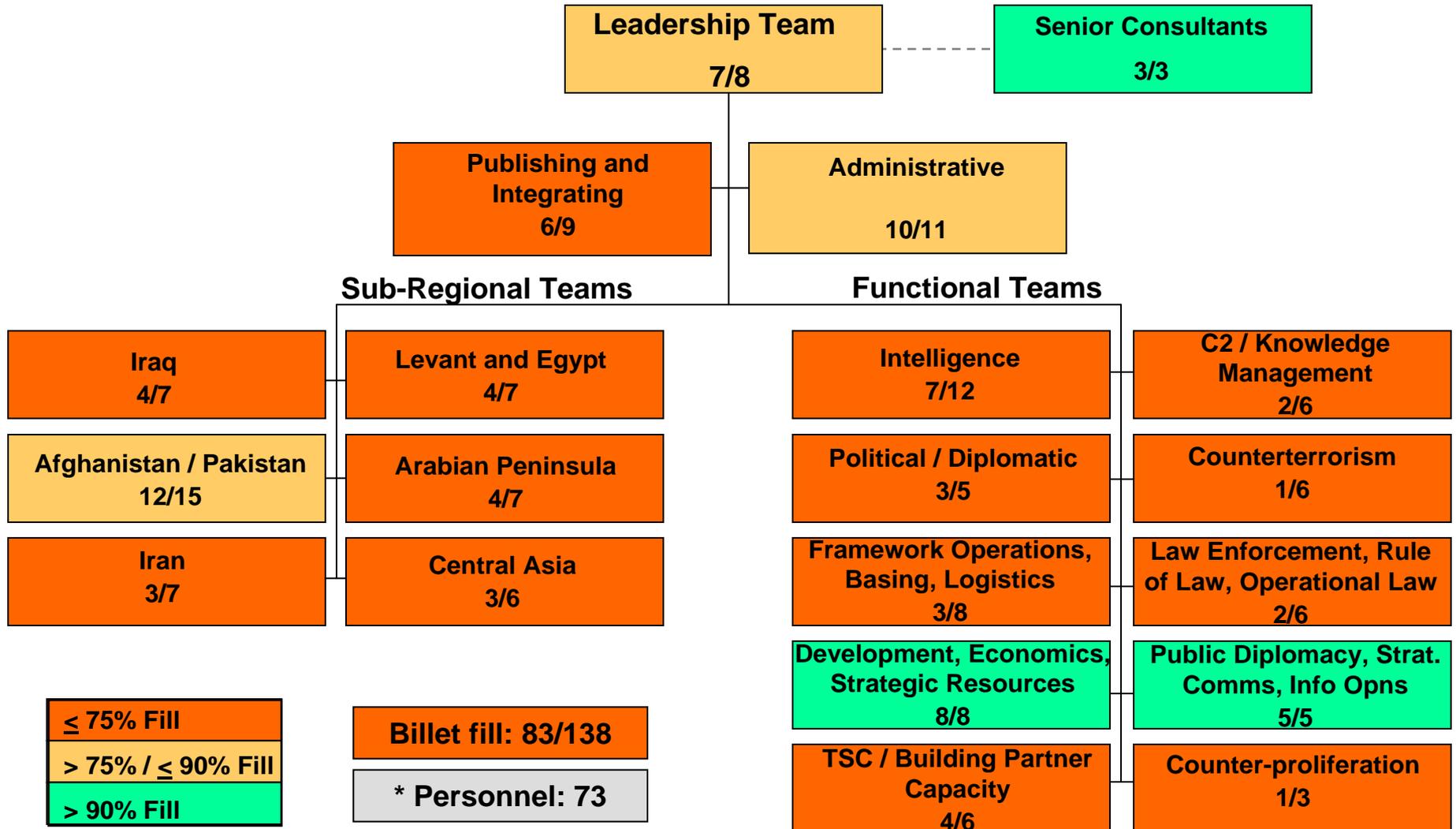


# JSAT Objectives (2 of 2)

- 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.



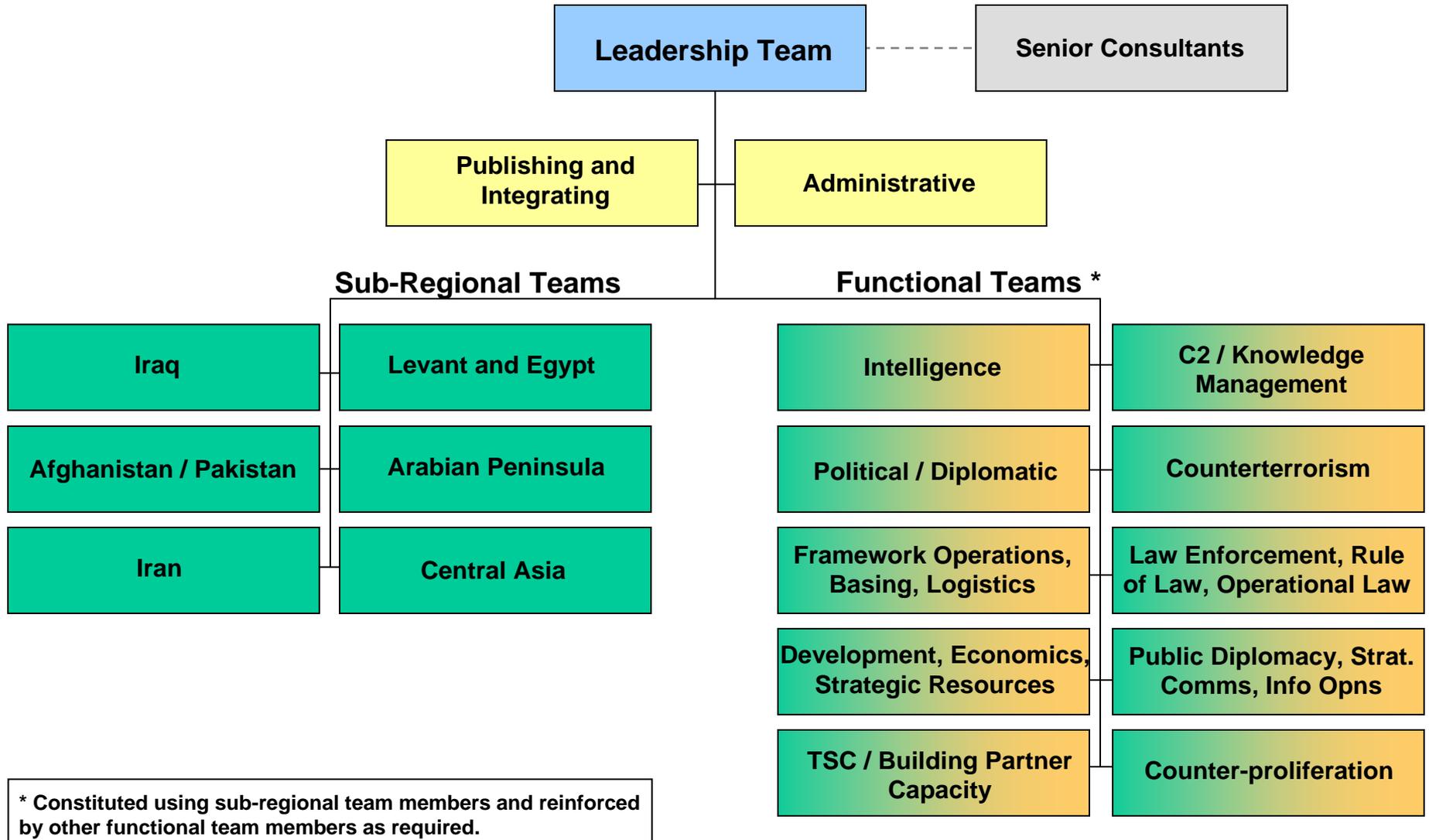
# JSAT Staffing



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



# JSAT Organization





# Leadership and Senior Consultants

## Leadership Team

Executive Director: LtG )  
 Executive Director (DoS)  
 Co-Director: COL  
 Co-Director: Mr. (Intel)  
 Co-Director: Brigadier (CENTCOM)  
 Co-Director: Mr. (Treasury)  
 Co-Director: TB  
 Co-Director: Mr (T) (DoS)

## Senior Consultants

LTG (ret) (NESA)  
 Dr (INSS)  
 Dr (DoS)





# Support Teams

## Publishing and Integrating

COL (9)(q) (NDU OIC)  
Dr. (9)(q) (DoS)  
Dr. (9)(q) (USAID)  
Col (9)(q) (CENTCOM Planner)  
COL (9)(q) (INSS Planner)  
MAJ (9)(q) (JSAT XO)  
S/CRS Planner:  
DoD SOLIC Planner:  
UK PJHQ or MoD Planner:

## Administrative

Mr. (9)(q) (Team Lead)  
CDR (9)(q) (Admin XO)  
MAJ (9)(q) (Contract/Procurement Rep)  
SFC (9)(q) (Travel Planner)  
GySgt (9)(q) (Automation Tech)  
Mr. (9)(q) (Chief of Programs/Plans, NESAs)  
Mr. (9)(q) (Chief of Staff, INSS)  
S/CRS Research. Asst.  
TSgt (9)(q) (Admin Assistant)  
SSgt (9)(q) (Admin Assistant)  
Mr. (9)(q) (NDU)



# Country and Regional Teams

## Iraq

COL (9)(a) (Tm Lead)  
 MNF-I Team Member  
 Dr. (9)(a)(b)(c) (DIA)  
 Mr. (9)(a)(b) (Treasury)  
 DoS Rep: TBA  
 USAID Rep: TBA  
 Mr. (9)(a) (CENTCOM J3)

## Levant and Egypt

CO (9)(a)(b)(c) (ODCSPER) (Tm Lead)  
 Mr. (9)(a)(b)(c) (USCENTCOM J5)  
 Mr. (9)(a)(b)(c) (USCENTCOM J2)  
 DoS Rep: TBA  
 CIA Rep: TBA  
 USAID Rep: TBA  
 Mr (9)(a)

## Afghanistan / Pakistan

COL (9)(a) (Tm Lead)  
 LTC (9)(a)(b)(c) (CENTCOM)  
 Col (9)(a)(b)(c) (JFSC)  
 Dr. (9)(a) (DoS)  
 Mr. (9)(a) (CENTCOM J2)  
 GB (9)(a)  
 Dr (9)(a) WC)  
 CA (9)(a) (NATO-ISAF)  
 NAT  
 COL (9)(a) (SOCOM)  
 Dr. (9)(a)(b)(c) (Ins. for St. Eff.)  
 CO (9)(a)(b)(c) (USAREUR)  
 Ms. (9)(a)(b)(c) (OSD-P) (SOLIC)  
 COL (9)(a)(b)(c) (CSTC-A / TF Phoenix)

## Arabian Peninsula

CO (9)(a) (ARCENT)(TM Lead)  
 Mr. (9)(a) (USCENTCOM J2)  
 Lt (9)(a) (USCENTCOM J5)  
 Mr (9)(a) (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)(b)(7)(C) (GAT-Iraq, USAID)  
Mr. (b)(6)(b)(7)(C) (CENTCOM J2)  
Dr. (b)(6)(b)(7)(C) (DIA)  
CIA Analyst: TBA  
AFCENT Planner: TBA  
NAVCENT Planner: TBA

## Central Asia

USCENTCOM J5 (TM Lead)  
Mr. (b)(6)(b)(7)(C) (DoS, GAT-Iraq)  
Mr. (b)(6)(b)(7)(C) (NTCOM J2)  
Mr. (b)(6)(b)(7)(C) (OSD-P)  
TB  
TBA  
TBA



# Functional Teams

## Intelligence

|     |        |                        |
|-----|--------|------------------------|
| Mr. | (9)(a) | (DCI)(TM Lead)         |
| Mr. | (9)(a) | (DIA)                  |
| MI- |        |                        |
| NIC |        | appointed CT analyst   |
| Mr. | (9)(a) | (CENTCOM J2)           |
| Mr. | (9)(a) | (CENTCOM J2)           |
| Mr. | (9)(a) | (CENTCOM J2)           |
| NIC |        | appointed Iran analyst |
| Mr. | (9)(a) | (CENTCOM J2)           |
| DIA |        | appointed Iraq analyst |
| NIC |        | Levant analyst         |
| LTC | (9)(a) | (USAWC)                |

## C2 / Knowledge Management

|                           |        |                 |
|---------------------------|--------|-----------------|
| CO                        | (9)(a) | (JFSC)(TM Lead) |
| Mr.                       | (9)(a) | (CENTCOM J3)    |
| NATO-ISAF                 |        | Rep             |
| NATO-EUCOM                |        |                 |
| CENTCOM J6                |        | Rep             |
| USMA Sys Engineering Dept |        | Rep             |
| TBA                       |        |                 |

## Political / Diplomatic

|           |        |             |
|-----------|--------|-------------|
| JS J5 Rep | (9)(a) | (Team Lead) |
| Dr.       | (9)(a) | (DoS)       |
| Dr.       | (9)(a) | (DoS)       |
| MA        | (9)(a) | (CENTCOM)   |
| TBA       |        |             |
| TBA       |        |             |

## Counter-Terrorism

|             |        |                |
|-------------|--------|----------------|
| SOCOM Rep   |        |                |
| JSOC Rep    |        |                |
| DoS Rep     |        |                |
| CIA Rep     |        |                |
| MI-6 CT Rep |        |                |
| NIC CT Rep  |        |                |
| LTC         | (9)(a) | (USCENTCOM J3) |



# Functional Teams

## Framework Operations, Basing, Log

COL (9)(a) (USA)(TM Lead)  
 CEN (9)(a)  
 Mr. (9)(a) (CENTOCM J5)  
 NAVCENT Rep  
 AFCENT Rep  
 MARCENT Rep  
 COL (9)(a) (ARCENT)  
 DoS Rep selected by Asst Sec (9)(a)

## Law Enforcement, Rule of Law, Op. Law

CDR (9)(a) (NWC) (Tm Lead)  
 DoS Rep  
 FBI Rep  
 DoJ Rep  
 DEA  
 LTC (9)(a) (CENTCOM SJA)  
 TBA

## Development, Economics, Strat Resources

(9)(a) (DOS) (Tm Lead)  
 ec. Director  
 Mr. (9)(a) (DoS, GAT-Iraq)  
 Mr. (9)(a) (ept of Treasury )  
 Dr. (9)(a) (Ins. for St. Eff.)  
 LTC (9)(a) (CENTCOM J3)  
 Mr. (9)(a) (USCENTCOM)  
 Mr. (9)(a) (SD-P)

## Public Diplomacy, Strat. Comms, Info Ops

COL (9)(a) (USACAC)(TM Lead)  
 Mr. (9)(a) (DoS Public Dipl)  
 Mr. (9)(a) (ENTCOM J3)  
 Mr. (9)(a) (MNF-I)  
 TB

## TSC / Building Partner Capacity

COL (9)(a) (Team Lead)  
 SOC (9)(a)  
 Mr. (9)(a) (USCENTCOM J5)  
 Mr. (9)(a) (USCENTCOM J5)  
 DoS POL-MIL Rep  
 COL (9)(a) (ARCENT)  
 TBA

## Counter-proliferation

DoS Rep  
 OSD Rep  
 Mr. (9)(a) (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, NESAs 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, NESAs 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 NESAS

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 BUDGET (Internal)

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



# Questions