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Description of document: Records relating to the Defense POW/MIA Office (DPMO) contract with Analytical Services Inc. to study restructuring of the DPMO mission and an overall change in the DoD handling of missing in action/prisoner of war (MIA/POW) issues, 1998-2000

Requested date: 21-April-2000

Released date: 30-March-2012  
3<sup>rd</sup> release date: 21-June-2013  
2<sup>nd</sup> release date: 29-September-2012

Posted date: 16-March-2015

Source of document: The Joint POW/MIA Accounting Command  
Attn: Deputy to the Commander for External Relations and Legislative Affairs  
310 Worchester Avenue, Bldg. 45  
JBPHH, Hawaii 96853-5530  
Fax: (808) 448-1978  
[Online FOIA submission form \(PDF\)](#)

Note: Some records are undated  
Third release records start on (PDF) page 40  
Second release records start on (PDF) page 174

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**DEPARTMENT OF DEFENSE  
OFFICE OF FREEDOM OF INFORMATION  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155**

MAR 30 2012

Ref: 00-F-1568

This is an interim response to your letter dated April 21, 2000, copy enclosed, to the Defense POW/MIA Office (DPMO), which requested various records that you identified as falling within 12 specified categories. Based on searches conducted by the DPMO, a large number of records were located of which nine, totaling 29 pages, are attached as partially responsive to your request. A final response to your request will be provided when reviews of the additional responsive documents have been completed.

Sincerely,

A handwritten signature in black ink that reads "Paul J. Jacobsmeyer".

For Paul J. Jacobsmeyer  
Chief

Enclosures:  
As stated

14n

**Gilk, Clair, Maj, OSD/DPMO**

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**From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Saturday, April 15, 2000 9:38 AM  
**To:** 'brian.walters@gsa.gov'  
**Cc:** Beltran, Angel, Mr., OSD/DPMO; Marchi, David E., Mr., OSD/DPMO; Brian Walters; Caswell, James; Daley, David; George Thompson; Gilk, Clair; Gravelle, James; Harvey, Joe; John Arnold; MacDougall, James; Marchi, David; Nasarenko, Jennifer; Richmond, Melvin; Sydow, C.; Talaber, Angela  
**Subject:** Mission Area Analysis -- Future Planning

As you know, the contract for the MAA ends 30 September. There are currently no plans to continue with a "phase III"; however, if the DASD decides he would like a follow up to the work completed, we need to start planning now.

I would like to specifically discuss this issue with you, Angel Beltran, and anyone from the MAA panel who is interested. Since you are scheduled to be here on Tuesday, the 18th at 1:30 to discuss the SOW for the IS contract I suggest we schedule this meeting at 2:30 for the same day. I am unable to meet after our regularly scheduled MAA meeting scheduled for 24 April since I have another meeting at 9:00.

Please let me know if you are able to attend. Thanks!

140

**Gilk, Clair, Maj, OSD/DPMO**

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**From:** Nasarenko, Jennifer, Ms., OSD/DPMO  
**Sent:** Tuesday, April 25, 2000 2:59 PM  
**To:** John Arnold; Daley, David OSD/DPMO; George Thompson  
**Cc:** Brown, John, Mr., OSD/DPMO; Whitley, Kaye H., Ms., OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO; Sydow, C. Gary, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; Richmond Jr., Melvin, Col, OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Henley, Charles, Mr., OSD/DPMO; Greer, James, Mr., OSD/DPMO; Harvey, Joe, Mr., OSD/DPMO  
**Subject:** CoS Guidance  
**Importance:** High

The CoS followed up with the DASD on the subject of MAA interviews with Family and Veteran representatives. There is no requirement for DPMO to review proposed questions or screen a list of perspective interviewees.

Also, DPMO will host a meeting on (or about) 3 May with the leadership of key family and veteran organizations. We would like Anser (George Thompson) to give a broad brush general overview of the MAA. The details of the meeting are being coordinated by Larry Greer (PA). More to follow.

Thanks,  
Jennifer

22a

**Gilk, Clair M. Maj**

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**From:** Simpson, Lynn  
**Sent:** Friday, October 01, 1999 6:16 PM  
**To:** DIRECTORS  
**Cc:** Gilk, Clair M. Maj; Talaber, Angela M.; Nasarenko, Jennifer; Beltran, Angel L.; Mangente, Brenda, Maj  
**Subject:** MAA Kick Off Meeting

As you may know, Mr. Jones is now TDY on Monday; however, we are going forward with the official kick off meeting on Monday at the Director's staff meeting. Anser will be here to brief the MAA and their strategy, etc. They will come back another day to brief Mr. Jones and answer any questions he may have.

Advisory members of the MAA panel are also invited to attend the kick off on Monday. Directors may also invite other members from their staffs who will have some involvement with the MAA.

Colonel Mel Richmond, Major Clair Gilk, and Ms. Jennifer Nasarenko are the primary subject matter points of contact. You may contact them if you have any questions.

Thank you.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Wednesday, September 29, 1999 9:46 AM  
**To:** Richmond Jr., Melvin E. Col  
**Cc:** Harvey, Joe B.; Liotta, J. Alan  
**Subject:** RE: Update on MAA

As we discussed this morning, I agree and will plan accordingly. Will be good to bring this up at this morning's staff meeting.

Thanks.

-----Original Message-----

**From:** Richmond Jr., Melvin E. Col  
**Sent:** Wednesday, September 29, 1999 6:27 AM  
**To:** Simpson, Lynn  
**Cc:** Harvey, Joe B.; Liotta, J. Alan  
**Subject:** RE: Update on MAA

Lynn

I talked to Joe yesterday suggesting that we schedule a meeting (probably this one you're talking about) in conjunction with a staff meeting. Naturally, we would invite Bob Jones to attend unless he wants something separate. The object would be for the ANSER team to brief ALL the directors on their plan and introduce themselves -- maybe one hour. I think we need to get all the directors on board and the sooner the better. Before we get buy-in from our constituency/customers, we should probably ensure we have buy-in throughout DPMO for the study as all will have input. Might want to suggest to Bob that the Program Manager spend a few minutes with him in his office either before or after the briefing so that Bob can have some one-on-one time with the head of the ANSER team. What do you think?

Mel Richmond

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Tuesday, September 28, 1999 6:13 PM  
**To:** Beltran, Angel; Caswell, James; Collura, Angelo; Gilk, Clair; Gravelle, James; Harvey, Joe; Liotta, Jay; Man., Gregory; Marchi, David; Nasarenko, Jennifer; Richmond Jr, Melvin; Talaber, Angela  
**Subject:** Update on MAA

Ms. Holly Carr prepared her documentation for the contract award. She expects the information back from her Contracting Officer by 9:30 tomorrow morning (Wednesday, September 29, 1999) and hopes to make the award shortly after that.

Next major step for the panel is to attend a "kick off" meeting which will reiterate the major players and get the

process into action. Holly says that is the point where the clock starts ticking so we do not expect the meeting to last more than one hour.

At the conclusion of the kick off meeting, Major Gilk and Jennifer Nasarenko will serve as the primary Subject Matter Experts for the MAA; however, the company may discuss other issues with others from the panel and others in DPMO. Holly will be back in touch with us to schedule the kick off meeting. I suspect it will be next week.

Thanks to all for their participation in this process. Will keep all posted.

22b

**Gilk, Clair M. Maj**

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**From:** Simpson, Lynn  
**Sent:** Tuesday, October 05, 1999 1:53 PM  
**To:** Greer, James L.  
**Cc:** Gilk, Clair M. Maj; Nasarenko, Jennifer  
**Subject:** RE: MAA Kick Off Meeting Follow up

- 1) Major Gilk and/or Jennifer will coordinatate all the meetings; therefore, you are on stand by for an actual meeting.
- 2) You are not required to be present on the 18th. That is specifically for the contract requirements and process items.

Let me know if you have any other questions.

Thanks.

-----Original Message-----

**From:** Greer, James L.  
**Sent:** Monday, October 04, 1999 6:27 PM  
**To:** Simpson, Lynn  
**Subject:** RE: MAA Kick Off Meeting Follow up  
**Importance:** High

Lynn,

There's some confusing language here. Am I to stand by until an ANSER person contacts me to have a discussion? And, should I plan to attend the meeting on the 18th, or not?

Larry

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Monday, October 04, 1999 6:24 PM  
**To:** DIRECTORS  
**Cc:** Foti, Anthony LtCol; Beltran, Angel; Caswell, James; Collura, Angelo; Gilk, Clair; Gravelle, James; Harvey, Joe; Liotta, Jay; Man., Gregory; Marchi, David; Nasarenko, Jennifer; Richmond Jr, Melvin; Talaber, Angela  
**Subject:** MAA Kick Off Meeting Follow up

I appreciate your participation in this morning's kick off meeting for the MAA.

As you know, the Anser team will need to talk with a variety of people involved in the recovery and accounting areas. In order to maintain some sense of order to the contacts, I would ask that subject matter meetings be arranged through the subject matter points of contact -- Major Gilk and Jennifer Nasarenko. This is a tremendous undertaking and it is imperative that we continue to coordinate properly on all these issues. At the same time, we need to provide the Anser team with enough information so that they can produce a quality and accurate product.

Holly Carr and I are the primary points of contact related to the contract, costs associated with the contract, and any changes required in the contract. Therefore, any meetings, TDY or other aspects of the contract should be discussed with the subject matter experts and me so that we can ensure the contract stays on the right course and is executed within the established prices and deadlines.

Individual staff members should not contact the Anser team directly, but should raise the issue to the appropriate person so that the potential for miscommunication is minimized. The meeting scheduled for the 18th should include Colonel Richmond, Major Gilk, Jennifer, me and the Anser Team so we can ensure the processes are working. Any specific issues of concern should be raised to my attention so that they may be addressed in that meeting.

Again, thank you for your participation and please feel free to contact me if you have any questions or require additional information.

Thanks.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Friday, October 01, 1999 6:28 PM

**To:** DIRECTORS  
**Cc:** Gilk, Clair M. Maj; Talaber, Angela M.; Nasarenko, Jennifer; Beltran, Angel L.; Mangente, Brenda, Maj  
**Subject:** MAA Kick Off Meeting

As you may know, Mr. Jones is now TDY on Monday; however, we are going forward with the official kick off meeting on Monday at the Director's staff meeting. Anser will be here to brief the MAA and their strategy, etc. They will come back another day to brief Mr. Jones and answer any questions he may have.

Advisory members of the MAA panel are also invited to attend the kick off on Monday. Directors may also invite other members from their staffs who will have some involvement with the MAA.

Colonel Mel Richmond, Major Clair Gilk, and Ms. Jennifer Nasarenko are the primary subject matter points of contact. You may contact them if you have any questions.

Thank you.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Wednesday, September 29, 1999 9:46 AM  
**To:** Richmond Jr., Melvin E. Col  
**Cc:** Harvey, Joe B.; Liotta, J. Alan  
**Subject:** RE: Update on MAA

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Thanks.

-----Original Message-----

**From:** Richmond Jr., Melvin E. Col  
**Sent:** Wednesday, September 29, 1999 6:27 AM  
**To:** Simpson, Lynn  
**Cc:** Harvey, Joe B.; Liotta, J. Alan  
**Subject:** RE: Update on MAA

Lynn

I talked to Joe yesterday suggesting that we schedule a meeting (probably this one you're talking about) in conjunction with a staff meeting. Naturally, we would invite Bob Jones to attend unless he wants something separate. The object would be for the ANSER team to brief ALL the directors on their plan and introduce themselves -- maybe one hour. I think we need to get all the directors on board and the sooner the better. Before we get buy-in from our constituency/customers, we should probably ensure we have buy-in throughout DPMO for the study as all will have input. Might want to suggest to Bob that the Program Manager spend a few minutes with him in his office either before or after the briefing so that Bob can have some one-on-one time with the head of the ANSER team. What do you think?

Mel Richmond

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Tuesday, September 28, 1999 6:13 PM  
**To:** Beltran, Angel; Caswell, James; Collura, Angelo; Gilk, Clair; Gravelle, James; Harvey, Joe; Liotta, Jay; Man., Gregory; Marchi, David; Nasarenko, Jennifer; Richmond Jr, Melvin; Talaber, Angela  
**Subject:** Update on MAA

Ms. Holly Carr prepared her documentation for the contract award. She expects the information back from her Contracting Officer by 9:30 tomorrow morning (Wednesday, September 29, 1999) and hopes to make the award shortly after that.

Next major step for the panel is to attend a "kick off" meeting which will reiterate the major players and get the process into action. Holly says that is the point where the clock starts ticking so we do not expect the meeting to last more than one hour.

At the conclusion of the kick off meeting, Major Gilk and Jennifer Nasarenko will serve as the primary Subject Matter Experts for the MAA; however, the company may discuss other issues with others from the panel and others in DPMO. Holly will be back in touch with us to schedule the kick off meeting. I suspect it will be next week.

25d

## **PERSONNEL RECOVERY & ACCOUNTING**

### **MISSION AREA ANALYSIS**

#### **Goals:**

- Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.
- Develop and apply scientific, technological and business process breakthroughs on the issues of
  - ✓ Collection, storage, analysis and dissemination of information on covered personnel by the end of CY 2000.
  - ✓ Identification, location and authentication of missing personnel worldwide by the end of CY 2001.
- Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggers by new information by FY 2004.

#### **Process**

**Personnel Recovery:** The MAA must examine the entire range of personnel recovery, to include diplomatic, military (both conventional and unconventional), and other means of recovering isolated personnel. It shall span recovery operations throughout the spectrum of conflict from small-scale contingencies to major theater war and peacetime operations; and from tactical to strategic levels. The analysis shall provide

- Construct for strategic and operational planning; analyze capabilities and force structure (forces and materiel);
- identify deficiencies and excesses; identify requirements to change existing doctrine, policy, organization, training, technology, etc.;
- assess risk and effectiveness; form a basis for Mission Needs Statements and Operational Requirements Documents;

- and support simulations and modeling. It must also analyze the structure and procedures for interagency coordination and cooperation so as to maximize the USG's ability to recover its personnel who become isolated.
- examine how the process transitions from the personnel recovery process (isolated live personnel) to the post-hostilities process of personnel accounting.

**Personnel Accounting/Remains Recovery:** The MAA must analyze all facets of the personnel accounting and remains recovery functions from operational activities to diplomatic efforts to achieve the fullest possible accounting of historical and future unaccounted-for. It shall

- Provide a detailed analysis of mission, organizational structure and associated budgets of:
  - ✓ DPMO
  - ✓ U.S. Army Central Identification Laboratory – Hawaii
  - ✓ U.S. Army Casualty & Memorial Affairs Operations Center
  - ✓ Armed Forces DNA Identification Laboratory
  - ✓ USAF Life Sciences Equipment Laboratory
  - ✓ Joint Task Force-Full Accounting;
- Include a description and assessment of the current DoD remains recovery effort for which the U.S. Army is the executive agent.
- Examine the capability and efficiency of the current DoD remains recovery program and its ability to handle requirements of the 21st Century.
- Include functional and manpower studies for each organization.
- Recommend organizational structures or mergers to best accomplish the mission requirements.
- Consider the impact of interagency and Non-Governmental Organizations (NGOs) on accounting policy and operations.

25e

**Gilk, Clair M. Maj**

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**From:** Nasarenko, Jennifer  
**Sent:** Monday, February 28, 2000 7:29 AM  
**To:** Caswell, James R.; Harvey, Joe B.; Richmond Jr., Melvin E. Col; Simpson, Lynn; MacDougall, James; Sydow, C. Gary; Gilk, Clair M. Maj; Daley, David  
**Subject:** RE: ANSER Discussion  
**Importance:** High

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

**FEBRUARY 29<sup>TH</sup>**.....don't know what my fingers were thinking when I typed March. Thanks to all who corrected me.

*Jennifer*

-----Original Message-----

**From:** Caswell, James R.  
**Sent:** Friday, February 25, 2000 2:05 PM  
**To:** Nasarenko, Jennifer; Harvey, Joe B.; Richmond Jr., Melvin E. Col; Simpson, Lynn; MacDougall, James; Sydow, C. Gary; Gilk, Clair M. Maj; Daley, David  
**Subject:** RE: ANSER Discussion  
**Importance:** High

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Sounds good to me.

-----Original Message-----

**From:** Nasarenko, Jennifer  
**Sent:** Friday, February 25, 2000 1:29 PM  
**To:** Harvey, Joe B.; Richmond Jr., Melvin E. Col; Caswell, James R.; Simpson, Lynn; MacDougall, James; Sydow, C. Gary; Gilk, Clair M. Maj; Daley, David  
**Subject:** ANSER Discussion  
**Importance:** High

Anser is prepared to present information regarding mission & functions evaluation and begin a dialog with DPMO to shape the product into something usable to us and to them for the end state. They have created a chart (very preliminary draft) -- assigning events to tasks -- that they would like to share and discuss.

I have reserved the conference room from 1300 to 1500 on Tuesday, March 29<sup>th</sup>. Anser has requested that the audience be limited to the addressees initially as it is not ready for prime time.

Please let me know if anyone has any questions.

Thanks,  
*Jennifer*

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

25g

Blue = Accounting  
 Black = Personnel Recovery  
 Green = Both

## Conferences and Meetings

## Personnel Recovery and Accounting

<i>Event</i>	<i>Host</i>	<i>Location</i>	<i>Dates</i>
Evasion & Recovery Conference	JPra	Fort Belvoir, VA	19-21 Oct 1999
1999 DoD Personnel Recovery Conference	DPMO	Fort Belvoir, VA	26-28 Oct 1999
USPACOM Personnel Recovery Council Meeting	USPACOM	Hickam AFB, HI	
USEUCOM Personnel Recovery Council Meeting	USEUCOM	Patch Barracks, Stuttgart, Germany	
USSOUTHCOM Personnel Recovery Council Meeting	USSOUTHCOM		
USSOCOM Personnel Recovery Council Meeting	USSOCOM	MacDill AFB, FL	
USCENTCOM Personnel Recovery Council Meeting	USCENTCOM	MacDill AFB, FL	16-18 Nov 99
World-wide Casualty Conference	DPMO	Honolulu, HI	Jan-00
Monthly Family Update	DPMO	Houston, TX	Nov-99
MOU Conference	DPMO	Crystal City, VA	16-17 Nov 1999
USFK Personnel Recovery Council Meeting	7th Air Force	Osan, South Korea	

25k

**Gilk, Clair M. Maj**

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**From:** Simpson, Lynn  
**Sent:** Thursday, April 27, 2000 8:50 AM  
**To:** Brown, John A.; Caswell, James R.; Collura, Angelo J.; Gilk, Clair M. Maj; Gravelle, James F. Col; Harvey, Joe B.; Liotta, J. Alan; MacDougall, James; Nasarenko, Jennifer; Richmond Jr., Melvin E. Col; Sydow, C. Gary  
**Cc:** Rush, Tawaunna M.; Wulff, Timothy R.; Foti, Anthony LtCol; Walker, Andrea; Beltran, Angel L.; Marchi, David E.; Talaber, Angela M.  
**Subject:** RE: Mission Area Analysis Future Planning -- 27 April 00

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Subject meeting has been cancelled. No news on rescheduling.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Wednesday, April 26, 2000 7:28 PM  
**To:** Brown, John A.; Caswell, James R.; Collura, Angelo J.; Gilk, Clair M. Maj; Gravelle, James F. Col; Harvey, Joe B.; Liotta, J. Alan; MacDougall, James; Nasarenko, Jennifer; Richmond Jr., Melvin E. Col; Sydow, C. Gary  
**Cc:** Rush, Tawaunna M.; Wulff, Timothy R.; Foti, Anthony LtCol; Walker, Andrea; Beltran, Angel L.; Marchi, David E.; Talaber, Angela M.  
**Subject:** FW: Mission Area Analysis Future Planning -- 27 April 00

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Reminder about the subject meeting tomorrow 27 April at 11:30 in the Main Conference Room.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Friday, April 21, 2000 3:55 PM  
**To:** Brown, John A.; Caswell, James R.; Collura, Angelo J.; Gilk, Clair M. Maj; Gravelle, James F. Col; Harvey, Joe B.; Liotta, J. Alan; MacDougall, James; Nasarenko, Jennifer; Richmond Jr., Melvin E. Col; Sydow, C. Gary  
**Cc:** Talaber, Angela M.; Marchi, David E.; Beltran, Angel L.; Walker, Andrea; Foti, Anthony LtCol; Wulff, Timothy R.; Rush, Tawaunna M.  
**Subject:** RE: Mission Area Analysis Future Planning -- 27 April 00

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Unfortunately, I was not able to find a day early next week to fit this meeting and am proposing the 27th at 11:30 in the main conference room. Mel has a draft of a decision paper that we should be prepared to discuss. (Attached)

<< File: Decision memo on next steps.doc >>  
The purpose of the meeting will be to:

- 1) Discuss the decision memo and agree upon a desired approach
- 2) Determine who has the lead in drafting a Phase III requirements document
- 3) Estimate budget projections
- 4) Discuss issue of competition for contract if decision is approved to proceed

Please read the attached draft decision memo and come to the meeting with your ideas and suggestions. Also come to the meeting prepared to discuss the items 1 - 4 listed above.

Let me know if you have any questions.

Thanks.

-----Original Message-----

**From:** Simpson, Lynn  
**Sent:** Tuesday, April 18, 2000 8:42 PM

**To:** Caswell, James; Collura, Angelo; Gilk, Clair; Gravelle, James; Harvey, Joe; Liotta, Jay; MacDougall, James; Nasarenko, Jennifer; Richmond Jr, Melvin; Sydow, Gary  
**Cc:** Jones, Robert L.; Talaber, Angela M.; Marchi, David E.; Beltran, Angel L.; Walker, Andrea; Brown, John A.; Foti, Anthony LtCol; Wulff, Timothy R.  
**Subject:** Mission Area Analysis Future Planning

**CLASSIFICATION:** UNCLASSIFIED  
**CAVEATS:** NONE  
**TERMS:** NONE

As I mentioned to you via the unclassified network, I have been thinking about the future planning required for any phase III implementation for the MAA. The contract ends 30 September and the DASD will be taking a hard look at the findings and recommendations at that time.

If he decides to move into a phase III, we need to be prepared for all the actions required to plan for and budget for any additional work. The preparation for these actions needs to occur between now and mid-June even though Mr. Jones will not make a final determination on any phase III until the current contract expires and he has a chance to review the work.

I met today with Mr. Brian Walters from FEDSIM, Colonel Richmond, Mr. Caswell, and Mr. Beltran to discuss the necessary steps to prepare for future planning with the MAA. We focused on the requirements document (Statement of Work), the competition/solicitation and the timing of actions. We left the meeting with the following plan:

- 1) Mel is writing a draft decision paper for the DASD which will outline the issues regarding the MAA and any future planning.
- 2) This draft paper will be sent to the MAA panel for review.
- 3) The MAA panel members will meet to discuss the draft decision memo and address any additional issues that we may have overlooked. This meeting is tentatively scheduled for early to mid-week next week since we want Mr. Harvey to be aware of the planning before his surgery.

I want to ensure that the plan is properly coordinated and that we are prepared to implement the DASD's direction if he decides to move forward. Please let me know if you have any questions or require additional information.

Reminder: The regularly scheduled bi-monthly meeting to discuss the MAA is scheduled for Monday, 24 April 00 in the Family Room.

Thanks for your assistance and participation.

Lynn

**CLASSIFICATION:** UNCLASSIFIED  
**CAVEATS:** NONE  
**TERMS:** NONE

**CLASSIFICATION W/O ATCH:** UNCLASSIFIED  
**CAVEATS W/O ATCH:** NONE  
**TERMS W/O ATCH:** NONE

**CLASSIFICATION:** UNCLASSIFIED  
**CAVEATS:** NONE  
**TERMS:** NONE

**CLASSIFICATION W/O ATCH:** UNCLASSIFIED  
**CAVEATS W/O ATCH:** NONE  
**TERMS W/O ATCH:** NONE

**CLASSIFICATION:** UNCLASSIFIED  
**CAVEATS:** NONE  
**TERMS:** NONE

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

28e1

**MISSION AREA AND BUSINESS PROCESSING ANALYSIS FOR PERSONNEL  
RECOVERY AND ACCOUNTING  
FOR THE  
DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE (DPMO)**

**1. STATEMENT OF WORK**

**1.1 Background**

The Defense Prisoner of War/Missing Personnel Office (DPMO) was created in 1993 after the U.S. Government consolidated the Prisoner of War/Missing in Action offices. DPMO is charged with assembling and analyzing information on U.S. military and civilian personnel who are, or were, prisoners of war or missing persons. To accomplish their mission, DPMO requires appropriate automated and integrated information systems and networks.

Personnel recovery is the umbrella term for operations focused on the task of recovering captured, missing, or isolated personnel from danger. It is the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. This includes U.S., allied, coalition, friendly military, or paramilitary and others designated by the National Command Authorities. Personnel recovery includes, but is not limited to, search and rescue; Combat Search and Rescue; Survival, Evasion, Resistance and Escape (SERE); Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel recovery may occur through military action, action by non-governmental organizations, other U.S. Government-approved action, and/or diplomatic initiatives, or through any of those options (DOD Directive 2310.3).

DPMO requires assistance to:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.

**1.2 Mission**

DPMO's mission includes:

- A. Exercise policy, control, and oversight within the Department of Defense (DoD) for the entire process for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion).
- B. Coordinate for DoD with other departments and agencies of the USG on all matters concerning missing persons, and establish procedures for the determination of status of

missing persons including those to be followed by DoD boards of inquiry and officials reviewing the reports of such boards, and;

- C. Coordinate for the systematic, comprehensive, and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.

### **1.3 Goals**

DPMO goals include:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.
  - 1. Recovery. By 2003, DoD will have a fully integrated personnel recovery architecture that ensures its ability to recover through military means, designated personnel who are isolated in harm's way. The DoD architecture supports and complements the recovery of personnel through diplomatic and other means. It will develop an interagency mechanism that maximizes the unique capabilities of each department, agency, or office in resolving personnel recovery issues and incidents.
  - 2. Accounting. In those instances where DoD is unable to recover its personnel immediately, a system that ensures all critical information for making identifications is in place that ensures rapid correlation to the specific loss incident.
- C. Develop and apply scientific, technological and business process breakthroughs on the issues of:
  - 1. Collection, storage, analysis and dissemination of information on covered personnel by the end of CY 2000.
  - 2. Identification, location and authentication of missing personnel worldwide by the end of CY 2001.
- D. Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.
- E. On the basis of the above analysis, recommend appropriate use of Information Technology to streamline, consolidate, and organize business functions. To identify the right opportunities for business reengineering and technology infusion, the first step is to survey the current environment.

## **1.4 Objective**

The objective of this statement of work is to assist DPMO in meeting the goals described above. The INDUSTRY PARTNER shall conduct a Mission Area Analysis (MAA) / Business Process Reengineering (BPR) (MAA/BPR) effort that defines the components of an effective DoD personnel recovery, accounting and remains recovery architecture by examining the full spectrum of personnel recovery and accounting functions at the DoD, DPMO, and interagency levels. This analysis will correlate and validate the mission requirements based upon the impacts associated with implementing the Missing Persons Act and current capabilities.

To the maximum extent possible, Business Process Engineering tools and methods will be employed to provide:

- Process models that depict work processes in the “AS IS” and “TO BE” environments.
- Information Models that describe data required to perform and make decisions.
- Organization Models that define the new or existing organization structure, job positions, and job configurations
- Technology Models: that describe the potential of today’s technologies for meeting mission requirements.
- Management Strategy: The analysis of the organization and process models will provide critical input for defining a management strategy to best meet mission objectives.

## **1.5 Requirements**

DPMO requires a team of individuals with demonstrated experience (i.e., work performed within the past 5 years) that have knowledge and expertise in the areas of:

1. Successfully managing high-level, politically sensitive and classified projects.
2. Personnel recovery.
3. Policy, doctrine, and plans development in DoD.
4. Mission analysis, and operations research.
5. Strategic planning, organizational analysis and development experience.
6. Manpower and budget analysis for improving organizational efficiency including Office of Management and Budget (OMB) standards and requirements for A-76 and Most Efficient Organization (MEO) Studies.
7. Ability to apply knowledge of A-76 and MEO studies and to make necessary recommendations on manpower and organizational efficiency.
8. Missing Persons Act.
9. Business Process Reengineering, Simulation and Modeling.

In addition, the industry partner should provide knowledge in

10. Historical Accounting of missing persons

## 11. Research and scientific methods in anthropological analyses

### 1.6 Scope

The scope of this effort includes all analytic and information engineering tools and services required to accomplish the goals described above.

### 1.7 Description

The INDUSTRY PARTNER shall accomplish the objectives described above in two phases:

Phase I: MANDATORY: Identify the problem and develop an analytical plan. (Duration: approximately 3 months).

Phase II: OPTIONAL: Conduct the MAA / BPR – Phase II will cover the “AS IS” and “TO BE” Environment. (Duration: 8 to 9 months) The key component of Phase II will be the actual functional analysis and preparation of the final report.

The INDUSTRY PARTNER shall identify opportunities for business process redesign and information technology infusion. Following the principles of business redesign, The INDUSTRY PARTNER shall consider:

- (1) Organizing work around outcomes, rather than tasks;
- (2) Providing direct access to customers; --that is, provide timely and accurate responses to information inquiries;
- (3) Harnessing technology—provide right information at the right time.
- (4) Enabling interdependent and simultaneous work. When people have access to information and can communicate cross-functionally and cross-organizationally, work can be performed simultaneously instead of linearly.

The following paragraphs describe the tasks that will be performed:

#### 1.7.1 Task 1 - Project Management (Mandatory)

The INDUSTRY PARTNER shall maintain a project diary and provide support for reviewing and providing comments on completed studies, analyses, documentation and activities.

##### 1.7.1.1 Subtask 1.1 - Monthly Status Reports (Monthly) (Mandatory)

The INDUSTRY PARTNER shall prepare Monthly Status Reports. The monthly status reports will provide a description of activities (both completed (past month) and planned for the next month), issues/problems, recommended solutions, and client actions. (Upon award of the Delivery Order, the Contractor's status reports will correspond with contractor invoices and provide DPMO with the project fund status as well as the level of effort expended).

#### 1.7.1.2 Subtask 1.2 – Periodic In Process Reviews (Mandatory)

The INDUSTRY PARTNER shall brief the DPMO on findings and activities as required (estimated weekly basis). The in-process reviews will describe project progress, accomplishments, issues, and required client actions. The reviews will provide information on:

- a) Personnel Recovery Analysis progress
- b) Accounting and Remains Recovery Analysis progress
- c) Model development
- d) Conference coordination
- e) PRAG meeting arrangements
- f) Budget and manpower issues

During the in-process reviews, The INDUSTRY PARTNER shall document any issues, comments, recommendations, and/or findings in minutes, and distribute the minutes the next working day.

#### 1.7.2 Task 2 – Phase I: Project Plan to Conduct the Personnel Recovery Analysis and Personnel Accounting (Mandatory)

To establish a mutually-agreed upon plan of action and milestones for the project, The INDUSTRY PARTNER shall prepare a Project Plan. The Plan will be a living document to be used by both DPMO and INDUSTRY PARTNER to monitor Phase II tasks, milestones, and deliverables for this project element plan.

The INDUSTRY PARTNER shall propose the scope of the Phase II MAA/BPR describing the technical approach, organizational resources, and management controls to be employed to meet the performance, cost, and schedule requirements throughout execution of the analysis. The INDUSTRY PARTNER shall describe in detail the research methodology they will employ to identify governing directives, legal authorities, and joint and service policy. *To the maximum extent possible, the research methodology will incorporate business process analysis tools and principles.* The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies. Phase I shall include development of an approach for determining required Joint Mission Essential Tasks for personnel recovery. The INDUSTRY PARTNER shall ensure that the plan connects required capabilities, tasks, doctrine, and policies to Defense planning documentation.

As part of this plan, The INDUSTRY PARTNER shall prepare a Baseline Schedule, containing all resources, activities, and milestones necessary to accomplish work specified in the SOW. The Plan will include the following information:

- All technical activities (including the development of BPR models and other documents) will be identified and organized in a work breakdown structure (WBS) at a level of detail

sufficient for FEDSIM to manage the task, with approximately two additional WBS levels below the technical activities specified in the SOW.

- A GANTT chart which contains activities and milestones pertinent to completion of the technical activities specified in the SOW.
- Description and expected result of each step or milestone in the work plan.
- An estimate of the duration and level of effort (by labor category) for each element of the WBS, with approximately two additional WBS levels below the technical activities specified in the SOW.
- A matrix of all deliverables, and their planned delivery dates.
- A matrix of all personnel assigned to the task order and their total aggregate level of effort for all tasks.

### 1.7.3 Task 3 – Phase II: (OPTIONAL)

#### 1.7.3.1 Subtask 3.1 - Conduct Personnel Recovery Process Analysis

The INDUSTRY PARTNER shall examine the entire range of personnel recovery, to include military (conventional, non-conventional, and unconventional), diplomatic, and other means of recovering isolated personnel. During the examination, The INDUSTRY PARTNER shall document and describe the relationships of personnel recovery legislation, policy, doctrine, organizations, technology, and tasks. Recommend who best should resolve each action to achieve the end-state. The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

A. Method: The INDUSTRY PARTNER shall:

- Analyze the full range of DoD personnel recovery requirements. Address requirements of the interagency community, including, but not limited to the Department of State, CIA, and U.S. Coast Guard.
- Analyze the structure and procedures for interagency coordination and cooperation so as to maximize the USG's ability to recover its isolated personnel and account for its missing.
- Analyze the organizations responsible for Personnel Recovery policy, doctrine, intelligence, technology, and tasks (including the Joint Mission Essential Task List)
- Identify and analyze capabilities and force structure (forces and materiel).
- Assess risk and effectiveness of DoD personnel recovery policy and procedures in military, diplomatic, or other Government agency scenarios.
- Use recent studies and analyses performed by other DoD components.
- Identify technologies (*including information technologies*) that can improve personnel recovery and use Advanced Concept Technology Demonstrations as a source for

information. Cooperate with the DoD Personnel Recovery Technology Working Group to obtain information and recommend additional technological enhancements.

- Identify deficiencies and excesses.
- Identify requirements to change existing doctrine, policy, training, technology, assessing risk and effectiveness in each key area.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Recommendations must consider and incorporate current DoD budget and personnel realities.

**B. Interim Deliverables:**

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above. The INDUSTRY PARTNER shall:

- Identify technological enhancements that will improve personnel recovery.
- Develop the supporting documentation for Mission Needs Statements and Operational Requirements Documents.
- Provide information to support the development of a personnel recovery-planning model for operational, process improvements, and strategic planning. Recommended process improvements will include a description of impacts and results for both the "AS IS" and recommended "TO BE" solution.
- Identify alternative methods for organizations to resolve each action to achieve the end-state.

As required, The INDUSTRY PARTNER shall provide executive briefings on each of the items above.

**C: Final Deliverable:**

The INDUSTRY PARTNER shall provide draft and final versions of a Report and Executive Briefing that fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

**1.7.3.2 Subtask 3.2 - Conduct Personnel Accounting and Recovery**

The INDUSTRY PARTNER shall Examine the process of accounting and recovery. The INDUSTRY PARTNER shall analyze the policy, directives, organizations, resources, and tasks involved in accounting and recovery. The INDUSTRY PARTNER shall provide recommendations to DPMO for the efficient organization of DoD resources currently available and recommendations for the best means available to meet the requirements of accounting and recovery in the future. The INDUSTRY PARTNER shall identify and take into account current

studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

A. Method: The INDUSTRY PARTNER shall:

- Describe and assess the current DoD recovery effort for which the U.S. Army is the executive agent.
- Conduct a detailed analysis of mission, organizational structure, and associated budgets of the DPMO, U.S. Army Central Identification Laboratory, HI; the U.S. Army Central Memorial Affairs Operations Center; the Armed Forces DNA Identification Laboratory; the USAF Life Sciences Equipment Laboratory, and the Joint Task Force-Full Accounting.
- Conduct analyses leading to findings and recommendations on the capability of the current DoD remains-recovery program and its ability to handle requirements of the 21st Century.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Coordinate working groups with key stakeholders in the worldwide recovery program to develop draft and final reports of findings.
- Consider the impact of interagency and NGOs on accounting policy and operations.
- Make recommendations that consider and incorporate current DoD budget and personnel realities.

B. Interim Deliverables:

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above.

C: Final Deliverable:

The INDUSTRY PARTNER shall provide draft and final versions of a Final Recovery Reports and Executive Briefing. The Report will fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

### **1.7.3.3 Subtask 3.3 - Develop Personnel Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible model or methodology to calculate recovery-force requirements for the full range of military operations. The model will serve as a planning tool for operational and strategic-level personnel-recovery planners, and as a precursor to a Joint Warfighting Capabilities Assessment.

A. Method: The INDUSTRY PARTNER shall Collect data and use available analytical methods to forecast loss rates across the spectrum of conflict derived from Defense planning

documentation or develop a new method that is mathematically rigorous and credible. Determine force mixes that are capable of various recovery operations and provide options for planners.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that predicts losses and provides options for recovery force selection. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
- 2) Upon acceptance of the final model and report, The INDUSTRY PARTNER shall provide a model demonstration that forecasts Personnel Recovery resources required over the next five years.

**1.7.3.4 Subtask 3.4 - Develop Accounting And Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible computer model that calculates requirements (i.e., force structure, budget, time, etc.) to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and World War II (WWII).

A. Method: The INDUSTRY PARTNER shall use available methods and historical data from efforts to account for Americans still missing as a result of the wars in Southeast Asia, the Korean Conflict, the Cold War and WWII to develop a mathematically rigorous and credible model. The model must incorporate variables such as investigative and recovery team mix, site access, field operations frequency, and budget constraints.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that forecasts requirements to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and WWII. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
- 2) Upon acceptance of the final model and report, The INDUSTRY PARTNER shall provide a model demonstration that forecasts Accounting and Recovery resources required over the next five years.

**1.7.3.5 Subtask 3.5 - Conduct Personnel Recovery Advisory Group (PRAG) Meetings**

The INDUSTRY PARTNER shall work closely with DPMO's is to keep senior leaders of the personnel recovery community apprised of issues resulting from the MAA. These meetings will serve as a forum to review the results and progress of the MAA. These meetings shall be held in December, March, and June annually; however, variations may occur.

A. Method: The Industry Partner shall provide facilitator(s) for meetings of the Personnel Recovery Advisory Group (PRAG). The meetings will consist of contractor and member-

sponsored briefings, and interactive dialogue among USG officials responsible for various aspects of personnel recovery.

The meetings will be 2-3 hours in duration. Classification will be no higher than collateral Secret.

**B. Deliverables:**

- 1) Facilitator(s) to assist in conducting the meeting
- 2) Reproduction of required PRAG meeting material
- 3) Visual aids to support the meeting (e.g., PowerPoint)
- 4) Audio-visual support personnel to operate the equipment for briefings
- 5) Labels, VIP seating signs, and name tags
- 6) Minutes of each meeting delivered to DPMO

**1.8 Significant Milestones and Deliverables**

<b>Milestones</b>	<b>Responsibility</b>	<b>Duration</b>
<b>PROJECT START (PS)</b>		Upon Government receipt and approval of approved required TS/SI/TK clearances for project personnel + 5 days
<b>Task 1 - Project Management</b>	<b>INDUSTRY PARTNER</b>	
<b>Monthly Status Reports</b>	<b>INDUSTRY PARTNER</b>	PS + Monthly for the Duration of this Project Element Plan
<b>In Process Reviews</b>	<b>INDUSTRY PARTNER/ DPMO</b>	Weekly (or as required) for the Duration of this Statement of Work.
<b>Task 2 – Phase I: Project Plan to Conduct the Personnel Recovery Analysis and Personnel Accounting (Mandatory)</b>		Task will begin upon DPMO receipt of approved TS/SI/TK clearances of contractor personnel
<b>Draft Plan</b>	<b>INDUSTRY PARTNER</b>	PS + 8 weeks
<b>Comments Final</b>	<b>DPMO</b>	Draft + 1 month
	<b>INDUSTRY PARTNER</b>	PS + 3 months

**Task 3: Phase II**

**INDUSTRY  
PARTNER**

Acceptance of final Plan plus 9 months

**3.1 Personnel Recovery Process Analysis**

Interim Deliverables

**INDUSTRY  
PARTNER**

As required

Draft Report

**INDUSTRY  
PARTNER**

In accordance with Plan

Comments

**DPMO**

Draft + 2 weeks

Final

**INDUSTRY  
PARTNER**

Comments + 2 weeks

**3.2 Accounting and Recovery Analysis**

Interim Deliverables

**INDUSTRY  
PARTNER**

As required

Draft Report

**INDUSTRY  
PARTNER**

In accordance with Plan

Comments

**DPMO**

Draft + 2 weeks

Final

**INDUSTRY  
PARTNER**

Comments + 2 weeks

**3.3 Personnel Recovery Analytical Model**

Draft Model and Documentation

**INDUSTRY  
PARTNER**

In accordance with Plan

Comments

**DPMO**

Draft + 2 weeks

Final

**INDUSTRY  
PARTNER**

Comments + 2 weeks

Demonstration

**INDUSTRY  
PARTNER**

At a time mutually convenient to DPMO and the INDUSTRY PARTNER

**3.4 Accounting And Recovery Analytical Model**

Draft Model and Documentation

**INDUSTRY  
PARTNER**

In accordance with Plan

Comments

**DPMO**

Draft + 2 weeks

Final

**INDUSTRY  
PARTNER**

Comments + 2 weeks

Demonstration

**INDUSTRY  
PARTNER**

At a time mutually convenient to THE INDUSTRY PARTNER AND DPMO

**3.5 PRAG Meetings**

Facilitated Sessions with reproduced materials, briefings, audio-visual aids, identification tags

**INDUSTRY  
PARTNER/  
DPMO**

As required

Minutes of meetings

**INDUSTRY  
PARTNER**

Within 5 work days of meeting

**1.9 Period of Performance**

The period of performance on this Delivery Order for the MANDATORY TASKS is Date of Award (DOA) plus 3 months. The period of Performance on the OPTIONAL Tasks is nine months after acceptance of the Plan.

**1.10 Security**

The project manager assigned to work on this project shall have TS/SI/TK clearance. There will be no exceptions. The Government anticipates there will be a close-working relationship with the Industry Partner and that there will be occasions when work is to be performed on-site. The entire DPMO organization is housed within a SCIF (Sensitive Compartmented Information Facility).

The INDUSTRY PARTNER SHALL comply with all appropriate security regulations in handling classified material and in publishing reports and other products. DPMO will not accept nor pay any billings for uncleared contractor personnel without prior approval of the DPMO POC.

Required clearances for the analysis of requirements Top Secret/SCI, (estimated for a very limited number of contractors (<5)).

For all other personnel, secret security clearances are required for to access DPMO office space, attend or facilitate the Conferences, or to view plans, procedures, and historical data. Contractor candidates must have at least a security clearance IAW DD 254 established for the task.

The contractor must be able to store secret documents and material.

**1.11 Key Personnel**

1.11.1 The Industry partner shall identify key personnel. The Corporate Officer shall be an employee of the Prime Contractor whose role is that of overall manager of the contract and single point-of-contact for FEDSIM for resolution of contract-related (as opposed to specific DO-related) issues. The Corporate Officer shall also be a recourse when DO-related issues are not resolved to the Government's satisfaction at the DO level.

1.11.2 Key personnel assigned to the contract must be assigned for the entire contract period barring circumstances outside the control of the Contractor, e.g., resignation, death, disability, etc.

1.11.3 In order to ensure a smooth and orderly start up of a DO, it is essential that the key personnel specified in the Contractor's proposal for that DO be available on the effective date of the DO. If these personnel are not made available at that time, the Contractor shall show cause. If the Contractor does not show cause, the Contractor may be subject to default action as prescribed by FAR 52.249-8, Default (Fixed-Price Supply and Service).

### 1.12 Government-Furnished Equipment

- Desks or workstations equipped with suitable computers and access to appropriate local area networks (including e-mail and Internet access) for cleared contractor personnel. DPMO will determine the number of persons based on tasks and the contractor's analytical plan.
- The Government will furnish or make available to the contractor any necessary Government documentation to accomplish the task.

### 1.13 Place of Performance

Work is to be performed at the contractor's facility and in the Defense POW/Missing Personnel Office at 1745 Jefferson Davis highway, Arlington, VA, 22202.

### 1.14 Travel

Travel may be required to gather information and to meet with subject matter experts, and organization representatives involved in the process of Personnel Recovery, and Accounting and Remains Recovery. Specific locations include: Combatant Commands; Joint Services SERE Agency at Ft. Belvoir, Virginia; Joint Task Force-Full Accounting, Camp H. M. Smith, Hawaii; Central Identification Laboratory-Hawaii; Combat Search and Rescue Agency at Langley AFB, Virginia; and the Joint Warfighting Center at Ft. Monroe, Virginia. As a travel requirement is identified, the INDUSTRY PARTNER SHALL coordinate requirements with the Task Monitor.

Travel will be on a cost reimbursable basis in accordance with Federal Joint Travel Regulations and Section H.4 of the base contract.. All travel shall be authorized in advance by the Contracting Officer's Representative (COR). Travel costs shall be itemized in accordance with Paragraphs 1.15 and 1.16 below.

The Government estimates the following trips:

		# Persons	# Days
Trip 1	Tampa, FL	2	5
Trip 2	Stuttgart, GE	2	7
Trip 3	Hampton, VA	2	3
Trip 4	Honolulu, HI	2	-7
Trip 5	Miami, FL	2	2
Trip 6	Spokane, WA	2	2

Trip 7	San Diego, CA	2	4
Trip 8	Fayetteville, NC	2	2
Trip 9	Montgomery, AL	2	2
Trip 10	Little Creek, VA	2	2
Trip 11	Seoul, Korea	2	7

**1.15 Invoice Submission**

Invoices shall be submitted to FEDSIM electronically in TOS. TOS Help Support Phone number is 703 605 9716. Prior to submission in TOS to FEDSIM, the contractor shall obtain a signature from the Client POC on the Form 1034.

(1) Send the 1034 with client's signature to:

Ms. Holly T. Carr  
 5203 Leesburg Pike, Suite 1100  
 Falls Church, VA 22041

**1.16 Invoice Detail**

The INDUSTRY PARTNER shall provide for each WBS element in the Task Order Management Plan, the labor category, the number of hours worked, the labor rate, current price, cumulative cost to date. When applicable, the contractor shall provide copies of invoices and/or receipts for Other Direct Costs. When applicable, the contractor shall provide copies of invoices and receipts for software tools. Each invoice that includes travel shall provide itemized detail and supporting information to enable the reviewer to assess compliance.

**1.17 FEDSIM Points-of-Contact**

**Project Manager:** Ms. Holly T. Carr  
**Senior Project Manager:** Ms. Sue Latham  
**Mailing Address:** 5203 Leesburg Pike, Suite 1100  
 Falls Church, VA 22041

**Telephone No:** (703) 605 9829(Carr)  
 (703) 605 9822 (Latham)

**Fax No:** (703) 605 9870

**Email:** [holly.carr@gsa.gov](mailto:holly.carr@gsa.gov)



## JOINT POW/MIA ACCOUNTING COMMAND

310 WORCHESTER AVENUE  
JOINT BASE PEARL HARBOR-HICKAM, HI 96853-5530

DCO (ER)  
2012-1026  
June 21, 2013

This letter responds to your Freedom of Information Act request, which was referred to the Joint POW/MIA Accounting Command by the Department of Defense Office of Freedom of Information, Reference Number 00-F-1568. Your request was for records pertaining to contracts and related documents with Analytic Services, Inc (ANSER). Thank you for your patience while we processed your request.

Please find enclosed copies of documents labeled 7, 8a, and 29 and redacted copies of documents labeled 6, 6a, 8b, 17, and 22cl. These documents, totaling 132 pages, are appropriate for their full release and those with partial release with excisions. These excisions are made pursuant to Exemptions of the FOIA, 5 U.S.C. § 552 (b) (6), which pertains to the release of information which would constitute a clearly unwarranted invasion of the personal privacy of a third party. And excisions pursuant to Exemption (b) (3) Statute, 50 U.S.C. § 435 Note Sec 1082, P.L. 102-190, which protects the disclosure of information concerning U.S. personnel classified as POW/MIA during the Vietnam and Korean Conflicts, otherwise known as the "McCain Bill". All processing fees have been waived.

If there is anything else that I or any member of my staff can do for you, please do not hesitate to contact Ms. Rachel Phillips, my FOIA Officer at the above address or at [Rachel.Phillips@jpac.pacom.mil](mailto:Rachel.Phillips@jpac.pacom.mil).

Sincerely,

A handwritten signature in black ink, appearing to read "Johnie E. Webb, Jr.", written over a white background.

JOHNIE E. WEBB, JR.  
Deputy to the Commander for  
External Relations and Legislative Affairs

Encl: Responsive Documents

Copy to: DFOIPO

*"Until They Are Home"*

DOC 6

TAPC-PED-H

16 June 1998

MEMORANDUM THRU Director, Casualty and Memorial Affairs Operations Center,  
2461 Eisenhower Avenue, Alexandria, Virginia 22331-0480

FOR Acting Deputy Assistant Secretary of Defense (POW/Missing Personnel Affairs),  
Joint Support Directorate, 2400 Defense, Pentagon, Washington, DC 20301-2400

SUBJECT: Korean War Remains Recovery Plan

1. The DPMO plan is a good basis for discussion on the expansion of operations in the DPRK. However, CILHI proposes the following Facts, Assumptions, and Recommendations for consideration prior to any decision or further discussion of the issue.
2. After review of the proposed plan CILHI would like to provide the following comments for consideration.

**FACTS.**

- **The weather window in DPRK will support five deployments of 30 days each into the DPRK.** Based on experience, the recovery time frame in the DPRK runs from April through late October. This allows for a seven-month window, which can realistically support five 30-day recovery windows per year given transit time into and out of country.
- **Updated information is not available on potential recovery sites.** Information which CILHI bases its search areas on is derived from historical documents dating from the 1950s. This information does not pinpoint areas of possible remains, does not address the current status of the site and does not necessarily meet the criteria for launching a recovery team.
- **CILHI completed five recovery operations resulting in nine remains.** To date CILHI has completed five recovery operations in the DPRK. Nine remains were recovered from these efforts. Historically, an operation consists of CILHI and DPMO proposing areas to be searched for remains with negative results. As a recovery operation comes to a close the DPRK search the surrounding countryside for a credible witness from the 1950s era. After locating a witness the DPRK conducts a pin point search and if positive, leads the recovery team to an area, which historically has yielded the remains of one or two people.
- **CILHI manpower is currently resourced to support two recovery teams.** CILHI currently possesses two staffed recovery teams dedicated to DPRK recoveries.

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SUBJECT: Korean War Remains Recovery Plan

- **Movement within DPRK is tightly controlled.** Movement within the DPRK is completely supervised and directed. Recovery teams are not free to explore the country side nor canvass the areas of operations for witnesses.
- **DPRK recoveries do not comply with CILHI SOP.** For CILHI to deploy a recovery team anywhere else in the world certain criteria must first be met. This criteria includes the site is that of a US loss, is accessible, is pinpointed, and has a probability of recovering remains is high.
- **DPRK will not allow female team members to work out of a base camp.** As it stands the leadership of the DPRK recovery effort strongly advises against allowing US females to work out of a base camp. This concern is based on the lack of privacy and the close proximity of DPRK soldiers. DPRK feels it better not to chance inadvertent contact and the possibility of an incident.
- **It is currently more cost effective to deploy survey teams vs recovery teams.** Due to the lack of current information on proposed recovery sites and the fact that recovery teams are now spending in excess of fifty percent of their time in country searching for viable sites, it would ease site location and comply with CILHI SOP to survey and verify prospective sites prior to deploying recovery teams.

#### ASSUMPTIONS.

- **DPRK will allow increased access in the future.** Contrary to current actions, the DPRK will openly cooperate and allow additional teams into their country.
- **Team structure will remain the same.** Future recovery teams or survey teams will remain staffed by at least one Field Grade Officer and will not include female team members unless operations can be conducted from a hotel.
- **OPTEMPO will continue to be linked with external factors.** Political forces surrounding the DPRK opening of relations will continue to push for increased participation in this humanitarian issue.
- **Weather patterns will remain constant.** Weather patterns will be as they were during 1997 and early 1998.
- **Manpower requirements will be filled.** CILHI will continue to operate with its current strength.
- **Current system will continue to produce limited results.** If we continue to deploy recovery teams to non specific sites we will continue to spend the majority of time surveying sites to pin point burial locations.

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

- **With three teams in country operating on verified isolated burial sites, at a proposed OPTEMPO of five JROs per year, it would take at least 20 years to recover the remains of 4,000 individuals.** This information is based on a single team being able to recover one isolated burial (which has a known location) in a period of two working days.
- **DPRK is limited in their ability to support additional teams.** The Panmunjom mission is limited by their available manpower to adequately supervise increased levels of US personnel moving in and around their country. This statement is based on conversations with DPRK Officials speaking of their inability to handle over 90 US personnel in their country at one time. This capability is tied to the lack of English speakers and officials dedicated to international affairs.
- **SEA OPTEMPO will remain in a constant state through the year 2001.** Operations in support of JTF-FA will not increase nor decrease from the FY 98/99 projections through the year 2,001. CILHI will continue to provide 47 recovery teams to JTF during this time period.
- **CILHI will continue to provide five recovery teams in support of the WWII/Cold War resolution effort.** Current projections call for five recovery operations per year in support of WWII/Cold War losses. This schedule will remain constant through 2,001.
- **Any additions in military manpower can be gained either through the 54<sup>th</sup> Quartermaster Company (QM) or active reservist.** The 54<sup>th</sup> QM is located on Ft. Lee and maintains a pool of Mortuary Affairs specialist which can be either assigned to CILHI by redistributing personnel authorizations, assigned on a TDY and return or attached for training purposes. Activating reserve officers for active duty mission requirements may fill the increase in Field Grade Officer requirements. Since this is a non-crisis operation the position may require a reservist volunteer for the duty.

#### RECOMMENDATIONS.

That until recovery sites are properly surveyed and their locations verified by US team members a US presence be maintained in the DPRK by the FY 98-recovery plan remaining in effect. That, until there is a significant increase in verified sites concerning US losses with a high probability of recovery, OPTEMPO does not increase. That if operations are to increase that they do so over a three year ramp up culminating in three teams in country for five JROs per year.

That operational control of recovery teams remains a CILHI responsibility and no umbrella organization such as JTF is created to increase the bureaucratic demands on the recovery effort. Policy level organizations remain involved with policy decisions and the operations involved in the humanitarian recovery of remains not be directly tied to political motives.

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

**Proposal would be implemented as follows:**

- Note: Cost estimates are based solely on the recovery teams requirements and do not include compensation paid the DPRK for their participation in the effort, security charges, increased witness fees nor off season storage fees. These costs are estimated at 705K for FY 98 and can be assumed to increase at a yet undetermined rate for higher OPTEMPO.

FY 99

Conduct Five JROs consisting of one Recovery Team (RE) of eight personnel and one Investigation Team (IE) of four personnel. This breaks down into a team mix of the following.

**Recovery Element:**

1-Field Grade	O-4	Mision Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Investigative Element**

1-Field Grade	O-4	Team Leader
1-DA Civilian	GS-13	Anthopologist
1-DA Civilian	GS-9	Analyst
1- Senior NCO	E6/E7	Team Medic

- a. This results in the following impacts:

**Increases:**

**Civilian changes**

- Requires two additional anthropologists be added to the CILHI staff 145K
- Two each Casualty data analysts for an increases of 105K per year

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

**Military personnel increases**

- Requires the addition of two medics to the TDA or augmentation for five JROs
- Requires the addition of two field grade officers to the TDA unless locally available
- Eight additional Mortuary Affairs Specialists added to the TDA
- Two Linguists added to the TDA
- Requires a budget increase of 130 K of operational funding

**Travel & Per diem**

- Increases for 4 personnel est. at 134K

**No Change to:**

- Commo Cell in Pyongyang
- Logistical NCO in Beijing

Losses: None

**Civilian Pay increase of 250K**

Total operational cost estimate (open allotment) of 1,382K. This estimate includes the projected cost of FY 99 (1,118K) operations and the additional cost 130K for transportation/administrative costs for the Investigative Element in the DPRK and their increased travel of 134K. \*This figure will look low due to the purchase of all equipment used in the DPRK during FY 98.

\* Note Compensation for DPRK (fuel, rice, witness interviews, official pay ect.) is not reflected in this plan. Compensation package agreed to during FY 98 equals to 672K for the initial agreed upon price. This does not include base camp security, bus rental, nor additional vehicular rental which can be expected to total 10K per operation. In addition to this CILHI pays 26.4K per year for off season storage. Realistically FY 98s compensation package to the DPRK can be expected to be 750K. Based on these figures total cost estimate for FY 99 is 2,382K (open allotment 2,132K) increase in civilian pay of 250K

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

**FY 00** Based on the successful identification of positive recovery sites during FY 99, operations could be increased to include conducting five JROs consisting of two REs totaling 16 personnel and one IE of four personnel. This breaks down into a team mix of the following.

**Recovery Element #1:**

1-Field Grade	O-4	Mision Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Recovery Element #2:**

1-Field Grade	O-4	Mision Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Investigative Element**

1-Field Grade	O-4	Team Leader
1-DA Civilian	GS-13	Anthropologist
1-DA Civilian	GS-9	Analyst
1- Senior NCO	E6/E7	Team Medic

a. This results in the following impacts:

**Increases:**

**Civilian changes**

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

- Requires three additional anthropologists be added to the CILHI staff 210K
- Two each Casualty data analysts for an increase of 105K per year

**Military personnel increases**

- Requires the addition of two EOD specialists to the TDA
- Requires the addition of two Linguists to the TDA

**Equipment**

- increases 999K

**Travel & Per diem**

- Increases for 8 personnel est. at 268K

**No Change to:**

- Logistics NCO in Beijing
- Commo cell in Pyongyang

**Losses:**

- None

**Total cost estimate includes an increase over the previous year of 1,582K and can be expected to total at least 3,399K of open allotment expenditure. This estimate includes the purchase of 1 additional complete set of base camp equipment, the purchase of 8 ea. Nissan Patrols for the teams mobility around the DPRK the additional shipping charges to and from DPRK and travel costs of the teams. Based on these figures total cost estimate for FY 00 is 3,964K (open allotment 3,399K ) increase in civilian pay of 565K**

\* Note this cost estimate uses the FY 98 compensation package for the DPRK and does not reflect additional requirements of the DPRK for witness payment, additional fuel, or any other administrative charges that may be negotiated by the DPRK resulting from increased operational tempo.

FY 01 and beyond: Conduct five JROs consisting of three REs and one IE. This breaks down into a team mix of the following

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

**Recovery Element #1:**

1-Field Grade	O-4	Mission Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Recovery Element #2:**

1-Field Grade	O-4	Mission Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Recovery Element #3**

1-Field Grade	O-4	Mission Commander
1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
1-Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist

**Investigative Element**

1-Field Grade	O-4	Team Leader
1-DA Civilian	GS-13	Anthropologist
1-DA Civilian	GS-9	Analyst
1-Senior NCO	E6/E7	Team Medic

**TAPC-PED-H**  
**SUBJECT: Korean War Remains Recovery Plan**

**Increases:**

**Civilian changes**

- Two additional Anthropologists 145K

**Military personnel increases**

- One additional Logistics NCO or Officer in Beijing 46K

**Equipment**

- increases 999K

**Travel & Per diem**

- Increases for 8 personnel est. at 268K

**No Change to:**

- Commo Cell in Pyongyang

**Losses:**

- None

**Total cost estimate includes an increase over the previous year of 1,458K and can be expected to total at least 4,722K of open allotment expenditure. This estimate includes the purchase of 1 additional complete set of base camp equipment, the purchase of 8 ea. Nissan Patrols for the teams mobility around the DPRK the additional shipping charges to and from DPRK and travel costs of the teams. Based on these figures total cost estimate for FY 00 is 5,422K (open allotment 4,722K) increase in civilian pay of 700K**

3. Once relations reach an acceptable state of normalization a forward-deployed detachment should be established in Pyongyang. The detachment's mission would be to provide communication and logistical support to deployed recovery teams and constant archival research/analysis and lead development for future recovery possibilities. The detachment should be permanently assigned to CILHI and staffed as follows:

Cdr            10-4    1ea

NCOIC        E-7/8   1ea

TAPC-PED-H

SUBJECT: Korean War Remains Recovery Plan

Commo Specialist      E-6      3 ea

Analyst/  
Linguist              E-6      2ea

Though information does not currently exist to prepare a costs estimate it may be similar to Detachment Three in Vientiane and be expected to run in the 700K per year range.

4. Implementation of this plan relies on the capability to utilize both the reserves and the 54<sup>th</sup> Quartermaster Company for additional personnel as needed.

5. POC for the above information is (b) (6)  
number (808) 448-8903.

Executive Officer, at telephone

(b) (6)

Colonel, Quartermaster  
Commanding

DOC, GA

TAPC-PED-H

24 August 1998

MEMORANDUM THRU Director, Casualty and Memorial Affairs Operations Center,  
2461 Eisenhower Avenue, Alexandria, Virginia 22331-0480

FOR Acting Deputy Assistant Secretary of Defense (POW/Missing Personnel Affairs), ATTN:  
(b) (6) Joint Support Directorate, 2400 Defense, Pentagon,  
Washington, DC 20301-2400

SUBJECT: Operational template for future recovery operations

1. The following information is provided to be used as a basic guideline for remains recovery operations outside of the United States. It gives a basic outline of team requirements and some cost factors, which are based on historical expenditures.
2. These recovery packages are designed to service other than Southeast Asian recovery areas and do not include air crash analysts as part of their organic structure. They are suitable for ground loss and slow moving air crash recovery. In the event that a fast moving aircraft loss is to be serviced air crash analysts should be added to the team.
3. Currently CILHI operates in three distinct theatres, each with a specific set of requirements.
  - (a) SEA—Multiple teams supported by both a forward deployed detachment in the country of operations and a support detachment, one country away from the area of operations, with a higher level of infrastructure to support deploying teams.
  - (b) DPRK—Single team supported by a communication liaison in the country of operations and a logistics NCO stationed at a USEMB, one country away from the area of operations, with a higher level of infrastructure to support deploying teams.
  - (c) WWII/Cold War—Single team, when deployed becomes totally self-reliant for in-theatre support. These operations are pre-forecasted and extensively planned on a case-by-case basis. The establishment of forward-deployed logistical personnel becomes a very real requirement when you plan to conduct either multi-team (more than one) or multiple successive operations in a single country, or region.

(1) The following details in general terms USACILHI's 5 year focus for world wide recovery operations. USACILHI will assign priority for recovery for any world wide site using the following criteria:

- (a) Sites that are open.
- (b) Sites with associated remains.
- (c) Sites positively correlated to a US loss incident.
- (d) Sites with special Congressional or Next of Kin interest.

GA

TAPC-PED-H

SUBJECT: Operational template for future recovery operations

(2) USACILHI will focus recovery efforts in the next five years in the following regions/countries:

(a) Papua New Guinea. 15 sites are ready for excavation in Papua New Guinea. 73 additional recorded sites require some form of investigation before USACILHI recovers them. USACILHI receives on average one reported new site from the Embassy in Port Moresby each month. If the threat level in Papua New Guinea does not increase, USACILHI will focus most of its efforts for world wide recoveries here for the next five years and beyond.

(b) Europe. In 1997, USACILHI and the United States Army Memorial Affairs Activity, Europe (USAMAAE) drafted an MOU for recovery operations in Europe which has proved very effective. Since the MOU took effect, USACILHI and USAMAAE have recovered 10 sites in Europe. Various sources have reported many sites warranting recovery and identification in eastern Europe. Using USAMAAE to investigate these sites, as well as providing logistic coordination, has facilitated recovery operations. The mission planning and coordination window for Europe as a result has been cut from six months to under three. USAMAAE also increases our flexibility in dealing with unilateral remains disinterment and turnover.

(3) Other world wide sites. Overall, USACILHI has identified the following site for recovery and investigation by region:

(a) Pacific AOR\*: 23 Recoveries. 105 Investigations

(b) Europe: 12 Recoveries. 25 Investigations

\* includes Papua New Guinea

4. The following is a generic template, which could be matched to anyone of CILHI's three theatres of operation.

a. Single team recovery.

(1) Team composition:

Recovery Element #1:

1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
3-4 Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic
1-Junior NCO	E5/E6	BOD Tech
1-Junior NCO	E5-E7	Linguist
1-Junior NCO	B5-B6	Photographer

Total 9-11 Personnel

**TAPC-PED-H**

**SUBJECT: Operational template for future recovery operations**

(2) General costs associated with deployment during a normal deployment window of 30 days including transportation to and around the area, per-diem and Class A funds. These costs do not include any additional equipment costs, which can normally be estimated at \_\_\_\_\_

Country	Average cost
Papua New Guinea	\$170K
Russia	\$140K
*Germany	\$88K
China	\$175K
Vanuatu	\$155K

\* Operations conducted in Germany, and some other locations in Europe, are done in conjunction with the United States Army Mortuary Affairs, Europe (USAMAE) acting as a supporting agency. Costs such as Labor, transportation around the area and additional equipment charges are not represented in CILHI costs.

b. Multiple team recovery such as SEA or successive recoveries in any one country during a single FY:

(1) Multiple team or successive multiple recoveries performed in any one region during any single year will require supporting personnel be deployed into that area. These personnel are required to facilitate logistical requirements, provide site identification and command and control. Recommend that the forward deployed support personnel take the form of a Detachment Headquarters and one Investigative Element (IE). Recommend that the Investigative Element remain attached to the forward-deployed Detachment Headquarters for continuous exposure and rapport building with the Host Nation (HN).

(2) Regional Recovery Package:

**Recovery Element #1-TBD:**

1-DA Civilian	GS-13	Anthropologist
1-Company Grade	O-3	Team Leader
1-Senior NCO	E6/E7	Team Sergeant
3-4 Junior NCO	E5/E6	MA Specialist
1-Senior NCO	E6/E7	Team Medic

TAPC-PED-H

SUBJECT: Operational template for future recovery operations

1-Junior NCO	E5/E6	EOD Tech
1-Junior NCO	E5-E7	Linguist
1-Junior NCO	E5-B6	Photographer

Total 9-11 Personnel or higher

Investigative Element 1

1-Company Grade	O-3	Team Leader
1-DA Civilian	GS-13	Anthropologist
1-DA Civilian	GS-9	Linguist/Analyst
1-Senior NCO	E6/E7	Team Medic

Total 4 Personnel

Detachment Headquarters.

Cdr	04/05	1ea
NCOIC	E-7/8	1ea
Commo Specialist	E-6	3 ea
Analyst/ Linguist	E-6	2ea
Contracting Specialist	GS 9/10	1ea
Air Movement NCO	E-7	1ea

Total 9 personnel

Minimum personnel total for continuous operations in a single country would be;

Recovery Elements X 2 = 18 personnel

Investigative Element X 1= 4 personnel

Detachment X 1= 9 personnel

Total=31 personnel

Monetary costs associated with establishment of a detachment are not currently documented by CILHI. As recovery teams increase over CILHI's currently authorized number of 13, additional support personnel must also be included. The expanded operations in the DPRK document may be used to indicate that.

5. Multiple options exist as current plans research the feasibility of JTF-FA and CILHI merging into one organization. This new recovery organization becoming the sole proponent for the

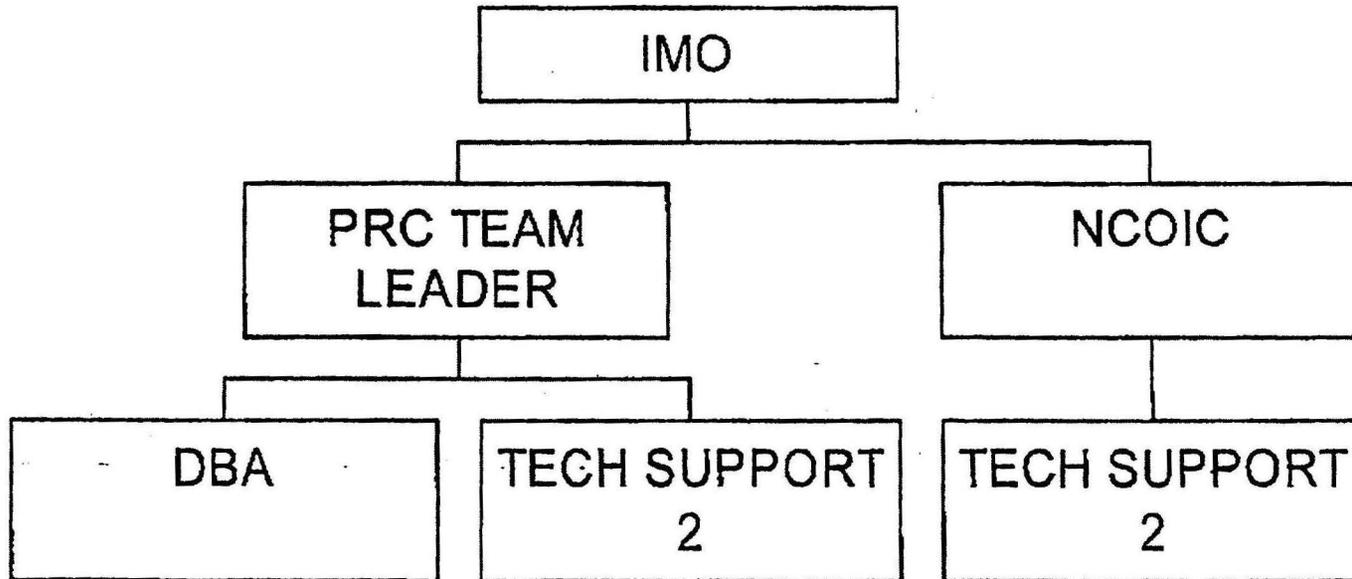
TAPC-PED-H

SUBJECT: Operational template for future recovery operations

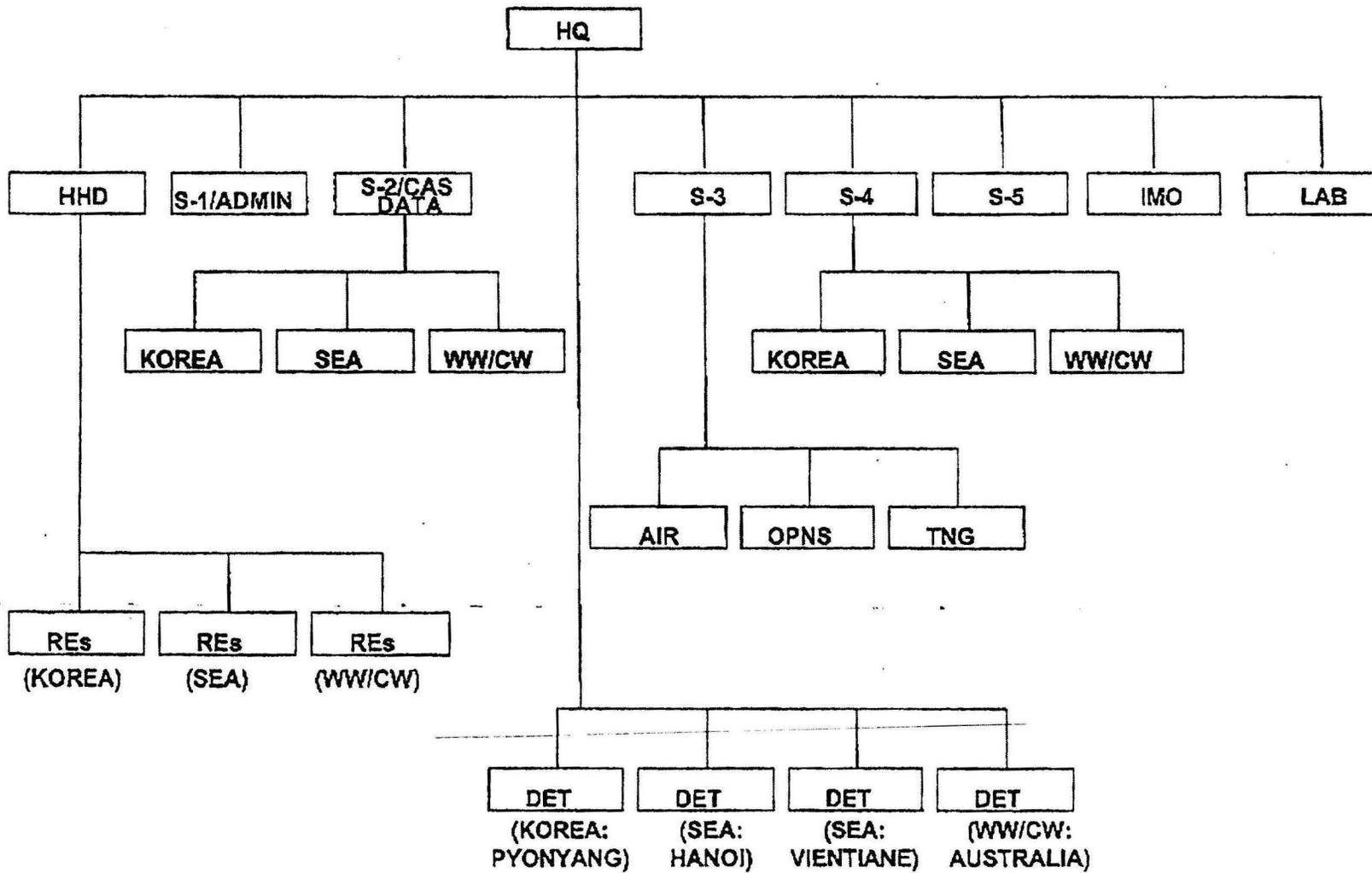
worldwide remains recovery effort. The Encl. outlines a proposed organizational diagram for such an organization.

Encl.

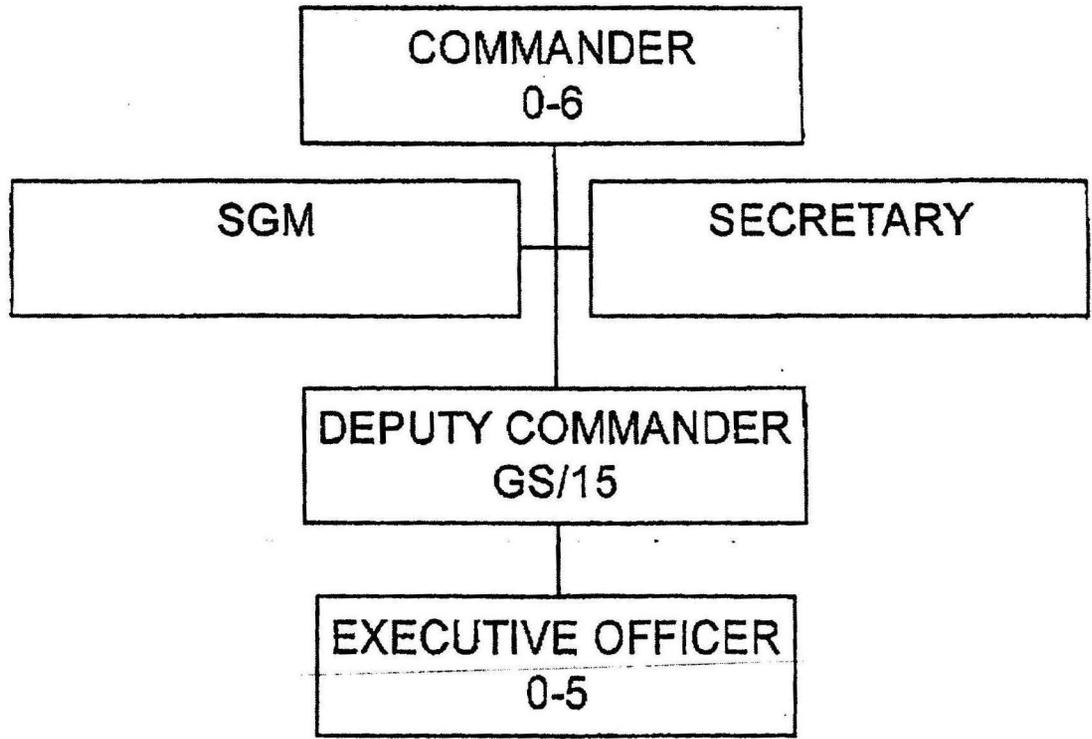
# IMO

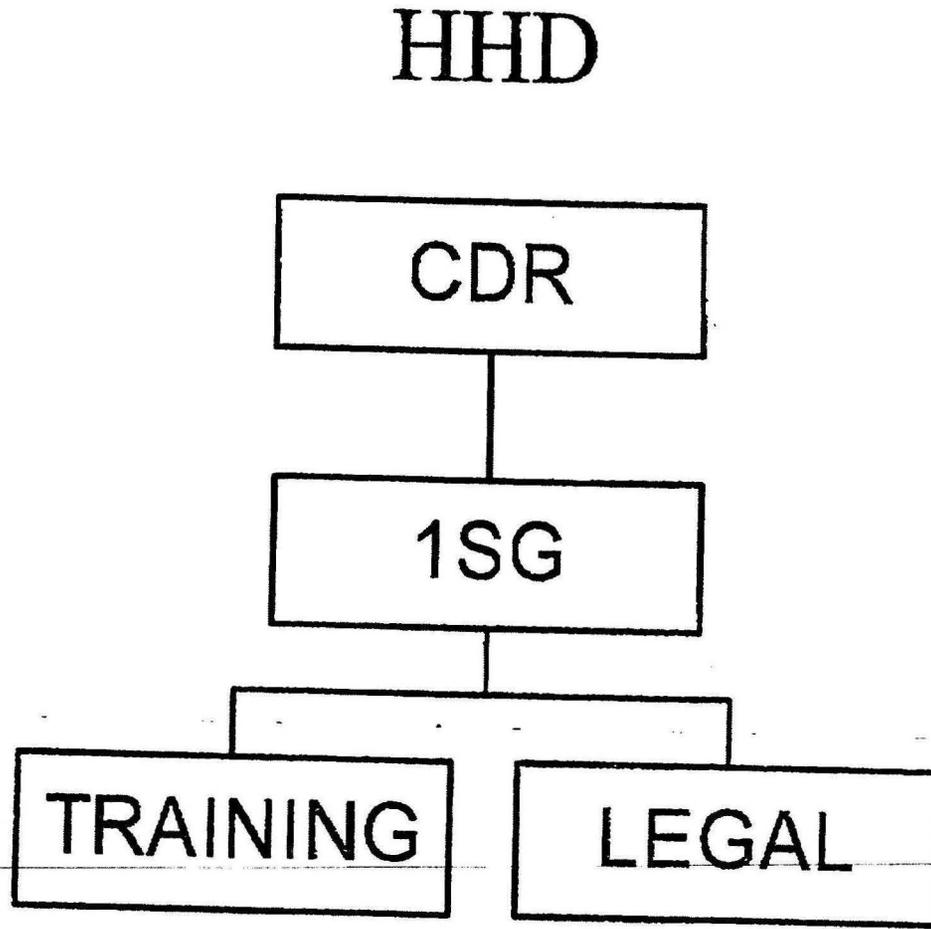


# Proposed Organizational Chart

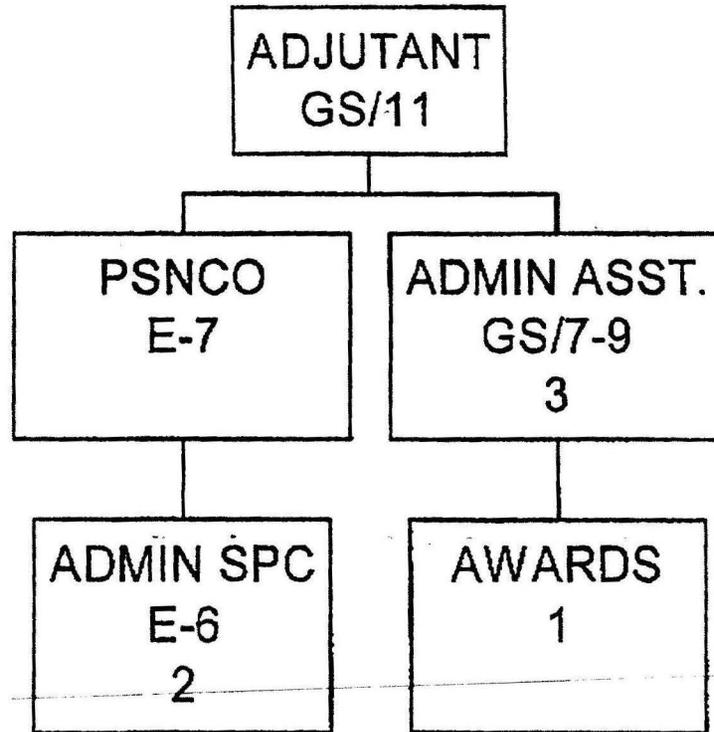


# HEADQUARTERS

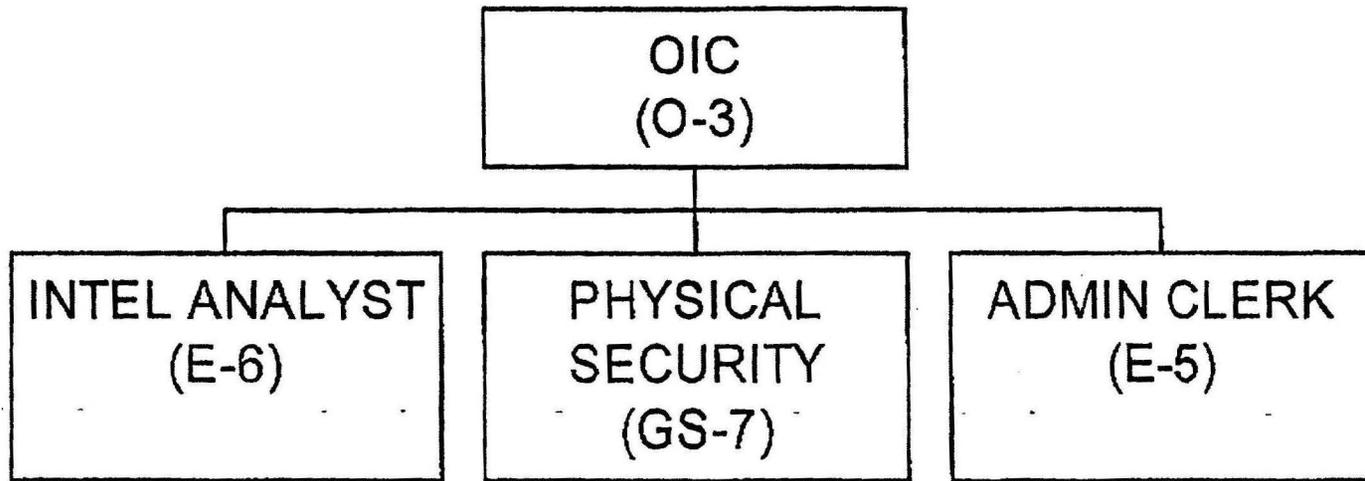




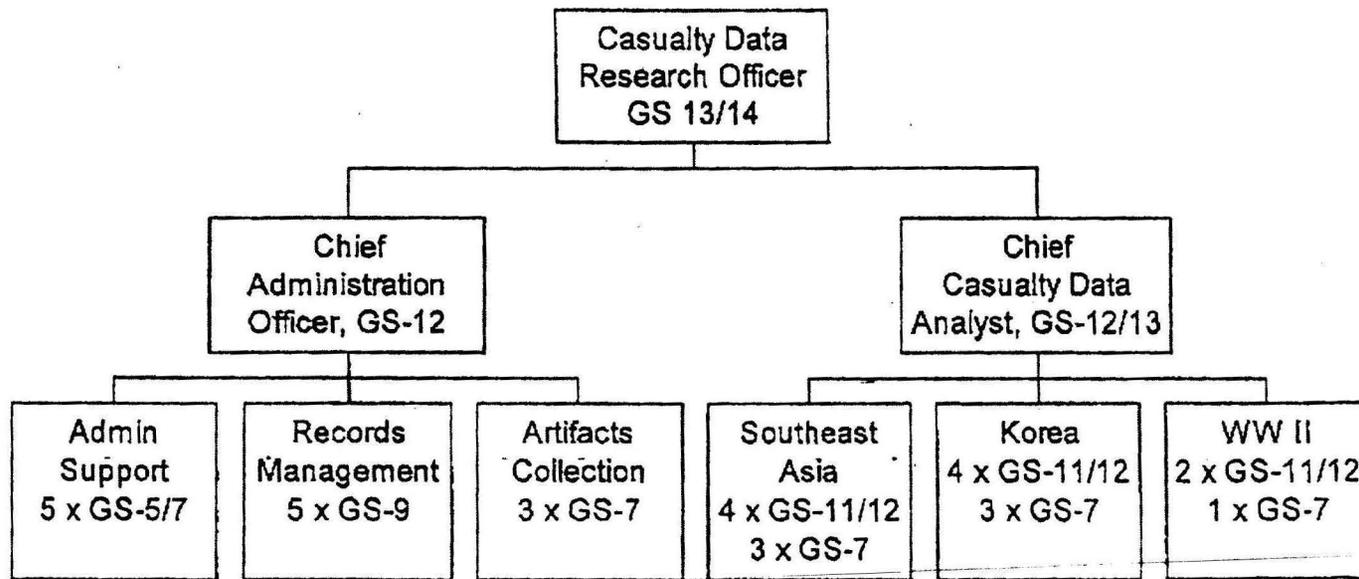
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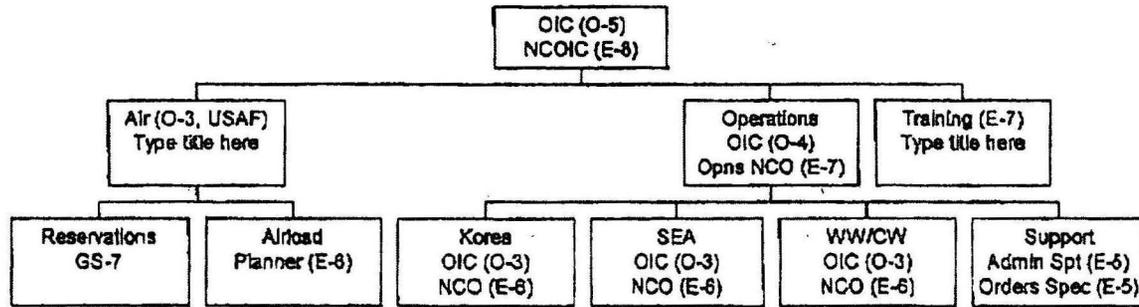
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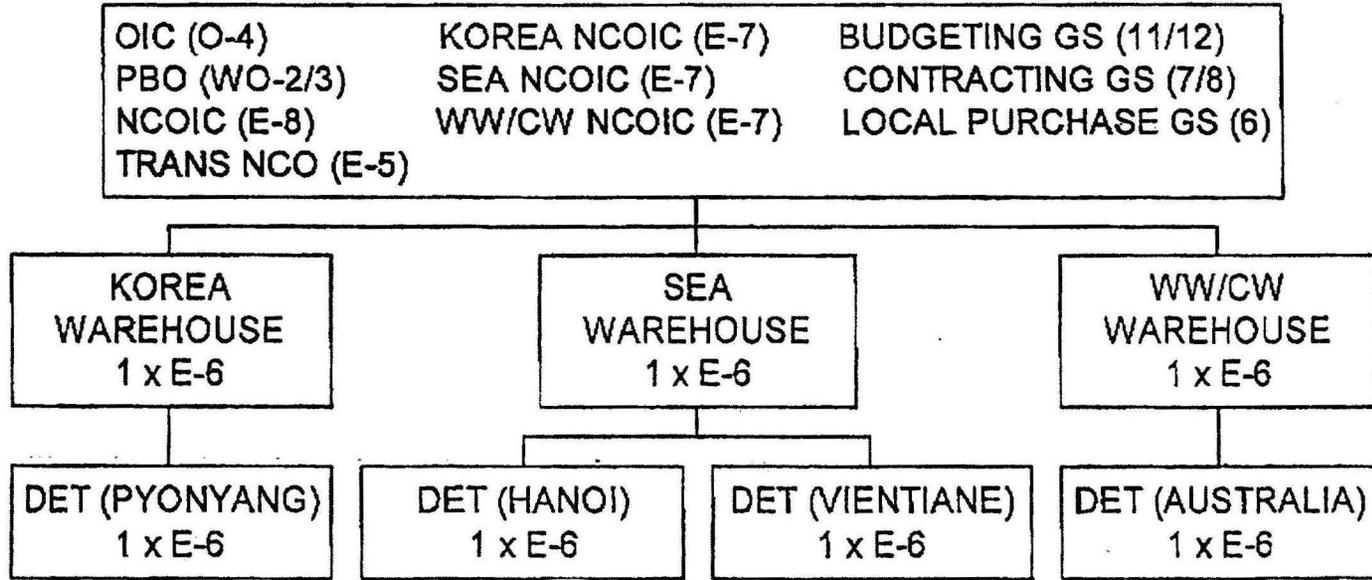
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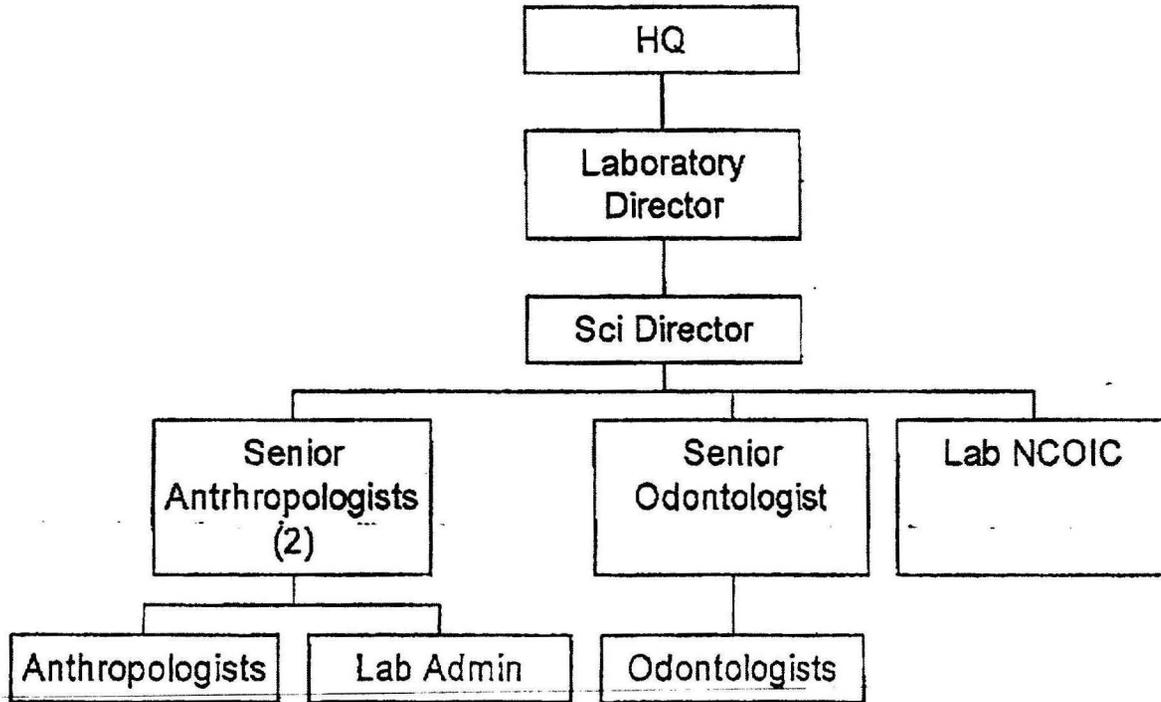
# S-3



# S-4



# Laboratory



DOC, 7

USACILHI  
OPERATIONS UPDATE

15 OCTOBER 1998

# OUTLINE

- Deployment Highlights
- Current/Recent Operations
- Future Operations
- FY Master Schedule

# HIGHLIGHTS

- Currently 6 of 13 teams deployed
- Recently Completed: 98-1GE (Germany)
- Ongoing missions:
  - 98-3PP (Papua New Guinea)
  - 98-2CH (China)
  - 98-5KN (DPRK)
  - 98-1L (Laos)

# GERMANY

- Team returned 30 September 1998
- Results
  - 3 sites closed - remains recovered at two sites
  - Received one set of remains in Luxembourg
- Recovery team augmented by USAMAAE, 54th QM Co (MA)

# PAPUA NEW GUINEA

- Team deployed 21 September 1998
- Results to date:
  - 1 site closed - remains recovered (DeSilets P-47)
  - 1 site on-going (Gaffney P-47)
    - a/c correlated through machine gun serial numbers
    - Remains recovered
- Team Returns 31 October 1998

# CHINA

- Team deployed 09 September 1998  
(B-24 10BNR)
- Second recovery mission to site
- Results to date;
  - Remains recovered primarily from second of five levels
- weather has impeded excavation - will not close site
- Team returns 24 October 1998

# NORTH KOREA

- 12 Sets remains CY 98
- Team Deployed 12 October 1998
- Results to date:
  - N/A - team moves to Pyongyang on 17 October
- team returns 8 November 1998

# LAOS

- 3 teams deployed 27 September 1998
- Results to date:
  - 3 sites in Svannakhet Province ongoing
  - 1 site has yielded remains
- 3 teams return 1 November 1998

# FUTURE OPERATIONS

- 53rd JFA - Vietnam (30 Oct - 10 Dec 98)
  - 6 Teams
  - Northern Vietnam
- Log Survey - Irian Jaya (Nov 98)
  - Prep for January recovery (B-25 8 BNR)
  - Verify logistics viability and support assets
- 99-2L - Laos (8 Jan - 15 Feb 99)
  - 4 teams
  - Boulikhamxi and Savannakhet Provinces

# FUTURE OPERATIONS

- 99-1IJ - Indonesia (5 -23 Jan 99)
  - 1 team
  - PACAF Support
- 54th JFA - Vietnam (19nFeb - 30 Mar 99)
  - 6 teams
  - North and Central Vietnam

# FY 99 SCHEDULE

## Vietnam

- 53rd 30 Oct - 9 Dec 98
- 54th 19 Feb - 31 Mar 99
- 55th 30 Apr - 9 Jun 99
- 56th 9 Jul - 18 Aug 99
- 57th 17 Sep - 27 Oct 99

## Laos

- 99-1L 27 Sep - 4 Nov 98
- 99-2L 8 Jan - 15 Feb 98
- 99-3L 5 Mar - 11 Apr 99
- 99-4L 4 Jun - 14 Jul 99
- 99-5L 13 Aug - 22 Sep 99

## Cambodia

- 99-1C 8 Jan - 15 Feb 99

# FY 99

## Worldwide Schedule

- Indonesia 5 -23 Jan 99
- Papua New guinea 22 Jan - 12 Mar 99
- China 22 Apr - 7 Jun 99
- Makin Island 8 May - 14 Jun 99
- Europe/PPNG 1 - 31 Aug 99
- Mission to DPRK - dates TBD during  
December 99 talks in New york

8 A

# Zero Based Work Plan

	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>
SRV							
JFAs	5	5	4	3	0	0	0
IEs/REs	10/30	10/30	8/24	6/18	0/0	0/0	0/0
LAOS							
JFAs	5	5	5	5	5	5	5
IEs/REs	3/17	3/17	3/17	3/17	3/17	3/17	3/17
SRV IND <sub>(END OF FY, IE/RE)</sub>							
PROJECTED	129/94	65/41	11/0	0/0	0/0	0/0	0/0
LAO IND <sub>(END OF FY, IE/RE)</sub>							
PROJECTED	48/189	40/158	31/134	22/108	13/84	4/57	0/33

JTF-FA PRODUCT

## **SUBJ: JTF-FA ZERO BASED WORK PLAN**

**SUMMARY:** JTF-FA conducts joint field activities (JFAs) in Vietnam, Laos, and Cambodia to achieve the fullest possible accounting for the 2,063 Americans still unaccounted for. Current projections using the zero-based plan indicate investigative and excavation requirements for Vietnam complete in FY02 and in Laos investigative and excavation requirements complete in FY07.

### **KEY POINTS**

- Zero Based Work plan geared toward mission completion of current/projected requirements.
- Work plan includes five JFAs in Vietnam through FY00 reducing to three in FY02, five per year in Laos through the FYDP and one JFA in Cambodia for FY99/00.
- JTF-FA budget has been approved (POM) through FY05.
- JTF-FA billets have dropped from 181 (FY92) to current level of 161. Billets will continue to decrease to match the work requirement beginning in FY02 until FY04, then stabilize at 85 until mission completion.

### **DISCUSSION**

#### **Vietnam:**

- Five JFAs scheduled for FY99 and FY00, four JFAs for FY01, and three JFAs for FY02.
- Team usually composed of two investigation elements and six recovery elements of over 100 personnel. Personnel also required to investigate priority discrepancy cases.
- Vietnamese linguists' key to maintaining projected OPTEMPO.

#### **Laos:**

- Five JFAs scheduled each year from FY99 through FY05.
- Team usually composed of one investigative and three recovery elements totaling 40 personnel. Personnel also required for archival research and oral history interviews.
- 40 personnel cap per JFA has limited progress of excavations resulting in extension of mission completion beyond the FYDP.

#### **Cambodia:**

- One JFA scheduled per year for FY99 and FY00.
- U.S. team usually tailored to mission requirements.
- Cambodian operations will be conducted as required FY01 and beyond.

#### **Budget:**

- JTF-FA budget is approved through POM for FY99 – FY05.
- Includes O&M, N plus Army funds, and drops from \$20.7M in FY99 to \$14.6M in FY05.

#### **Manpower:**

- JTF-FA billet extensions approved by USA, USAF, and USMC. USN approval is pending.
- Billet extensions reflect current projections of work requirements.
- PERSTEMPO increasing due to decreased manning with no change in OPTEMPO through FY00.
- JTF-FA will continue to require augmentation from service components for each JFA.
- Augmentees include medics, EOD, comm, mechanics, linguists, and life support techs.

**Future:** DPMO is developing options for follow-on capability after JTF-FA.

**BOTTOM LINE:** JTF-FA will continue to conduct JFAs in Southeast Asia at the current level for the next two years, then reduce deployments until projected completion.

Doc 8b

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 ZNR UUUUU  
 O P 151700Z JUN 98 ZDK  
 FM CDR JTF-FA HONOLULU HI//J3//  
 TO AIG 960  
 INFO USCINTRANS SCOTT AFB IL//TCJ3-ODJ//  
 HQ AMC SCOTT AFB IL//SAAM//  
 HQ AMC TACC COMMAND CENTER SCOTT AFB IL//XOOZ/TRKX//  
 NAVCSRF HONOLULU HI//PW-MIA//  
 CINCPACFLT PEARL HARBOR HI//N3/N6/N45/NOIM/N1/N13//  
 COMMARFORPAC//G1/G3/G6//  
 CG I MEF//G1/G6//  
 CG III MEF//G1/G6//  
 USARPAC INTEL FT SHAFTER HI  
 HQ PACAF HICKAM AFB HI//DO/SGX/SGO/SGN  
 PACAF AOS HICKAM AFB HI//AOM/AOP//  
 15ABW HICKAM AFB HI//CC/LG//  
 15LGS HICKAM AFB HI//CC/LGSM//  
 FISC PEARL HARBOR HI//OO//  
 374OG YOKOTA AB JA//CC//  
 374OSS YOKOTA AB JA//OSO/OSOO//  
 374AW YOKOTA AB JA//OCO//  
 374AES YOKOTA AB JA//SG/AO/AOE//  
 BUMED WASHINGTON DC//27//  
 AMEMBASSY HANOI//CJTFFA DET TWO//  
 INFO USCINCPAC LO WASHINGTON DC  
 13AF ANDERSEN AFB GU//CC/LG//  
 CDRUSARPAC FT SHAFTER HI//APOP-OP/APLG-MV/APLG-MU-EODCT//  
 CDR703MIBDE OPS KUNIA HI  
 RSOC KUNIA HI//J342/JOC/J3M3/J3W//  
 CDR205THMIBN FT SHAFTER HI//IAGPD//  
 15OSS HICKAM AFB HI//DOX//  
 635 AMSS HICKAM AFB HI//DO/DOCO/DOX//  
 JFMO PAC HONOLULU HI  
 354MDG EIELSON AK//SGOAR//  
 COMNAVSURFRESFOR OPS FLTSUPP NEW ORLEANS LA//N3//  
 COMNAVSPECWARCOM CORONADO CA//N10//  
 BT  
 UNCLAS //N03460//  
 PART ONE OF THREE-PART TWO IDENT IS 151701Z JUN 98-PART THREE IDENT  
 IS 151702Z JUN 98  
 MSGID/GENADMIN/JTF-FA/1-99/MAY//  
 SUBJ/JOINT TASK FORCE-FULL ACCOUNTING OPLAN 1-99//  
 REF/A/RMG/CJCS/082354ZJAN92//  
 REF/B/RMG/CJCS/222300ZJAN92//  
 REF/C/RMG/CJCS/020046ZNOV91//  
 REF/D/DOC/USCINCPAC//  
 REF/E/RMG/SECDEF/061158ZAUG93//  
 REF/F/RMG/USCINCPAC/5080-93//  
 NARR/REF A IS CJCS ALERT ORDER. REF B IS CJCS EXECUTE ORDER. REF C  
 IS CJCS PLANNING ORDER. REF D IS USCINCPAC/DIA MOU DEFINING  
 RELATIONSHIP FOR POW-MIA OPS. REF E IS REORGANIZATION OF NATIONAL  
 POW-MIA OPERATIONS. REF F IS USCINCPAC OPORD FOR EXPANDED POW-MIA  
 OPERATIONS IN SE ASIA, OPERATION FULL ACCOUNTING.//  
 POC/(b) (6) /DJ3(PLANS)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001/  
 TEL:FAX DSN 477-5501//  
 POC/(b) (6) /DJ3(AIR)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001//  
 RMKS/1. SITUATION. SINCE ITS INCEPTION IN 1992, JOINT TASK FORCE-  
 FULL ACCOUNTING (JTF-FA) HAS CONDUCTED IN EXCESS OF 26,350  
 INVESTIGATIONS AND 422 EXCAVATIONS WHICH HAVE LED TO THE RECOVERY OF  
 495 SETS OF REMAINS OF US SERVICEMEN MISSING AS A RESULT OF THE  
 CONFLICT IN SE ASIA. TO DATE, THE REMAINS OF 177 SERVICEMEN HAVE

BEEN IDENTIFIED AND RETURNED TO THEIR FAMILIES. AS RELATIONS BETWEEN THE UNITED STATES AND THE GOVERNMENTS OF THE SOCIALIST REPUBLIC OF VIETNAM (SRV), THE LAO PEOPLE'S DEMOCRATIC REPUBLIC (LPDR), AND THE KINGDOM OF CAMBODIA (KOC) CONTINUE TO IMPROVE, JTF-FA CONTINUES ITS RESOLVE TO ACHIEVE THE FULLEST POSSIBLE ACCOUNTING OF THOSE MISSING AMERICANS.

A. THREAT. SEE ANNEXES B AND L.

B. TOPOGRAPHY AND WEATHER. SEE ANNEX B.

C. FRIENDLY FORCES. THE GOVERNMENTS OF SRV, LPDR, AND KOC WILL PROVIDE PERSONNEL AND LIMITED LOGISTICS TO ASSIST IN RECOVERY AND INVESTIGATIVE EFFORTS IN THE ACCOUNTING OF AMERICANS MISSING AS A RESULT OF THE CONFLICT IN SE ASIA.

D. ASSUMPTIONS

(1) PERTINENT SE ASIAN GOVERNMENTS WILL PERMIT JTF-FA CONTINUED ACCESS TO THEIR RESPECTIVE COUNTRIES TO RESOLVE POW/MIA ISSUES.

(2) JOINT STAFF WILL AUTHORIZE REQUESTED MANNING LEVELS TO SUPPORT PROJECTED OPERATIONS THROUGH FY99.

(3) HOST NATION, CONTRACTED OR US MILITARY HELICOPTER SUPPORT WILL BE AVAILABLE FOR JTF-FA OPERATIONS IN REMOTE AREAS OF SE ASIA.

(4) PROJECTED BUDGET LEVELS WILL ACCOMMODATE THE PLANNED OPERATIONAL SCHEDULE.

2. MISSION. DURING FY99, JTF-FA CONDUCTS INVESTIGATION AND RECOVERY OPERATIONS IN SRV, LPDR AND KOC IN ORDER TO ACHIEVE THE FULLEST POSSIBLE ACCOUNTING OF AMERICANS MISSING AS A RESULT OF THE WAR IN SE ASIA.

3. EXECUTION

A. CONCEPT OF OPERATIONS. JTF-FA WILL DEPLOY TASK ORGANIZED, INVESTIGATION RECOVERY TEAMS (IRT) TO CONDUCT A MINIMUM OF TEN JOINT FIELD ACTIVITIES (JFAS). THESE ACTIVITIES ARE DEPLOYMENTS, LASTING APPROXIMATELY 30 DAYS IN-COUNTRY, AND ARE PLANNED FOR SRV AND LPDR. EACH OPERATION CONSISTS OF SEVEN PHASES:

(1) PHASE I: PREPARATION PHASE. COMMENCES WITH THE FIRST INVESTIGATION AND RECOVERY BRIEFING AND TERMINATES WITH EMBARKATION ABOARD AIRCRAFT FOR DEPARTURE TO THAILAND. CONSISTS OF PROMULGATION OF WARNING AND FRAG ORDERS, ARRIVAL OF AUGMENTEES, PRE-DEPLOYMENT TRAINING, MISSION BRIEFS, EQUIPMENT PREPARATION AND EMBARKATION.

(2) PHASE II: DEPLOYMENT TO THAILAND. COMMENCES WITH THE DEPARTURE OF AIRCRAFT FROM HAWAII AND TERMINATES WITH EMBARKATION ABOARD AIRCRAFT FOR DEPARTURE TO COUNTRY OF OPERATION. IRT DEPARTS HICKAM, QUICK TURNS ANDERSEN AFB, GUAM AND ARRIVES U TAPAO, THAILAND, USUALLY TWO CALENDAR DAYS LATER. IRT THEN PREPARES FOR ONE OR TWO DAYS PRIOR TO DEPLOYMENT TO COUNTRY OF OPERATION.

(3) PHASE III: DEPLOYMENT TO COUNTRY AND SITE OF OPERATION. COMMENCES WITH THE DEPARTURE OF AIRCRAFT FROM THAILAND AND TERMINATES WITH ARRIVAL OF TEAMS IN COUNTRY AT INITIAL SITES OF OPERATION. IRT DEPLOYS TO COUNTRY AS REQUIRED PER FRAG ORDER.

(4) PHASE IV: FIELD OPERATIONS. COMMENCES WITH THE DESIGNATED FIELD ACTIVITY IN THE HOST NATION (HN) AS DEFINED IN THE FRAG ORDER, AND TERMINATES WITH THE EMBARKATION OF PERSONNEL AND EQUIPMENT ABOARD THE LAST AIRCRAFT FOR DEPARTURE BACK TO THAILAND.

(5) PHASE V: RE-DEPLOYMENT TO THAILAND. COMMENCES WITH THE DEPARTURE OF AIRCRAFT FROM HN AND TERMINATES WITH THE EMBARKATION OF PERSONNEL AND EQUIPMENT ABOARD AIRCRAFT FOR DEPARTURE BACK TO HAWAII. IRT RE-DEPLOYS TO U TAPAO FOR REPORT WRITING, BLOOD DRAW, EQUIPMENT MAINTENANCE, PALLET RECONFIGURATION, AND RE-EMBARKATION OF PERSONNEL AND EQUIPMENT ABOARD AIRCRAFT FOR FLIGHT TO HAWAII.

(6) PHASE VI: RE-DEPLOYMENT TO HAWAII. COMMENCES WITH THE DEPARTURE OF AIRCRAFT FROM THAILAND AND TERMINATES WITH THE ARRIVAL OF PERSONNEL IN HAWAII. IRT RE-DEPLOYS FROM U TAPAO, QUICK TURNS ANDERSEN AFB, GUAM, AND ARRIVES HICKAM AFB, HAWAII, USUALLY THE SAME DAY DEPARTURE.

(7) PHASE VII: POST DEPLOYMENT. COMMENCES UPON ARRIVAL IN HAWAII AND TERMINATES WITH THE DISSEMINATION OF ALL DETAILED REPORTS OF INVESTIGATIONS AND RECOVERIES AND JFA SUMMARY REPORTS. IRT BREAKS DOWN PALLET, CONDUCTS EQUIPMENT MAINTENANCE, AND TURNS IN UNIT AND PERSONAL EQUIPMENT. AUGMENTEES RETURN TO HOME STATION, AFTER ACTION REPORTS ARE REVIEWED, AND OPERATIONAL REPORTS ARE COMPILED, REVIEWED AND RELEASED BY JTF-FA/J3.

B. MANEUVER

(1) SRV. FIVE JFAS ARE PLANNED FOR SRV. SRV JFAS USUALLY CONSIST OF TWO INVESTIGATIVE ELEMENTS, A RESEARCH INVESTIGATION TEAM (RIT) AND SIX RECOVERY ELEMENTS.

(2) LPDR. FIVE JFAS ARE PLANNED FOR LPDR. THREE JFAS WILL CONSIST OF ONE INVESTIGATIVE ELEMENT AND THREE RECOVERY ELEMENTS, AND TWO JFAS WILL CONSIST OF FOUR RECOVERY ELEMENTS. ADDITIONALLY, AN ARCHIVAL RESEARCH TEAM (ART) WILL DEPLOY AS REQUIRED IN SUPPORT OF ARCHIVAL PROJECTS.

(3) KOC. JTF-FA WILL CONDUCT INVESTIGATIONS AND SCHEDULE RECOVERY OPERATIONS AS REQUIRED.

C. TASKS

(1) J1

(A) ISSUE ORDERS AND TRAVEL ADVANCES FOR JTF-FA PERSONNEL.

(B) ARRANGE FOR COMMERCIAL TRANSPORTATION AS REQUIRED.

(C) PROCESS EMERGENCY LEAVE REQUESTS FOR DEPLOYED JTF-FA PERSONNEL.

(D) CONDUCT ADMINISTRATIVE PROCESSING FOR AUGMENTEES. COORDINATE ORDERS, ADVANCES, AND TRAVEL WITH UNITS PROVIDING AUGMENTEE SUPPORT.

(E) COORDINATE WITH USCINCPAC J1 FOR:

((1)) ONE 3510 AUTOMOTIVE MAINTENANCE TECHNICIAN FOR DESIGNATED 179 DAY TAD/TDY.

((2)) ONE SGT (E-5) 63W AUTOMOTIVE MAINTENANCE MECHANIC FOR DESIGNATED 30 DAY TAD/TDY.

(2) J2

(A) ANALYZE AND RESEARCH CASE FILES, REPORTS, DOCUMENTS, ARCHIVAL INFORMATION, WITNESS INTERVIEWS, AND RECOVERED MEDIA IN ORDER TO GENERATE LEADS AND DETERMINE FATE OF MISSING AMERICANS.

(B) CORRESPOND WITH SERVICE CASUALTY OFFICERS REGARDING NEW INFORMATION PERTAINING TO SPECIFIC CASES.

(C) IDENTIFY, IN COORDINATION WITH JICPAC/OTC/OSE AND LEVY INTELLIGENCE REQUIREMENTS TO ENSURE SATISFACTION OF COMMAND ESSENTIAL ELEMENTS OF INFORMATION PERTAINING POTENTIAL THREATS.

(D) COORDINATE WITH DPMO TO ENSURE A CLEAR DISTRIBUTION OF INFORMATION RESPONSIBILITY TO REDUCE AMBIGUITY AND REDUNDANCY.

(E) ENSURE SYSTEMATIC INFORMATION, MATERIAL AND DOCUMENTATION COLLECTION IN SUPPORT OF MISSION REQUIREMENTS.

(F) SUBMIT STANDING SIGINT REQUIREMENTS OR TACTICAL EVENT REPORTING SYSTEM REQUESTS TO USCINCPAC/J23.

(G) SUBMIT REQUIREMENTS FOR TIME-SENSITIVE AD HOC AND STANDING IMAGERY COLLECTION/EXPLOITATION REQUESTS VIA DD1684 FORMATTED MESSAGES.

(H) FORWARD ALL NON-STONY BEACH TIME SENSITIVE HUMINT COLLECTION REQUIREMENTS FOR VALIDATION TO USCINCPAC J23/J233.

(I) PROCURE HOST NATION ARCHIVE DOCUMENTS AND OTHER MATERIAL EVIDENCE.

(J) COORDINATE PROCESSING, ANALYSIS AND REPORTING OF POW/MIA INTELLIGENCE WITH DPMO AND USCINCPAC/J23.

(K) PRODUCE THREE TYPES OF ASSESSMENTS:

((1)) EVALUATIONS OF SOURCE REPORTING.

((2)) EVALUATIONS OF ORAL HISTORY INTERVIEWS AND ARCHIVAL RESEARCH.

((3)) ANALYSIS OF MATERIAL EVIDENCE.

(L) FORWARD ALL JTF-FA PRODUCED ANALYTICAL PRODUCTS TO THE FOLLOWING DEPARTMENTS AND AGENCIES: SECSTATE, SECDEF, NSC, DIA, JOINT STAFF, USCINCPAC, AMERICAN EMBASSIES HANOI, VIENTIANE AND PHNOM PENH, CASUALTY OFFICES, JTF-FA DETACHMENTS AND CILHI.

(M) EXERCISE STAFF COGNIZANCE OVER THE ARCHIVAL RESEARCH TEAM (ART).

(N) COORDINATE LIFE SUPPORT TECHNICIAN AUGMENTATION.

(3) J3

(A) PLAN AND EXECUTE OPERATIONS BY DEPLOYING TASK ORGANIZED FIELD TEAMS TO SE ASIA FOR PERIODS OF APPROXIMATELY 30 DAYS AND COORDINATE WITH PERMANENTLY BASED DETACHMENTS IN SE ASIA.

(B) ISSUE WARNING ORDERS NO LATER THAN 60 DAYS PRIOR TO OPERATION AND FRAG ORDERS NO LATER THAN 30 DAYS PRIOR TO OPERATION.

(C) DEVELOP AND PUBLISH SPECIFIC REQUIREMENTS FOR EACH JFA.

(D) AT THE CONCLUSION OF EACH JFA, SUBMIT DETAILED REPORTS OF INVESTIGATIONS, EXCAVATIONS, SUMMARY REPORTS AND REVIEW ALL AFTER ACTION REPORTS WITHIN 30 DAYS.

(E) SUPERVISE ALL COMMAND AND CONTROL PROCEDURES PER ANNEX K.

(F) SUPERVISE ALL MEDICAL OPERATIONS PER ANNEX Q.

(G) COORDINATE ALL AMC AIRLIFT AND CHANNEL FLIGHTS THROUGH PACIFIC AIRLIFT MANAGEMENT OFFICE (PAMO) AND SUPPORT REQUIREMENTS FOR EACH JFA.

(H) COORDINATE ALL LOAD PLANS AND PALLETIZING FOR ALL PERSONNEL AND EQUIPMENT.

(I) PLAN AND COORDINATE ALL JOINT FORENSIC REVIEWS AND REPATRIATION CEREMONIES IN SRV AND KOC.

(J) PLAN AND COORDINATE PERSONNEL SUPPORT REQUIREMENTS FOR EACH JFA.

(4) J4

(A) PROVIDE FOR ALL LOGISTICAL AND FISCAL SUPPORT OF JTF OPERATIONS NOT COVERED BY REF F.

(B) PROVIDE FUNDING SUPPORT FOR CIVILIAN PAYROLL, TRAVEL, JTF-FA PERSONNEL PER DIEM AND HN SUPPORT COSTS TO INCLUDE SITE PREPARATION, COMMUNICATION SUPPORT, HELICOPTER CONTRACT COSTS, LABOR/DRIVERS, SECURITY AND SUPPORT VEHICLES.

(C) ARRANGE FOR INTER SERVICE SUPPORT AGREEMENTS AS REQUIRED.

(D) COORDINATE AUGMENTEE BILLETING IN HAWAII.

(5) J5

(A) PREPARE, COORDINATE AND EXECUTE TECHNICAL AND CONSULTATIVE TALKS WITH EACH HN IN PREPARATION FOR JFAS.

(B) SUBMIT WEEKLY SITREPS TO USCINCPAC J5.

(6) PUBLIC AFFAIRS

(A) PREPARE ALL PA GUIDANCE FOR DETACHMENTS AND HIGHER HEADQUARTERS.

(B) PREPARE MEDIA PREPARATION PACKETS FOR HIGH LEVEL VISITORS TO JTF-FA OPERATIONS.

(C) COORDINATE ALL MEDIA SUPPORT WITH DETACHMENT COMMANDERS.

(7) HQ PACAF

(A) COORDINATE AND SCHEDULE ALL USAF SAAM AIRCRAFT SUPPORT REQUIREMENTS.

(B) PROVIDE CONTINUOUS CAPABILITY FOR AERIAL MEDICAL EVACUATION CAPABLE OF RECOVERING INJURED PERSONNEL IN THE AO WITHIN FIVE HOURS.

(C) COORDINATE WITH USCINCPAC AND PROVIDE PRIMARY AND ALTERNATE INDEPENDENT DUTY TECHNICIANS AS MEDICS AND MEDICAL OFFICERS FOR DESIGNATED JFAS PER ANNEX C, APPENDIX 8.

(D) PROVIDE TWO PASSENGER SERVICE PERSONNEL (AIR TRANSPORTATION SPECIALISTS) TO SUPPORT DAILY OPERATIONS AT U'TAPAO.

TASKED PERSONNEL WILL COORDINATE DAILY WITH UTAPAO ROYAL THAI NAVY REPRESENTATIVE AND JTF-FA DETACHMENT ONE TO ENSURE ALL TRANSITING AIRCRAFT, PAX AND CARGO ARE PROPERLY SERVICED, RECEIVED AND PREPARED FOR DEPARTURE.

(E) PROVIDE TWO FORKLIFTS, ONE STANDARD AND ONE ALL TERRAIN, TO SUPPORT WAREHOUSE, AND AIRCRAFT LOADING/UNLOADING OPERATIONS.

(F) PROVIDE COMMUNICATIONS SPECIALISTS QUALIFIED ON LST-5, THE URC-101 SATCOM SYSTEMS AND THE PRC-132 HF RADIO FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(G) PROVIDE LIFE SUPPORT TECHNICIANS FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(8) CINCPACFLT

(A) SUPPORT JTF-FA, UIC R33011, HIGH PRIORITY (0-1) REQUISITIONS IN MOST EXPEDITIOUS MEANS THROUGH FLEET AND INDUSTRIAL SUPPLY CENTER, PEARL HARBOR. URGENT OR WALK THROUGH REQUISITIONS WILL BE GIVEN HIGHEST PRIORITY PROCESSING MEANS AVAILABLE.

(B) COORDINATE WITH USCINCPAC J07 AND PROVIDE PRIMARY AND ALTERNATE INDEPENDENT DUTY CORPSMEN AND MEDICAL OFFICERS FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(C) PROVIDE COMMUNICATIONS SPECIALISTS QUALIFIED ON LST-5, THE URC-101 SATCOM SYSTEMS AND THE PRC-132 HF RADIO FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(D) PROVIDE LIFE SUPPORT TECHNICIANS FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(E) BE PREPARED TO PROVIDE ONE EIGHT-MAN DIVE TEAM INCLUDING IDC MEDIC TO RECOVER CASE 0952 AND ONE SIX-MAN DIVE TEAM TO RECOVER CASE <sup>(b)(3) 50 USC</sup> 435 Note Sec 1082 PL DURING THE 55TH JFA (04MAY-05JUN99).

(9) CDRUSARPAC

(A) DIRECT USARPAC EXPLOSIVE ORDNANCE DISPOSAL CONTROL TEAM (EODCT) TO COORDINATE WITH SERVICE COMPONENTS TO PROVIDE EOD PRIMARY AND ALTERNATE TECHNICIANS FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(B) PROVIDE REQUIRED NUMBER OF AN/PSS-12 OR EQUIVALENT TO USARPAC EODCT FOR USE BY EOD AUGMENTEES.

(C) PROVIDE PRIMARY AND ALTERNATE COMMUNICATIONS SPECIALISTS QUALIFIED ON LST-5, THE URC-101 SATCOM SYSTEMS, AND THE PRC-132 HF RADIO FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(D) COORDINATE WITH USCINCPAC J07 TO PROVIDE MEDICAL OFFICERS FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(E) SUPPORT JTF-FA PERSONNEL UIC R33011 WITH ORGANIZATIONAL CLOTHING AND EQUIPMENT (OCIE) THROUGH CENTRAL ISSUE FACILITY (CIF), SCHOFIELD BARRACKS AS REQUIRED. CIF WILL ALLOW JTF AUGMENTEES MAXIMUM FLEXIBILITY TO RECEIVE AND TURN IN OCIE. AS REQUIRED, CIF WILL TRANSFER OCIE TO JTF-FA/J4 FOR HN TEAM MEMBERS IN SUPPORT OF THIS OPERATION.

(10) MARFORPAC. PROVIDE PRIMARY AND ALTERNATE COMMUNICATIONS SPECIALISTS QUALIFIED ON LST-5, THE URC-101 SATCOM SYSTEMS, AND THE PRC-132 HF RADIO FOR DESIGNATED JFAS IAW ANNEX C, APPENDIX 8.

(11) COMSOPAC. COORDINATE WITH USCINCPAC J07 TO PROVIDE 18D MEDICS TO SUPPORT JFAS IAW ANNEX C, APPENDIX 8.

(12) CDRUSACILHI

(A) PROVIDE RECOVERY TEAMS IAW APPENDIX 8, ANNEX C.

(B) CONDUCT JOINT FORENSIC REVIEWS OF REMAINS RECOVERED IN SRV.

(C) PROVIDE GENERAL AND SPECIFIC EQUIPMENT NECESSARY TO CONDUCT RECOVERY OPERATIONS.

(D) COORDINATE SPECIAL LOGISTICS/EQUIPMENT REQUIREMENTS REQUIRED FOR PALLETIZING AT UTAPAO WITH JTF-FA DETS (INFO JTF-FA/J4) 14 DAYS IN ADVANCE OF DEPLOYMENT FROM HAWAII.

(E) PROVIDE PALLET LOAD PLANS TO JTF-FA/J3AIR NLT D-13.

(13) NCPAC. COORDINATE WITH FT MEADE, SERVICE SUPPORT

OPERATIONS CENTER AND USCINCPAC J28 FOR FORCE PROTECTION MEASURES.

(14) JTF-FA DETACHMENTS (DETS)

(A) COORDINATE DIPLOMATIC OVER FLIGHT, LANDING, AND PERSONNEL CLEARANCES FOR THAILAND, SRV, KOC AND LPDR AIRSPACE FOR ALL AIRCRAFT SUPPORTING JFAS AND REPATRIATION CEREMONIES.

(B) COORDINATE HN HOTEL RESERVATIONS AND GROUND TRANSPORTATION FOR IRT.

(C) COORDINATE WITH EMBASSIES FOR VISAS, AND WITH DET ONE FOR THAI IMMIGRATION PASSPORT ENTRY AND EXIT STAMPS.

(D) COORDINATE OPERATIONAL CONCEPTS WITH HN GOVERNMENTS AND PROPOSE ADJUSTMENTS TO WORK PLAN BASED ON HN APPROVAL.

(E) SUBMIT DAILY AND WEEKLY SITREPS TO CJTF-FA, EOC AND DETACHMENTS.

(F) PLAN FOR THE RAPID WITHDRAWAL OF JTF-FA PERSONNEL IN THE EVENT OF HOSTILE, TERRORISTIC, OR EXCESSIVE CRIMINAL ACTIVITY.

(G) ESTABLISH A 24 EMERGENCY OPERATIONS CENTER AND MONITOR RADIO NETS FOR THE DURATION OF OPERATIONS.

(H) AS REQUIRED, COORDINATE WITH OTHER DETS REGARDING THE PREPARATION AND MOVEMENT OF WITNESSES, OFFICIALS AND REPRESENTATIVES FOR BILATERAL AND TRILATERAL INVESTIGATIONS.

(I) SUBMIT JFA SUMMARY REPORTS NLT ENDOP+12.

D. COORDINATING INSTRUCTIONS

(1) COMPONENT COMMANDS PROVIDING PERSONNEL AUGMENTATION SUPPORT ARE REQUESTED TO PROVIDE WIDEST DISSEMINATION OF APPENDIXES 8 AND 9 OF ANNEX C IN ORDER TO PROVIDE SUPPORTING UNITS WITH SUFFICIENT WARNING TO MEET ALL DEADLINES FOR PERSONNEL REPORTING, BUDGET PLANNING, PASSPORT AND MEDICAL REQUIREMENTS.

(2) EOD OPERATIONS WILL BE IAW JTF-FA INST 8000.

(3) DATES OF OPERATIONS FOR OFFICIAL USE ONLY UNTIL PUBLIC ANNOUNCEMENT MADE BY HQ USCINCPAC.

(4) DIRECT LIAISON AUTHORIZED AND ENCOURAGED.

(5) ALL TEAM LEADERS AND SPECIALIZED AUGMENTEES WILL COMPLETE AFTER ACTION REPORTS AND SUBMIT TO JTF-FA J3 NLT ENDOP+5.

(6) MOVEMENT THROUGHOUT THE PACOM THEATER WILL BE ACCOMPLISHED THROUGH THE USE OF AMC WHENEVER POSSIBLE.

(7) JFAS ARE PLANNED ON SEVERAL VARIABLES TO INCLUDE WEATHER, LOGISTICS, SITE ACCESSIBILITY, KNOWN RECOVERY AND PROJECTED INVESTIGATIVE REQUIREMENTS, AND SAFETY REQUIREMENTS. JFA DATES AND TASK ORGANIZATION MAY BE ADJUSTED BASED ON PREVIOUS FIELD ACTIVITIES OR NEW INFORMATION. CHANGES TO OPLAN FY99 WILL BE IDENTIFIED IN SUBSEQUENT WARNING AND FRAG ORDERS.

(8) D-DAY IS DAY OF FIRST SORTIE ARRIVAL INTO COUNTRY OF OPERATION. DATES WILL BE ESTABLISHED AND PUBLISHED FOR EACH OPERATION IN SUBSEQUENT WARNING AND FRAG ORDERS.

(9) ENDOP IS DAY OF LAST SORTIE DEPARTURE FROM COUNTRY OF OPERATION.

4. ADMINISTRATION AND LOGISTICS. SEE ANNEX D.

5. COMMAND AND CONTROL. SEE ANNEXES J AND K.

6. ANNEXES:

A. TASK ORGANIZATION - OMITTED

B. INTELLIGENCE

(1) SITUATION

(A) CHARACTERISTICS OF THE AREA

((1)) SRV. SRV IS GOVERNED BY THE VIETNAMESE COMMUNIST PARTY'S (VCP) RULING BODY, THE POLITBURO, WHICH IS THE PRINCIPAL GOVERNMENTAL ELEMENT AND SETS ALL NATIONAL POLICY. THE NATIONAL ASSEMBLY IS THE HIGHEST REPRESENTATIVE BODY IN THE COUNTRY, WITH 170 ELECTED MEMBERS. THE PRESENT CONSTITUTION WAS RATIFIED IN 1992. SRV'S GROSS DOMESTIC PRODUCT (GDP) IS US \$108 BILLION, WITH A PER CAPITA INCOME OF US \$1470. THE REAL GROWTH RATE IN SRV IS 9.5 PERCENT AND THE MAY 98 RATE WAS 12,960 DONG (D) TO ONE US DOLLAR. THE COUNTRY'S PRINCIPAL EXPORTS ARE RICE, TEA, TEXTILES AND CRUDE

PETROLEUM, CASHEW NUTS, SILK YARN, IRON ORE, LEAD, TIN, COPPER AND SEAFOOD. SRV'S PRINCIPAL TRADING PARTNERS ARE TAIWAN, JAPAN, SINGAPORE, FRANCE, HONG KONG, AND SOUTH KOREA. SRV'S POPULATION IS ESTIMATED AT APPROXIMATELY 75.1 MILLION WITH AN AVERAGE ANNUAL GROWTH RATE OF 1.5 PERCENT. SRV IS APPROXIMATELY 325,360 SQ KM. THE COUNTRY'S TERRITORIAL WATERS EXTEND 12 NAUTICAL MILES AND VIETNAM CLAIMS AN EXCLUSIVE ECONOMIC ZONE OF 200 NAUTICAL MILES. VIETNAM IS 70 PERCENT BUDDHIST, 10 PERCENT ROMAN CATHOLIC, WITH THE REMAINING 20 PERCENT OF THE NATION BEING MADE UP OF CONFUCIANISM, TAOISM, AND OTHERS RELIGIONS. ETHNICALLY THE NATION IS COMPOSED OF 85-90 PERCENT VIETNAMESE, 03 PERCENT CHINESE, AND 07 PERCENT ETHNIC MINORITIES THAT INCLUDE MUONG, THAI, MEO, KHMER, MAN, AND CHAM.

((2)) LPDR. LPDR IS A ONE PARTY STATE RULED BY THE LAO PEOPLE S REVOLUTIONARY PARTY (LPRP). THERE IS AN OVERLAP OF PARTY AND GOVERNMENT HIERARCHIES, WITH THE FORMER HAVING PRECEDENCE OVER THE LATTER; E.G., THE GENERAL SECRETARY OF THE PARTY IS ALSO THE PRIME MINISTER. OTHER MEMBERS OF THE POLITBURO ACT AS MINISTERS TO THE THIRTEEN MINISTRIES. AGAIN, POWER IS CONCENTRATED IN THE PARTY S CENTRAL COMMITTEE. LPDR'S GROSS DOMESTIC PRODUCT OR PURCHASING POWER WAS ESTIMATED IN 1997 AT US \$8 BILLION. THE REAL GROWTH RATE IN LPDR IS 6.9 PERCENT AND THE CURRENT EXCHANGE RATE IS ABOUT 2400 KIP (K) TO ONE US DOLLAR. LPDR IS AN EXTREMELY POOR COUNTRY. SINCE 1986, THE GOVERNMENT HAS ABANDONED IN PART, ITS SOCIALIST ECONOMIC AGENDA. ECONOMIC REFORMS HAVE MOVED THE COUNTRY FROM A CENTRALLY PLANNED SYSTEM TO A GROWING, MARKET ECONOMY BEGINNING TO PERMIT FOREIGN INVESTMENT. THE POPULATION IS ESTIMATED AT APPROXIMATELY FIVE MILLION WITH AN ANNUAL GROWTH RATE OF 2.9 PERCENT. LPDR IS APPROXIMATELY 236,804 SQ KM. THE COUNTRY IS LANDLOCKED AND HAS NO CLAIM TO ANY TERRITORIAL WATERS. LPDR IS 60 PERCENT BUDDHIST AND 40 PERCENT ANIMIST AND OTHER RELIGIONS. ETHNICALLY THE NATION IS COMPOSED OF 68 PERCENT LAO LOUM (LAO AND LOW), 22 PERCENT LAO THEUNG (HILL TRIBES) IN THE SOUTH, AND 10 PERCENT HMONG AND YAO IN THE NORTH.

((3)) KOC. THE ROYAL CAMBODIAN GOVERNMENT (RCG) IS A CONSTITUTIONAL MONARCHY WITH A CONSTITUTIONALLY APPOINTED KING. THE GOVERNMENT IS COMPOSED OF 18 MINISTRIES, HEADED BY TWO PRIME MINISTERS, ONE, FROM THE UNITED FRONT FOR AN INDEPENDENT, NEUTRAL, PEACEFUL AND COOPERATIVE CAMBODIA (FUNCINPEC) PARTY AND THE SECOND, FROM THE CAMBODIAN PEOPLE'S PARTY (CPP). THE CAMBODIAN NATIONAL ASSEMBLY (CNA) HAS 120 SEATS FILLED BY POPULAR ELECTION. IN JULY 1998, THE KOC IS SCHEDULED TO CONDUCT COMMUNAL AND NATIONAL ELECTIONS. POLITICAL VIOLENCE HAS OCCURRED THROUGHOUT 1996 AND 1997 AND WILL LIKELY CONTINUE PRIOR TO AND DURING THE UPCOMING ELECTIONS. KOC'S GROSS DOMESTIC PRODUCT (GDP) IS US \$6.4 BILLION, WITH A PER CAPITA INCOME OF US \$200. THE COUNTRY EXPERIENCES A 4.7 PERCENT INFLATION RATE. THE REAL GROWTH RATE IN KOC IS SIX PERCENT AND THE EXCHANGE RATE IS 3500 RIEL TO ONE US DOLLAR. THE COUNTRY'S PRINCIPAL EXPORTS ARE NATURAL RUBBER, RICE, PEPPER, AND TIMBER. KOC'S PRINCIPAL TRADING PARTNERS ARE THAILAND, JAPAN, SINGAPORE, HONK KONG, AND INDONESIA. THE POPULATION IS ESTIMATED AT APPROXIMATELY 10.3 MILLION WITH AN AVERAGE ANNUAL GROWTH RATE OF 2.8 PERCENT. KOC COVERS APPROXIMATELY 176,520 SQ KM, SLIGHTLY SMALLER THAN THE STATE OF OKLAHOMA. THE COUNTRY'S TERRITORIAL WATERS EXTEND OUT 12 NAUTICAL MILES AND KOC CLAIMS AN EXCLUSIVE ECONOMIC ZONE OF 200 NAUTICAL MILES. KOC IS 95 PERCENT THERAVADA BUDDHIST AND 5 PERCENT OTHER RELIGIONS. ETHNICALLY, THE NATION IS COMPOSED OF 90 PERCENT KHMER, 5 PERCENT VIETNAMESE, 1 PERCENT CHINESE, AND 4 PERCENT OTHER ETHNIC MINORITIES.

(B) TOPOGRAPHY AND WEATHER. AVAILABLE UPON REQUEST (AUR)

(C) ESTIMATE OF THREAT

((1)) SRV. THE OVERALL TERRORIST THREAT TO US PERSONNEL OPERATING IN SRV IS NEGLIGIBLE. CRIMINAL ACTIVITY IS

LISTED AS HIGH IN HO CHI MINH CITY AND MEDIUM IN HANOI. UNEXPLODED ORDNANCE REMAINS THE MOST ACUTE DANGER TO ALL DEPLOYED PERSONNEL. RECOVERY TEAMS REMAIN AT THE HEAVIEST RISK DUE TO THE NATURE OF THEIR MISSION; (E.G. EXCAVATING IN THE HEAVILY BOMBED PROVINCE OF QUANG BINH). SECONDARY POTENTIAL THREAT PRECIPITATES FROM ANIMOSITY FROM LOCAL POPULATIONS TOWARD AMERICAN AND FOREIGN PRESENCE. TEAMS ARE CAUTIONED TO STRICTLY ADHERE TO ALL HOST COUNTRY LAWS AND CULTURAL CUSTOMS. DEPLOYED PERSONNEL SHOULD EXERCISE DISCRETION AND TRAVEL IN GROUPS OF TWO OR MORE AT ALL TIMES. CURRENTLY THERE ARE NO KNOWN DOMESTIC OR TRANS-NATIONAL TERRORIST GROUPS IN SRV. THERE ARE NO INDICATIONS THAT US PERSONNEL ARE SPECIFICALLY TARGETED BY CRIMINAL ELEMENTS, HOWEVER, COMMON FORMS OF CRIME AFFECTING US PERSONNEL IN SRV ARE PICK POCKETING AND THE THEFT OF EASILY ACCESSIBLE PERSONAL PROPERTY. PETTY CRIME IS A PROBLEM IN HO CHI MINH CITY. PETTY THEFT, BRIEFCASE AND PURSE SNATCHING SHOULD BE EXPECTED, PARTICULARLY ON THE CITY'S MAIN STREETS AND AROUND MAJOR HOTELS. ASSAULTS HAVE BEEN REPORTED IN OUTLYING AREAS. SOME PEDICAB DRIVERS HAVE REPORTEDLY KIDNAPPED PASSENGERS AND EXTORTED MONEY.

((2)) LPDR. THE OVERALL TERRORIST THREAT TO US PERSONNEL OPERATING IN LPDR IS NEGLIGIBLE WHILE THE CRIMINAL THREAT IS LISTED AS HIGH. IN GENERAL, US PERSONNEL OPERATING ARE NOT ASSESSED TO BE TARGETED BY ANY ANTI-GOVERNMENT GROUPS AND CURRENTLY THERE ARE NO KNOWN DOMESTIC OR TRANS-NATIONAL TERRORIST GROUPS. LAO INSURGENT GROUPS ARE PRESENT BUT THEIR ACTIVITY APPEARS TO BE REDUCED TO BANDITRY AND RANDOM ACTS OF VIOLENCE AGAINST TARGETS OF OPPORTUNITY. STREET CRIME HAS INCREASED MARKEDLY IN URBAN AREAS DUE TO THE DEVALUATION OF THE KIP. THERE ARE NO INDICATIONS THAT US PERSONNEL ARE SPECIFICALLY TARGETED BY CRIMINAL ELEMENTS. THE THREAT OF UNEXPLODED ORDNANCE AND MINES IS A THREAT THROUGHOUT THE RURAL AREAS OF LPDR.//

BT

#0001

NNNN

OTTUZDKW RUHEMAD0002 1661701-UUUU--RUHPSUU.  
 ZNR UUUUU  
 O P 151701Z JUN 98 ZDK  
 FM CDR JTF-FA HONOLULU HI//J3//  
 TO AIG 960  
 INFO USCINCTRANS SCOTT AFB IL//TCJ3-ODJ//  
 HQ AMC SCOTT AFB IL//SAAM//  
 HQ AMC TACC COMMAND CENTER SCOTT AFB IL//XOOZ/TRKX//  
 NAVCSRF HONOLULU HI//PW-MIA//  
 CINCPACFLT PEARL HARBOR HI//N3/N6/N45/NOIM/N1/N13//  
 COMMARFORPAC//G1/G3/G6//  
 CG I MEF//G1/G6//  
 CG III MEF//G1/G6//  
 USARPAC INTEL FT SHAFTER HI  
 HQ PACAF HICKAM AFB HI//DO/SGX/SGO/SGN  
 PACAF AOS HICKAM AFB HI//AOM/AOP//  
 15ABW HICKAM AFB HI//CC/LG//  
 15LGS HICKAM AFB HI//CC/LGSM//  
 FISC PEARL HARBOR HI//OO//  
 374OG YOKOTA AB JA//CC//  
 374OSS YOKOTA AB JA//OSO/OSOO//  
 374AW YOKOTA AB JA//OCO//  
 374AES YOKOTA AB JA//SG/AO/AOE//  
 BUMED WASHINGTON DC//27//  
 AMEMBASSY HANOI//CJTFFA DET TWO//  
 INFO USCINCPAC LO WASHINGTON DC  
 13AF ANDERSEN AFB GU//CC/LG//  
 CDRUSARPAC FT SHAFTER HI//APOPOP-OP/APLG-MV/APLG-MU-EODCT//  
 CDR703MIBDE OPS KUNIA HI  
 RSOC KUNIA HI//J342/JOC/J3M3/J3W//  
 CDR205THMIBN FT SHAFTER HI//IAGPD//  
 15OSS HICKAM AFB HI//DOX//  
 635 AMSS HICKAM AFB HI//DO/DOCO/DOX//  
 JFMO PAC HONOLULU HI  
 354MDG EIELSON AK//SGOAR//  
 COMNAVSURFRESFOR OPS FLTSUPP NEW ORLEANS LA//N3//  
 COMNAVSPECWARCOM CORONADO CA//N10//  
 BT  
 UNCLAS //N03460//  
 PART ONE OF THREE-PART TWO IDENT IS 151701Z JUN 98-PART THREE IDENT  
 IS 151702Z JUN 98  
 MSGID/GENADMIN/JTF-FA/1-99/MAY//  
 SUBJ/JOINT TASK FORCE-FULL ACCOUNTING OPLAN 1-99//  
 REF/A/RMG/CJCS/082354ZJAN92//  
 REF/B/RMG/CJCS/222300ZJAN92//  
 REF/C/RMG/CJCS/020046ZNOV91//  
 REF/D/DOC/USCINCPAC//  
 REF/E/RMG/SECDEF/061158ZAUG93//  
 REF/F/RMG/USCINCPAC/5080-93//  
 NARR/REF A IS CJCS ALERT ORDER. REF B IS CJCS EXECUTE ORDER. REF C  
 IS CJCS PLANNING ORDER. REF D IS USCINCPAC/DIA MOU DEFINING  
 RELATIONSHIP FOR POW-MIA OPS. REF E IS REORGANIZATION OF NATIONAL  
 POW-MIA OPERATIONS. REF F IS USCINCPAC OPORD FOR EXPANDED POW-MIA  
 OPERATIONS IN SE ASIA, OPERATION FULL ACCOUNTING.//  
 POC<sup>(b) (6)</sup> /DJ3(PLANS)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001/  
 TEL:FAX DSN 477-5501//  
 POC<sup>(b) (6)</sup> /DJ3(AIR)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001//  
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((3)) KOC. OVERALL THREAT TO US PERSONNEL OPERATING IN CAMBODIA VARIES BY AREA. THE PRIMARY THREATS ARE MINES, UNEXPLODED ORDNANCE, AND INADVERTENT INVOLVEMENT IN FACTIONAL VIOLENCE. DETERIORATING ECONOMIC CONDITIONS HAVE RESULTED IN INCREASED CRIME THROUGHOUT THE COUNTRY. CRIMINAL DANGER EXISTS, BOTH IN URBAN AREAS SUCH AS PHNOM PENH AND SIHANOUKVILLE AND WHILE TRAVELING BETWEEN URBAN AREAS. US PERSONNEL SHOULD EXERCISE

CONSIDERABLE CAUTION WHILE TRAVELING WITHIN CAMBODIA. WHILE THERE ARE NO INDICATIONS THAT US PERSONNEL ARE DIRECTLY TARGETED, TERRORIST ACTIONS COULD INADVERTENTLY INVOLVE AMERICANS WHO ARE IN THE WRONG PLACE AT THE WRONG TIME. TEAMS ARE CAUTIONED TO STRICTLY ADHERE TO ALL HOST COUNTRY LAWS, CULTURAL CUSTOMS AND JTF-FA STANDARDS OF CONDUCT.

((4)) THAILAND. THE OVERALL TERRORIST THREAT TO US INTEREST IN THAILAND IS ASSESSED AS LOW. THERE IS NO EVIDENCE OF ANY DIRECT THREAT TO US/DOD INTERESTS IN THAILAND. THE CRIMINAL THREAT IS ASSESSED AS MEDIUM. ROBBERY, PETTY THEFT, PICK POCKETING, DRIVE-BY PURSE SNATCHINGS COMMITTED BY CRIMINALS ON MOTORCYCLES AND THEFTS BY PROSTITUTES ARE COMMON CRIMES AFFECTING WESTERNERS IN THAILAND. REPORTS HAVE CITED SEVERAL DRUGGINGS OF US PERSONNEL BY STREET PERSONS AND SUBSEQUENT THEFTS OF CASH AND VALUABLES. TEAMS ARE CAUTIONED TO STRONGLY ADHERE TO HOST COUNTRY LAWS, CULTURAL CUSTOMS AND JTF-FA STANDARDS OF CONDUCT.

#### C. OPERATIONS

(1) GENERAL. THE PURPOSE OF THIS ANNEX AND ITS APPENDICES IS TO FURTHER AMPLIFY AND TO PROVIDE GUIDANCE FOR THE EXECUTION OF THE MISSION AS PRESCRIBED IN THE BASIC PLAN. THE AREA OF OPERATIONS ENCOMPASSED BY THIS PLAN INCLUDES THE LAND, SEA, AND AIRSPACE OF THOSE HNS AS PREVIOUSLY DESCRIBED.

(2) CONCEPT OF OPERATIONS. SEE BASIC PLAN.

(3) MANEUVER. SEE BASIC PLAN.

(4) OPERATIONAL CONSTRAINTS. OPERATIONAL CONSTRAINTS FOR THE EXECUTION OF THIS PLAN ARE HIGHLIGHTED BELOW.

(A) HOST NATION. JTF-FA IS LIMITED BY HN TO THE NUMBER OF PERSONNEL IT CAN INTRODUCE INTO A COUNTRY FOR THE PURPOSE OF CONDUCTING A JFA. ADDITIONALLY, HN MAY LIMIT THE NUMBERS OF CERTAIN ACTIVITIES THAT CAN BE ACCOMPLISHED IN A GIVEN PROVINCE OR MAY REQUIRE A SPECIFIC SEQUENCE IN CONDUCTING OPERATIONS. COMMUNICATIONS ARE RESTRICTED IN SOME COUNTRIES AND THE INFRASTRUCTURE IS NOT ALWAYS IMMEDIATELY RESPONSIVE TO THE NEEDS OF THE TEAMS OPERATING IN SE ASIA. WHILE HN POLICIES ARE OFTEN CUMBERSOME, THEY DO ALLOW FOR THE ACCOMPLISHMENT OF THE MISSION.

(B) ENVIRONMENTAL. ANOTHER CONSTRAINT IS THE ENVIRONMENT IN FORMS OF WEATHER, TERRAIN, AND WILDLIFE. DUE TO THE INHERENT WEATHER PATTERNS OF SE ASIA, ROUGHLY ONE THIRD OF THE YEAR IS NOT FAVORABLE TO OPERATIONS. HOWEVER, DUE TO MISSION AND HN POLICY REQUIREMENTS, JTF-FA MUST MAXIMIZE ALL AVAILABLE TIME. LOCATIONS OF MANY SITES ARE IN INACCESSIBLE TERRAIN, DEEP GORGES, RAVINES OR ARE UNDERWATER, THEREBY HAMPERING RECOVERY OPERATIONS. WILDLIFE SUCH AS POISONOUS SNAKES, MOSQUITOES, AND VERMIN ARE NUMEROUS AND CARRY POTENTIALLY LIFE THREATENING DISEASES.

(C) TIME. TIME IS PERHAPS THE MOST SERIOUS CONSTRAINT ON THE OPERATIONAL SUCCESS AND MISSION ACCOMPLISHMENT OF THE JTF. AS TIME PASSES, WITNESSES DIE OR THEIR MEMORIES FADE, CRASH SITES ARE SCAVENGED AND REMAINS DECAY. IT IS THEREFORE MOST IMPERATIVE THAT THE JTF WORK QUICKLY YET DILIGENTLY IN ORDER TO BRING ABOUT THE FULLEST POSSIBLE ACCOUNTING OF THOSE MISSING PERSONNEL.

(5) APPENDICES:

1 - OPERATIONS SCHEDULE FOR JFAS

(A) PLANNED JFA OPERATIONS FOR FY99

((1)) VIETNAM

53RD JFA	03 NOV-05 DEC 98
54TH JFA	23 FEB-27 MAR 99
55TH JFA	04 MAY-05 JUN 99
56TH JFA	13 JUL-14 AUG 99
57TH JFA	21 SEP-23 OCT 99

((2)) LAO PEOPLE S DEMOCRATIC REPUBLIC

99-1L	01 OCT-31 OCT 98
99-2L	12 JAN-11 FEB 99

99-3L 09 MAR-07 APR 99  
99-4L 08 JUN-10 JUL 99  
99-5L 17 AUG-18 SEP 99

((3)) KINGDOM OF CAMBODIA  
NONE SCHEDULED. INVESTIGATIONS AND  
EXCAVATIONS CONDUCTED AS REQUIRED.

(B) PLANNED UNILATERAL PERIODS

((1)) VIETNAM  
05-23 OCT 98  
10-30 DEC 98  
09-30 JAN 99

((2)) LAO PEOPLE S DEMOCRATIC REPUBLIC  
15-25 NOV 98  
10-20 DEC 98

- 2 - TECHNICAL AND CONSULTATIVE TALKS SCHEDULE (AUR)
- 3 - JOINT FORENSIC REVIEW AND REPATRIATION SCHEDULE (AUR)
- 4 - MISSION PLANNING MILESTONES (AUR)
- 5 - PROPOSED C-141/C-17, KC-130, AND C-130 DEPLOYMENT  
SCHEDULE (AUR)
- 6 - EXPLOSIVE ORDNANCE OPERATIONS (AUR)
- 7 - STANDARDS OF CONDUCT (AUR)
- 8 - COMPONENT COMMAND PERSONNEL AUGMENTATION REQUIREMENTS

(A) PURPOSE

((1)) THIS APPENDIX IDENTIFIES THE REQUIREMENTS  
FOR PERSONNEL AUGMENTATION BY THE USCINCPAC COMPONENT COMMANDS IN  
SUPPORT OF JTF-FA OPERATIONS FOR FY99. ITS PURPOSE IS TO PROVIDE  
SUPPORTING COMMANDS WITH A LIST OF KNOWN REQUIREMENTS FOR BUDGET AND  
MANPOWER PLANNING.

((2)) APPENDIX 9 TO THIS ANNEX IS A CHECKLIST FOR  
THE SUPPORTING COMMAND TO ENSURE AUGMENTEES TO JTF-FA ARE  
ADMINISTRATIVELY PREPARED, PROPERLY EQUIPPED, FISCALLY READY AND  
PHYSICALLY CAPABLE OF DEPLOYING TO SE ASIA.

((3)) IF REQUIRED, CHANGES IN PERSONNEL  
AUGMENTATION REQUIREMENTS WILL BE PUBLISHED IN SUBSEQUENT WARNING AND  
FRAG ORDERS.

(B) RANK AND PHYSICAL REQUIREMENTS

((1)) AUGMENTEES SHOULD RANK FROM E5 TO E8.  
THERE IS NO RANK REQUIREMENT FOR MEDICAL OFFICERS ASSIGNED IN SUPPORT  
OF LPDR MEDCAP MISSIONS.

((2)) THERE ARE NO GENDER SPECIFIC AUGMENTEE  
BILLETS.

((3)) AUGMENTEES MUST BE IN TOP PHYSICAL  
CONDITION. THEY MUST BE PREPARED TO OPERATE UNDER AUSTERE AND  
RIGOROUS FIELD CONDITIONS AND CAPABLE OF CARRYING A HEAVY RUCKSACK  
FOR EXTENDED DISTANCES IN RUGGED MOUNTAINOUS AND JUNGLE TERRAIN.

((4)) PERSONNEL WITH A HISTORY OF HEAT STROKE/  
EXHAUSTION SHOULD NOT BE SELECTED AS AN AUGMENTEE.

(C) MEDICAL REQUIREMENTS

((1)) IMMUNIZATIONS. DEPLOYING PERSONNEL ARE  
REQUIRED TO HAVE THE FOLLOWING IMMUNIZATIONS: PLAGUE, JAPANESE  
ENCEPHALITIS, RABIES, IMMUNE SERUM GLOBULIN, OR HEPATITIS A VACCINE  
(HARVRIX), AND TYPHOID. ADDITIONALLY, A G6PD SCREEN IS ALSO  
REQUIRED. TB PPD REQUIRED BEFORE DEPLOYMENT AND 8-12 WEEKS AFTER  
DEPLOYMENT. VERIFICATION OF IMMUNIZATIONS WILL OCCUR NO LATER THAN  
D-15.

((2)) MALARIA PROPHYLAXIS WILL BE DISTRIBUTED BY  
JTF-FA MEDICAL PERSONNEL PRIOR TO AND UPON RETURN FROM SE ASIA.

(D) PERSONAL EQUIPMENT REQUIREMENTS. SEE APPENDIX 9,  
ANNEX C. ANY MILITARY EQUIPMENT NOT AVAILABLE AT HOME STATION SHOULD  
BE IDENTIFIED TO JOINT TASK FORCE J-4 14 DAYS PRIOR TO ARRIVAL IN  
HAWAII.

(E) ADMINISTRATIVE DETAILS

**((1)) REPORTING PROCEDURES**

**((A)) AUGMENTEES WILL REPORT TO HONOLULU VIA COMMERCIAL AIR OR AVAILABLE AMC AIRCRAFT. JTF-FA PERSONNEL WILL TRANSPORT AUGMENTEES TO DESIGNATED BILLETING. MEDICAL AUGMENTEES WILL REPORT NLT D-13 IN ORDER TO ATTEND TRAUMA TRAINING. ALL OTHER AUGMENTEES WILL REPORT NLT D-9.**

**((B)) UNIFORM WHILE AT JTF-FA HQ AND IS BDU/CAMMIES OR SERVICE EQUIVALENT. CIVILIAN ATTIRE IS REQUIRED FOR DUTY IN SE ASIA.**

**((C)) SUPPORTING COMMANDS ARE REQUIRED TO PROVIDE ALL TRANSPORTATION COSTS TO AND FROM HOME BASE AND HONOLULU AND PER DIEM THROUGHOUT THE ENTIRE DEPLOYMENT. RENTAL CARS ARE RECOMMENDED FOR AUGMENTEES DURING PRE DEPLOYMENT INPROCESSING WHILE IN HAWAII.**

**((D)) AUGMENTEES ARE REQUIRED TO HAVE FULL ADVANCE PER DIEM, IN CASH, PRIOR TO ARRIVAL IN HONOLULU. COUNTRIES OF OPERATIONS RARELY ACCEPT TRAVELERS CHECKS, CASHIER'S CHECKS OR CREDIT CARDS. DAILY PER DIEM RATES ARE:**

CAMP SMITH, HAWAII \$180.00

PATTAYA, THAILAND \$ 40.00

LPDR \$ 51.00

KOC \$115.00

SRV \$130.00

GUAM \$275.00

**KOC AUGMENTEES REQUIRE ROUGHLY \$4200 PLUS HAWAII COSTS  
LPDR AUGMENTEES REQUIRE ROUGHLY \$4800 PLUS HAWAII COSTS  
SRV AUGMENTEES REQUIRE ROUGHLY \$6000 PLUS HAWAII COSTS**

**((2)) PASSPORTS**

**((A)) ALL PERSONNEL ARE REQUIRED TO POSSESS EITHER A TOURIST OR OFFICIAL PASSPORT. IF SELECTED PERSONNEL DO NOT HAVE PASSPORTS, THE INDIVIDUAL MUST OBTAIN ONE AND HAVE IN HIS POSSESSION AT LEAST 30 DAYS PRIOR TO REPORTING TO JTF-FA.**

**((B)) PASSPORTS MUST CONTAIN FIVE BLANK PAGES AND HAVE AT LEAST SIX MONTHS REMAINING UNTIL DATE OF EXPIRATION.**

**((C)) AUGMENTEES MUST POSSESS 6 PASSPORT PHOTOGRAPHS FOR VISA PROCESSING.**

**((3)) BELOW ARE PERSONNEL ASSIGNMENTS BY COMPONENT FOR FY99:**

MISSION	MEDICAL PERSONNEL			
	CINCPACFLT	USARPAC	SOCPAC	PACAF
99-1L	2	1	1/1A	
53RD JFA	3	3	3	
99-2L	1/1A	2	1	
54TH JFA	3	3	3	
99-3L	1	1A	1	2
55TH JFA	2/1A		3	3
99-4L	2	1	1/1A	
56TH JFA	3	3	3	
99-5L	1/1A	2	1	
57TH JFA	3	3	3	
CAMBODIA*	3			

**@ - REQUIRES A MEDICAL DOCTOR FOR MEDICAL CAPABILITIES PROGRAM**

MISSION	COMMUNICATIONS PERSONNEL			
	MARFORPAC	CINCPACFLT	USARPAC	PACAF
99-1L	2/1A			
53RD JFA	6/2A			
99-2L		2/1A		
54TH JFA		6/2A		

99-3L		2/1A	
55TH JFA		6/2A	
99-4L			2/1A
56TH JFA			6/2A
98-5L	2/1A		
57TH JFA	2/1A		
CAMBODIA*	3/1		

LIFE SUPPORT TECHNICIANS

MISSION	CINCPACFLT	PACAF
99-1L	3	
53RD JFA		4
99-2L		3
54TH JFA	4	
99-3L	3	
55TH JFA		4
99-4L		3
56TH JFA	4	
99-5L	3	
57TH JFA		4
CAMBODIA*		2

EOD PERSONNEL

	MARFORPAC	CINCPACFLT	USARPAC	PACAF	CILHI
99-1L	1	1/1A	1	1/1A	
53RD JFA		2/1A		3/1A	
99-2L	1		2	/1A	1/1A
54TH JFA	1	2	1/2A	2	
99-3L		1/1A	2	1	/1A
55TH JFA	3/1A	1/1A		2	
99-4L	1	1	2/1A	/1A	
56TH JFA	1	2/1A	3	/1A	
99-5L	1	1	1/1A	1/1A	
57TH JFA	1/1A	2/1A	2		1
CAMBODIA	1	1	/1A		

A - DENOTES ALTERNATES IN THE EVENT A PRIMARY CANDIDATE IS UNABLE TO DEPLOY WITH THE MISSION. ALTERNATES MUST BE FULLY PREPARED TO GO AND ALL PASSPORT DATA FORWARDED TO JTF AS IF DEPLOYING WITH THE MAIN BODY FOR COUNTRY CLEARANCE PURPOSES.

CAMBODIA\* - ANY MISSION IN CAMBODIA WILL BE IDENTIFIED AT A LATER DATE, HOWEVER AUGMENTEE PROJECTIONS ARE INDICATED FOR FISCAL AND PERSONNEL PLANNING. MOST LIKELY DATES WILL BE BETWEEN JANUARY AND MAY 1999.

9 - AUGMENTEE REQUIREMENTS CHECKLIST

((A)) PURPOSE. THE PURPOSE OF THIS APPENDIX IS TO PROVIDE THE INDIVIDUAL AUGMENTEE WITH A CHECKLIST IN PREPARATION FOR DEPLOYMENT TO SE ASIA.

((B)) TRAINING

TOP PHYSICAL CONDITION

- CAN CARRY A 30 LB PACK 10 KM WITHIN 1 HR 45 MIN
- CAN OPERATE IN AUSTERE ENVIRONMENT FOR 30 DAYS
- HAS RECEIVED TERRORISM AWARENESS TRAINING
- CAN PERFORM DROWN PROOF TRAINING

((C)) MEDICAL

- NO MEDICAL PROFILE
- BLOOD TYPE VERIFICATION
- CURRENTLY NOT ON MEDICATION WHICH REQUIRES AVOIDING DIRECT SUNLIGHT
- NO PRIOR HISTORY OF HEAT STROKE/EXHAUSTION
- HAS REQUIRED MEDICAL ALERT TAGS

G6PD ENZYME SCREENING  
RECEIVED THE FOLLOWING IMMUNIZATIONS  
PLAGUE  
JAPANESE ENCEPHALITIS  
RABIES  
IMMUNE SERUM GLOBULIN OR HEPATITIS A VACCINE  
ORAL POLIO BOOSTER  
TB PPD PRIOR TO DEPLOYMENT  
TB PPD 8-12 WEEKS AFTER RE DEPLOYMENT  
BEGIN MALARIA PROPHYLAXIS (AT JTF-FA)  
COMPLETE MALARIA PROPHYLAXIS AT HOME STATION

((D)) ADMINISTRATION

TWO IDENTIFICATION TAGS  
UPON NOTIFICATION OF ASSIGNMENT TO AUGMENT  
JTF-FA MISSION, INDIVIDUAL IMMEDIATELY  
CONTACTS JTF-FA AND PROVIDES THE FOLLOWING  
PASSPORT DATA TO JTF-FA/J3 ADMIN 808 477-7121  
DSN 477-7121  
FULL NAME  
DATE OF BIRTH  
SSN  
PLACE OF BIRTH  
BRANCH OF SERVICE  
PASSPORT PLACE OF ISSUE  
PASSPORT ISSUE DATE  
PASSPORT EXPIRATION DATE  
LEVEL OF SECURITY CLEARANCE  
POSSESSES 6 PASSPORT PHOTOS  
PASSPORT CONTAINS A MINIMUM 5 BLANK PAGES  
UNIT ORDERS TELL INDIVIDUAL TO REPORT TO JTF-FA  
ORDERS INDICATE THAT GOVERNMENT MESSING AND  
BILLETING ARE NOT AVAILABLE  
JTF-FA NOTIFIED OF FLIGHT ITINERARY TO HONOLULU  
INTERNATIONAL AIRPORT OR HICKAM AFB  
FLIGHT  
AIRLINE  
ARRIVAL TIME  
INDIVIDUAL HAS RECEIVED FULL TRAVEL ADVANCE AND  
HAS THE CASH IN HAND

((E)) MEDICAL AUGMENTEES

ARRIVE TWO WEEKS PRIOR TO DEPARTURE FROM HICKAM  
IN ORDER TO COMPLETE REQUIRED TRAINING

((F)) ALL OTHER AUGMENTEES

ARRIVE SUNDAY PRIOR TO DEPLOYMENT

((G)) PERSONAL EQUIPMENT

FLASHLIGHT  
LEATHER WORK GLOVES  
2 X PADLOCKS  
DUFFEL BAG(S)  
RUCK SACK (MIL ISSUE) OR BACK PACK (CIV TYPE)  
CIV WET WEATHER PARKA/TROUSERS (NO CAMOUFLAGE)  
PONCHO LINER  
SLEEPING BAG (CHECK WITH JTF-FA FOR AREA OF  
OPERATION AND SEASONAL REQUIREMENT)  
WATERPROOF BAG(S)  
COMPASS  
INSECT REPELLENT/BAR/BARRIER NET  
KNIFE/MULTI-PLIER TOOL  
OTHER FIELD EQUIPMENT TO SUSTAIN BASE CAMP OR  
FIELD OPERATIONS  
CIVILIAN ATTIRE FOR FIELD OPERATIONS  
CIVILIAN ATTIRE FOR LIBERTY

BDU S/CAMMIES FOR DUTY WHILE AT JTF-FA  
HEADQUARTERS

((H)) BAGGAGE ALLOWANCE. AUGMENTEES ARE AUTHORIZED  
325 LBS OF TOTAL BAGGAGE WEIGHT ALLOWANCE. THIS INCLUDES  
FOOTLOCKERS, CHECKED BAGGAGE, FOOD, AND CARRY ON ITEMS.

10 - RISK AND SAFETY ASSESSMENT (AUR)

11 - OPERATIONS SECURITY (AUR)

D. LOGISTICS

(1) REFERENCES (UAR).

(2) SITUATION. PER BASIC OPLAN.

(3) MISSION. PER BASIC OPLAN.

(4) EXECUTION. PER BASE OPLAN.

(A) CONCEPT OF LOGISTIC SUPPORT

((1)) PHASE I: PREPARATION PHASE. ALL OFF-ISLAND  
AUGMENTEES WILL RESIDE IN DESIGNATED GOVERNMENT APPROVED LODGING UNTIL  
DEPLOYMENT TO SE ASIA. EQUIPMENT NOT AVAILABLE AT HOME STATION IS  
DRAWN ON A BY EXCEPTION BASIS IN HAWAII WITH NOTIFICATION TO JFA-  
FA/J4 NLT D-21. ALL PERSONAL FOOTLOCKERS, EQUIPMENT, AND SUPPLIES  
NOT PREPOSITIONED AT THE U TAPAO WAREHOUSE, ARE PALLETIZED AT HICKHAM  
AFB PER REF A.

((2)) PHASE II: DEPLOYMENT TO THAILAND. SAAM UPON  
APPROVAL IN U'TAPAO AIRCRAFT IS UNLOADED FOR RECONFIGURATION FOR  
FOLLOW ON SAAM FLIGHT AIRCRAFT (A/C) PER REF A. TEAMS DRAW REQUIRED  
PREPOSITIONED EQUIPMENT FROM U TAPAO WAREHOUSE. CILHI NCOIC PREPARES  
EQUIPMENT FOR DEPLOYMENT INTO COUNTRY. ALL DEPLOYMENT A/C ARE SAAM.  
RESUPPLY FLIGHTS ARE CHANNEL (CHNL) MISSIONS.

((3)) PHASE III: DEPLOYMENT TO COUNTRY OF OPERATION.  
TEAMS UNLOAD SAAM A/C AND INVENTORY/PREPARE EQUIPMENT FOR DEPLOYMENT  
TO FIELD SITES. DETS PREPOSITION EQUIPMENT STORED IN HN AT FIELD  
SITE OR PREPARE EQUIPMENT FOR TRANSPORTATION TO FIELD SITE.

((4)) PHASE IV: FIELD OPERATIONS. DETS ARE  
RESPONSIBLE FOR COORDINATION OF ALL SUPPORT REQUIRED BY TEAMS AT  
COUNTRY SITES. THIS IS ACCOMPLISHED PRIMARILY THROUGH HN SUPPORT  
ARRANGEMENTS VIA LOCAL CONTRACTS AND BLANKET PURCHASE AGREEMENTS.

((5)) PHASE V: REDEPLOYMENT TO THAILAND. TEAMS  
CLEAN, INVENTORY, AND TURN IN EQUIPMENT DRAWN IN COUNTRY AND PREPARE  
ALL OTHER EQUIPMENT FOR RETURN ON SAAM A/C PER REF A. AN INVENTORY  
LIST OF CONSUMED SUPPLIES AND MAINTENANCE REPORTS IDENTIFYING NON  
MISSION CAPABLE EQUIPMENT ARE SUBMITTED TO DET ADMIN PERSONNEL FOR  
RESUPPLY AND CORRECTIVE ACTIONS NLT ENDOP-1.

((6)) PHASE VI: REDEPLOYMENT TO HAWAII. TEAMS  
OFFLOAD SAAM A/C AND PREPARE FOR TURN IN OF PREPOSITIONED EQUIPMENT  
TO WAREHOUSE NCOIC. INVENTORY AND MAINTENANCE FORMS ARE COMPLETED ON  
ALL PERSONAL FOOTLOCKERS AND EQUIPMENT FOR TURN IN TO UTAPAO  
WAREHOUSE. ALL OTHER EQUIPMENT IS PALLETIZED PER REF A FOR FOLLOW ON  
SAAM A/C. LIFE SUPPORT AND ADMINISTRATIVE REQUIREMENTS ARE  
COORDINATED BY DET 1.

((7)) PHASE VII: POST DEPLOYMENT. TEAMS OFFLOAD  
CARGO, BREAK DOWN PALLETS, CONDUCT EQUIPMENT MAINTENANCE AND  
INVENTORY OF ALL PERSONAL AND MISSION EQUIPMENT. ISSUED EQUIPMENT IS  
RETURNED TO ISSUE POINT. LOSSES ARE REPORTED PER REF A OF ANNEX D.

(B) TASKS. JTF-FA DETACHMENT COMMANDERS

((1)) COORDINATE OPERATIONAL AND LOGISTICS CONCEPTS  
WITH HNS AND PROPOSE ADJUSTMENTS TO WORK PLAN BASED ON HN APPROVAL.

((2)) COORDINATE BILLETING FOR TEAMS WHILE IN HN.

((3)) DEVELOP WATER PLAN AND PURCHASE BOTTLED WATER  
TO SUPPORT TEAMS DURING OPERATIONS.

((4)) COORDINATE GROUND/AIR TRANSPORTATION, TO  
INCLUDE CARGO TRUCKS, BOATS, HELICOPTERS AND VEHICLES TO TRANSPORT  
RECOVERY EQUIPMENT AND PERSONNEL TO AND FROM SITES AS REQUIRED.

((5)) PREPARE AND PREPOSITION RECOVERY TEAM  
EQUIPMENT.

((6)) COORDINATE WITH HN FOR LABORERS DURING OPERATIONS.

((7)) ASSIST TEAM LEADERS AND HQ JTF-FA IN THE COORDINATION AND PAYMENT OF HN REIMBURSABLE COSTS.

((8)) SUBMIT HELICOPTER TRACKING MATRIX DAILY DURING JFAS AS PART OF THE DAILY SITREP. SEE APPENDIX 1.

((9)) MAINTAIN A MINIMUM OF FIVE CASES OF MRE'S FOR EMERGENCY PURPOSES. DET 1 WILL MAINTAIN SE ASIA EMERGENCY STOCKS AT U'TAPAO WAREHOUSE.

((10)) REVIEW AND CERTIFY INVOICES AS APPLICABLE.

((11)) MAINTAIN APPLICABLE BUDGET LOGS.

((12)) ADHERE TO BUDGET GUIDANCE INSTRUCTION PER REF

B.

(C) CLASSES OF SUPPLY

((1)) CLASS I. (SUBSISTENCE)

((A)) PHASES I THROUGH III. COMMERCIAL DINING FACILITIES ARE AVAILABLE ON ISLAND FOR AUGMENTEES. PERSONNEL MAY PURCHASE SUBSISTENCE ITEMS IN HAWAII FOR CONSUMPTION WHILE DEPLOYED TO SE ASIA. SUBSISTENCE MAY BE PACKAGED IN ONE OR MORE FOOTLOCKERS. FOOTLOCKERS SHALL NOT EXCEED 125 LBS FOR SAFETY REASONS. FOOTLOCKERS ARE MARKED IAW REF A AND PALLETIZED FOR MILAIR MOVEMENT WITH DEPLOYING PERSONNEL INTO HNS. ADDITIONAL FOOD STUFFS MAY BE PURCHASED IN THAILAND FOR TRANSPORT INTO COUNTRY OF OPERATION.

((B)) PHASES III THROUGH V. VERY LITTLE SUBSISTENCE IS AVAILABLE WITHIN HNS THROUGH COMMERCIAL FACILITIES. JTF-FA MEMBERS AND AUGMENTEES WILL DEPLOY WITH 30 DOS FOOD SUPPLIES. PRECAUTIONS FOR SUBSISTENCE AND WATER ARE LISTED IN JTF-FA APPN 8 OF ANNEX C. BOTTLED WATER IS PROVIDED BY DET 1 AT U'TAPAO WAREHOUSE DURING OFFLOAD OF SAAM A/C AND ONLOAD OF SAAM A/C INTO HNS. TEAM LEADERS WILL DRAW REQUIRED EMERGENCY MRE'S FROM U'TAPAO WAREHOUSE NCOIC FOR DEPLOYMENT INTO HNS. DURING DEPLOYMENTS, INDIVIDUALS WILL SUBSIST ON FOOD STORES FROM PACKED FOOTLOCKERS WHILE OPERATING IN REMOTE LOCATIONS AND/OR FROM COMMERCIAL FACILITIES WHEN AVAILABLE. BOTTLED WATER IS PROVIDED AND COORDINATED BY DETACHMENTS. ALL MRE'S ISSUED BY TEAM LEADERS TO INDIVIDUALS ARE ACCOUNTED FOR AND APPROPRIATE DEDUCTIONS ARE MADE FROM PERSONNEL ON PER DIEM.

((C)) PHASES VI AND VII. UNCONSUMED MRE'S ARE RETURNED TO U TAPAO WAREHOUSE NCOIC. RESUPPLY ACTIONS ARE FORWARDED BY DET 1 LOG OIC.

((2)) CLASS II (INDIVIDUAL EQUIPMENT)

((A)) PHASES I THROUGH III. DEPLOYING PERSONNEL WILL PACKAGE INDIVIDUAL EQUIPMENT PER APPENDIX 2 WITH NO MORE THAN A TOTAL WEIGHT LIMIT OF 225 LBS OF MISSION ESSENTIAL EQUIPMENT/PERSONAL GEAR. AUGMENTEES AND PERSONNEL DEPLOYING ON A FIRST MISSION OR REDEPLOYING FROM FINAL MISSIONS ARE AUTHORIZED AN ADDITIONAL 100 LBS. SEE APPENDIX 9, ANNEX C. AUGMENTEES WILL DEPLOY FROM HOME STATION WITH MISSION ESSENTIAL EQUIPMENT. EQUIPMENT UNAVAILABLE AT HOME STATIONS IS DRAWN FROM CENTRAL ISSUE FACILITY (CIF) HAWAII OR FROM JTF-FA/J4 ON A BY EXCEPTION BASIS WITH 14 DAYS PRIOR NOTICE TO JTF-FA/J4. ALL EQUIPMENT IS PALLETIZED FOR MILAIR TRANSPORT WITH DEPLOYING PERSONNEL.

((B)) PHASES IV AND V. LIMITED INDIVIDUAL EQUIPMENT IS AVAILABLE WITHIN HNS. PERSONNEL WITH GEAR STORED AT UTAPAO WAREHOUSE WILL PALLETIZE ADDITIONAL EQUIPMENT PER REF A FOR MOVEMENT INTO HNS.

((C)) PHASES VI AND VII. PERSONAL EQUIPMENT IS CLEANED AND PACKAGED INSIDE FOOTLOCKERS. CHECKED BAGGAGE AND CARRY ON ITEMS ARE PACKED FOR REDEPLOYMENT ON MILAIR. APPLICABLE FOOTLOCKERS ARE STORED AT U'TAPAO WAREHOUSE. AUGMENTEE EQUIPMENT DRAWN FROM CIF HAWAII OR JTF-FA/J4 IS RETURNED. SEVENTY-TWO HOUR BAGS ARE DEPLOYED AND RE DEPLOYED TO AND FROM IN THE POSSESSION OF THE INDIVIDUAL.

((3)) CLASS III. (PETROLEUM, OIL, LUBRICANTS)

((A)) PHASES I THROUGH III. DETS COORDINATE WITH HN FOR ESTIMATED FUEL REQUIRED FOR JFA. OIL AND LUBRICANT REQUIREMENTS NOT AVAILABLE IN HN ARE IDENTIFIED TO J4. THESE ITEMS ARE PALLETIZED PER REF A FOR TRANSPORT WITH DEPLOYING PERSONNEL.

((B)) PHASES IV AND V. PURCHASE OF VEHICLE AND AVIATION FUEL IS COORDINATED BY DETS. LIMITED PACKAGED POL IS AVAILABLE WITHIN HNS.

((C)) PHASES VI AND VII. NONE.

((4)) CLASS IV. CONSTRUCTION MATERIALS

((A)) PHASES I THROUGH III. REQUIRED CONSTRUCTION ITEMS UNAVAILABLE OR TOO EXPENSIVE WITHIN HNS ARE IDENTIFIED TO J4. ITEMS ARE PURCHASED LOCALLY AND PALLETIZED FOR TRANSPORT WITH DEPLOYING PERSONNEL. PREPOSITIONED ITEMS ARE STORED IN U'TAPAO WAREHOUSE, HANOI, AND SAVANNAHKET, LPDR. THERE ARE NO CLASS IV MATERIALS IN KOC.

((B)) PHASES IV AND V. REQUIRED MATERIALS ARE DRAWN BY TEAM LEADERS FROM U'TAPAO WAREHOUSE TO AUGMENT PREPOSITIONED

MATERIALS WITHIN LAOS AND VIETNAM. MATERIALS ARE PALLETIZED FOR AIR TRANSPORT WITH PERSONNEL INTO HN. UNFORCASTED REQUIREMENTS ARE COORDINATED WITH DET AND PURCHASED WITHIN HN.

((C)) PHASES VI AND VII. ALL PREPOSITIONED MATERIALS IN SERVICEABLE CONDITION ARE RETURNED TO RESPECTIVE ISSUE POINTS WITHIN HN. PREPOSITIONED MATERIALS ARE PALLETIZED FOR AIR TRANSPORT WITH PERSONNEL TO U'TAPAO WAREHOUSE. SHORTAGES ARE IDENTIFIED TO THE DET LOGISTIC PERSONNEL FOR RESUPPLY.

((5)) CLASS V. (AMMUNITION)

((A)) PHASES I THROUGH III. DEMOLITIONS REQUIRED IN EXCESS OF QUANTITIES PREPOSITIONED AT U'TAPAO AMMUNITION STORAGE POINT (ASP) AND VIENTIANE ARE FORWARDED TO J4 AND J3/EOD NCOIC. DEMO REQUIREMENTS ARE FORWARDED TO USARPAC AMMUNITION OFFICER. DEMO IS DRAWN FROM THEATER STOCKS IN JAPAN AND FORWARDED TO U TAPAO ASP VIA MILAIR.

((B)) PHASES IV AND V. EOD OPERATIONS WILL BE IAW REF C.

((C)) PHASES VI AND VII. ALL UNCONSUMED CLASS V ARE RETURNED TO RESPECTIVE DETS FOR STORAGE. POC FOR ALL EOD OPERATIONS IS JTF-FA/J3 EOD REP.

((6)) CLASS VI. (PERSONAL DEMAND ITEMS)

((A)) PHASES I THROUGH III. ALL PERSONAL ITEMS ARE PACKAGED INTO INDIVIDUAL FOOTLOCKERS AND AUTHORIZED BAGGAGE IAW APPENDIX 2. ITEMS ARE PALLETIZED FOR MILAIR TRANSPORT WITH DEPLOYING PERSONNEL INTO HN.

((B)) PHASES IV THROUGH V. CLASS VI IS AVAILABLE WITHIN HNS BUT NOT IN REMOTE LOCATIONS.

((C)) PHASES VI AND VII. N/A

((7)) CLASS VII. (MAJOR END ITEMS).

((A)) PHASES I THROUGH III. ALL REQUIRED TENTAGE, PUMPS, CHAINSAWS, GENERATORS, AND OTHER ITEMS IN EXCESS OF PREPOSITIONED ITEMS AT U TAPAO, HANOI, AND SAVANAHKET ARE IDENTIFIED BY TEAM LEADERS TO J4 OFFICE NLT D-30. IF ITEMS ARE REQUIRED IN SUPPORT OF RE S, THEN SUBMIT REQUISITIONS TO CILHI S-4. ITEMS ARE PALLETIZED FOR AIR TRANSPORT WITH DEPLOYING PERSONNEL.

((B)) PHASES IV AND V. TEAM LEADERS DRAW REQUIRED PREPOSITIONED ITEMS FROM U TAPAO WAREHOUSE THAT ARE NOT AVAILABLE IN SUFFICIENT QUANTITIES OR AVAILABLE IN PREPOSITIONED STOCKS AT HANOI OR SAVANAKHET. PREPOSITIONED ITEMS ARE NOT MAINTAINED IN KOC. ITEMS DRAWN FROM UTAPAO WAREHOUSE ARE PALLETIZED FOR TRANSPORT ON MILAIR TO HNS. PREPOSITIONED ITEMS INSIDE HNS ARE DRAWN BY TEAM LEADERS AND TRANSPORTION IS COORDINATED BY DET. EMERGENCY ITEMS ARE PURCHASED IN HN IF AVAILABLE.

((C)) PHASES VI AND VII. ITEMS DRAWN FROM PREPOSITIONED STOCKS ARE RETURNED CLEAN AND IN SERVICEABLE CONDITION TO ISSUE POINTS. UNSERVICEABLE ITEMS ARE RETURNED CLEANED WITH MALFUNCTIONS IDENTIFIED TO DET ADMIN PERSONNEL FOR CORRECTIVE ACTION.

((8)) CLASS VIII. (MEDICAL). SEE ANNEX Q.

((9)) CLASS IX. (REPAIR PARTS)

((A)) PHASES I THROUGH III. PAJERO, CUCV, AND JEEP REPAIR PARTS ARE PROVIDED BY JTF-FA HQ AND LOCAL VENDORS AS REQUIRED WITH THE EXCEPTION OF DET 1. EMERGENCY REPAIR PARTS FOR VEHICLES PARTICIPATING IN JFA S ARE IDENTIFIED BY DET S TO J4 FOR ACTION. PARTS ARE PALLETIZED FOR TRANSPORT WITH JFA PERSONNEL. DET 2 MAINTAINS PREPOSITIONED STOCKS OF VEHICLE PARTS IN THE RANCH COMPOUND. DET 3 MAINTAINS PREPOSITIONED STOCKS OF VEHICLE PARTS AT INTER AUTO REPAIR CO LTD.

((B)) PHASES IV AND V. TEAM LEADERS ARE BRIEFED BY DET PERSONNEL ON PROPER MAINTENANCE ACTIONS PRIOR TO VEHICLE USE. EMERGENCY REPAIR ACTIONS ARE CONDUCTED IAW REF D.

((C)) PHASES VI AND VII. TEAM LEADERS REPORT ANY MAINTENANCE ACTIONS PERFORMED ON VEHICLES PER REF D TO DET ADMIN PERSONNEL. MECHANICAL REPAIRS REQUIRED IN HNS ARE PERFORMED AT THE FOLLOWING PRIMARY LOCAL VENDORS: IN SRV AT V-75, IN LPDR AT INTER AUTO CO LTD, IN KOC AT K-SERVICES.

((10)) CLASS X. (NON-MILITARY PROGRAMS). ALL NON STANDARD EQUIPMENT AND SUPPLIES ARE COORDINATED WITH J4 FOR PURCHASE AND MOVEMENT INTO SOUTHEAST ASIA.

(5) APPENDICES:

1 - HELICOPTER MATRIX (AUR)

2 - BAGGAGE AND EQUIPMENT PROCEDURES AND ALLOWANCES (AUR)

E. PERSONNEL

(1) REFERENCES

(A) JTF-FA INST 1650.1A, AWARDS PROGRAM, DTD 02 OCT 96

(2) GENERAL

(A) PURPOSE. THE PURPOSE OF THIS ANNEX IS TO PRESCRIBE POLICY AND PROCEDURES IN PROVIDING PERSONNEL SERVICE SUPPORT TO ALL PERSONNEL DURING JTF-FA OPERATIONS.

(B) CONCEPT. PROVIDE PERSONNEL SERVICE SUPPORT AS FEASIBLE DURING ALL PHASES OF JFA OPERATIONS. THIS INCLUDES PROVIDING TAD/TDY ORDERS FOR JTF-FA PERSONNEL, TECHNICAL ASSISTANCE TO SUPPORTING UNITS, ORDERS ENDORSEMENTS FOR AUGMENTEES AND VERIFICATION OF RECORD OF EMERGENCY DATA PRIOR TO DEPLOYING TO SE ASIA.

(3) PERSONNEL POLICIES AND PROCEDURES

(A) GENERAL GUIDANCE. UPON CHECKING INTO HEADQUARTERS JTF-FA, AUGMENTEE PERSONNEL WILL HAVE THEIR ORDERS ENDORSED AND FILL OUT EMERGENCY DATA FORMS DURING THEIR IN BRIEFING.

(B) MORALE, WELFARE, AND RECREATION. THERE ARE NO MWR FACILITIES IN SE ASIA FOR JTF-FA OPERATIONS.

(C) CASUALTY REPORTING. CASUALTY REPORTING WILL BE COORDINATED BY THE DETACHMENT COMMANDERS THROUGH HQ, JTF-FA.

(D) DECORATIONS AND AWARDS. SEE REF A.

(E) IMMINENT DANGER PAY. SEE APPENDIX 1

(F) MILITARY LAW, DISCIPLINE, AND ORDER. ALL PERSONNEL WILL ADHERE TO THE JTF-FA STANDARDS OF CONDUCT POLICY (APPENDIX 7, ANNEX C) AND THE UNIFORM CODE OF MILITARY JUSTICE.

(G) MEDICAL RETURNEES TO DUTY. SEE ANNEX Q.

(H) PROMOTIONS. PARENT UNITS HAVE THE RESPONSIBILITY OF NOTIFYING AUGMENTEE PERSONNEL DIRECTLY OR THROUGH HQ, JTF-FA OF THEIR PROMOTION STATUS.

(I) SINGLE OR DUAL MILITARY SERVICE PARENTS. PERSONNEL WITHOUT A FAMILY CARE PLAN IN EFFECT AT THEIR PARENT ORGANIZATION ARE NON DEPLOYABLE AND WILL NOT AUGMENT JFAS.

(J) LEAVE

(1) EMERGENCY LEAVE

((A)) JTF-FA/J1 AND DETACHMENT COMMANDERS WILL COORDINATE ALL EMERGENCY LEAVE. IN ORDER TO OBTAIN FUNDED EMERGENCY LEAVE, RED CROSS NOTIFICATION IS REQUIRED. DETACHMENT COMMANDERS HAVE FINAL DECISION ON GRANTING LEAVE. ONCE APPROVED, AUGMENTEES AND JTF-FA PERSONNEL WILL HAVE GOVERNMENT PROCURED TRANSPORTATION ISSUED FROM THEIR LOCATION IN SOUTHEAST ASIA TO THE CLOSEST CONUS PORT OF ENTRY.

((B)) J1 WILL COORDINATE WITH THE APPROPRIATE PACOM SERVICE ELEMENT FOR THE FUND CITE FOR TRAVEL FROM SE ASIA OR HAWAII TO THE WEST COAST. J1 WILL MODIFY ORDERS FOR JTF-FA PERSONNEL AND RECOUP THE REQUIRED PORTION OF PER DIEM. SUPPORTING UNITS ARE RESPONSIBLE FOR RECOUPMENT OF FUNDS FROM THEIR INDIVIDUAL SERVICE MEMBERS.

(2) LEAVE TRAVEL TO SOUTHEAST ASIA. REQUESTS FOR LEAVE AND ALL TRAVEL TO SOUTHEAST ASIA MUST BE APPROVED BY THE COMMANDER, JTF-FA. PERSONNEL INTENDING TO TRAVEL TO SOUTHEAST ASIA ON LEAVE SHALL CLEARLY STATE THAT INTENTION IN WRITING ON THE LEAVE REQUEST FORM AND SUBMIT TO COMMANDER, JTF-FA FOR FINAL APPROVAL VIA DETACHMENT COMMANDER, DIRECTORATE HEAD, OR CILHI COMMANDER. ADDITIONALLY, ONCE TRAVEL IS APPROVED, PERSONNEL WILL FOLLOW INSTRUCTIONS IN THE FOREIGN CLEARANCE GUIDE FOR REQUESTING TRAVEL CLEARANCE. JTF-FA J1 WILL PROVIDE A COPY OF LEAVE PAPERS TO DETACHMENT 1. DETACHMENT COMMANDERS HAVE THE AUTHORITY TO APPROVE PERMANENT PARTY PERSONNEL LEAVE REQUESTS. LEAVE REQUESTS FOR SRV, LPDR AND KOC WILL NOT NORMALLY BE APPROVED. A LEAVE REQUEST MUST BE SUBMITTED TO THE J3 FOURTEEN DAYS PRIOR TO JFA DEPARTURE FROM HAWAII AND A REQUEST FOR COUNTRY CLEARANCE MUST BE INITIATED BY THE PARENT COMMAND IN ACCORDANCE WITH THE FOREIGN CLEARANCE GUIDE.

(K) TAD/TDY PAY. SEE APPENDIX 1

(L) ID TAGS: TWO ID TAGS ARE REQUIRED. MEDICAL WARNING TAGS, IF REQUIRED, WILL BE IN THE INDIVIDUAL'S POSSESSION AT ALL TIMES.

(M) PASSPORTS. SEE APPENDIX 8, ANNEX C.

(N) PASSPORT/VISA PHOTOS. PERSONNEL WILL HAVE SIX PASSPORT SIZE PHOTOS FOR VISA REQUIREMENTS AND UNFORESEEN TRAVEL WITHIN SE ASIA.

(3) FINANCE AND DISBURSING: SEE APPENDIX 1

(4) LEGAL

(A) STATUS OF FORCES AGREEMENT (SOFA). THE US HAS NO SOFA WITH SRV, LPDR, KOC OR THAILAND. JTF-FA PERSONNEL AND AUGMENTEES ARE AFFORDED THE SAME PROTECTION AS A CITIZEN TOURIST AND ARE SUBJECT TO LOCAL LAWS.

(B) LEGAL ASSISTANCE. LEGAL ASSISTANCE IS NOT PROVIDED DURING DEPLOYMENTS TO SE ASIA. PERSONAL LEGAL MATTERS SHOULD BE ACCOMPLISHED PRIOR TO DEPARTURE FROM THE PARENT UNIT.

(5) MILITARY POSTAL SERVICES. REGULAR MAIL DELIVERY IS NOT AVAILABLE TO JFA MEMBERS DUE TO THE SHORT DURATION OF THE OPERATIONS. THOSE DEPLOYING SHOULD PUT THEIR MAIL ON HOLD AS IT CAN NOT BE LEGALLY HAND CARRIED INTO SE ASIA. FOR THOSE INDIVIDUALS WHO WISH TO SEND MAIL WHILE DEPLOYED, MAIL MUST BE FERRIED OUT OF THE FIELD BACK TO THE EMBASSY FOR ITS EVENTUAL RELEASE ON A CHANNEL FLIGHT.

(6) APPENDIX:

1 - FINANCE AND DISBURSING (AUR)

F. PUBLIC AFFAIRS

(1) SITUATION

(A) GENERAL. THIS ANNEX ASSIGNS RESPONSIBILITIES AND PROVIDES GUIDANCE FOR PA ACTIONS ASSOCIATED WITH JTF-FA OPERATIONS.

(B) ENEMY. N/A

(C) FRIENDLY. ASSISTANT SECRETARY OF DEFENSE (ASD)(PA), DPMO(PA), USCINCPAC, JO1PA, USACILI(EXTERNAL LIAISON OFFICE), US INFORMATION AGENCY(AMEMB-BANGKOK, HANOI, VIENTIANE, PHNOM PENH).

(D) POLICY. DPMO(PA) ESTABLISHES POLICY REGARDING POW/MIA OPERATIONS. USCINCPAC, JO1PA ESTABLISHES PA POLICY REGARDING OPERATIONS IN THEATER.

(E) ASSUMPTIONS

((1)) JTF-FA OPERATIONS WILL CONTINUE TO ATTRACT ATTENTION FROM US AND INTERNATIONAL MEDIA.

((2)) HNS WILL SUPPORT REPORTING ON JTF-FA OPERATIONS AS LONG AS THE REPORTING SUPPORTS A POSITIVE VIEW OF THE HN AIDING IN A HUMANITARIAN MISSION.

((3)) JTF-FA OPERATIONS WILL NOT BE CANDIDATES FOR COVERAGE BY DOD MEDIA POOLS.

(2) MISSION. SEE BASIC PLAN.//

BT

#0002

NNNN

OTTUZDKW RUHEMAD0003 1661702-UUUU--RUHPSUU.  
ZNR UUUUU  
O P 151702Z JUN 98 ZDK  
FM CDR JTF-FA HONOLULU HI//J3//  
TO AIG 960  
INFO USCINTRANS SCOTT AFB IL//TCJ3-OD//  
HQ AMC SCOTT AFB IL//SAAM//  
HQ AMC TACC COMMAND CENTER SCOTT AFB IL//XOOZ/TRKX//  
NAVCSRF HONOLULU HI//PW-MIA//  
CINCPACFLT PEARL HARBOR HI//N3/N6/N45/NOIM/N1/N13//  
COMMARFORPAC//G1/G3/G6//  
CG I MEF//G1/G6//  
CG III MEF//G1/G6//  
USARPAC INTEL FT SHAFTER HI  
HQ PACAF HICKAM AFB HI//DO/SGX/SGO/SGN  
PACAF AOS HICKAM AFB HI//AOM/AOP//  
15ABW HICKAM AFB HI//CC/LG//  
15LGS HICKAM AFB HI//CC/LGSM//  
FISC PEARL HARBOR HI//OO//  
374OG YOKOTA AB JA//CC//  
374OSS YOKOTA AB JA//OSO/OSOO//  
374AW YOKOTA AB JA//OCO//  
374AES YOKOTA AB JA//SG/AO/AOE//  
BUMED WASHINGTON DC//27//  
AMEMBASSY HANOI//CJTFFA DET TWO//  
INFO USCINCPAC LO WASHINGTON DC  
13AF ANDERSEN AFB GU//CC/LG//  
CDRUSARPAC FT SHAFTER HI//APOP-OP/APLG-MV/APLG-MU-EODCT//  
CDR703MIBDE OPS KUNIA HI  
RSOC KUNIA HI//J342/JOC/J3M3/J3W//  
CDR205THMIBN FT SHAFTER HI//IAGPD//  
15OSS HICKAM AFB HI//DOX//  
635 AMSS HICKAM AFB HI//DO/DOCO/DOX//  
JFMO PAC HONOLULU HI  
354MDG EIELSON AK//SGOAR//  
COMNAVSURFRESFOR OPS FLTSUPP NEW ORLEANS LA//N3//  
COMNAVSPECWARCOM CORONADO CA//N10//  
BT  
UNCLAS //N03460//  
PART ONE OF THREE-PART TWO IDENT IS 151701Z JUN 98-PART THREE IDENT  
IS 151702Z JUN 98  
MSGID/GENADMIN/JTF-FA/1-99/MAY//  
SUBJ/JOINT TASK FORCE-FULL ACCOUNTING OPLAN 1-99//  
REF/A/RMG/CJCS/082354ZJAN92//  
REF/B/RMG/CJCS/222300ZJAN92//  
REF/C/RMG/CJCS/020046ZNOV91//  
REF/D/DOC/USCINCPAC//  
REF/E/RMG/SECDEF/061158ZAUG93//  
REF/F/RMG/USCINCPAC/5080-93//  
NARR/REF A IS CJCS ALERT ORDER. REF B IS CJCS EXECUTE ORDER. REF C  
IS CJCS PLANNING ORDER. REF D IS USCINCPAC/DIA MOU DEFINING  
RELATIONSHIP FOR POW-MIA OPS. REF E IS REORGANIZATION OF NATIONAL  
POW-MIA OPERATIONS. REF F IS USCINCPAC OPORD FOR EXPANDED POW-MIA  
OPERATIONS IN SE ASIA, OPERATION FULL ACCOUNTING.//  
POC/(b) (6) /DJ3(PLANS)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001/  
TEL:FAX DSN 477-5501//  
POC/(b) (6) /DJ3(AIR)/JTF-FA/CAMP SMITH, HI/TEL:DSN 477-3001//  
RMKS/

(3) EXECUTION. CONCEPT OF OPERATIONS. JTF-FA WILL PURSUE AN  
ACTIVE PA APPROACH. OPPORTUNITIES TO TELL THE FULLEST POSSIBLE  
ACCOUNTING STORY WILL BE EXPLOITED TO THE FULLEST OPPORTUNITY.

(A) PLANNING. PA PLANNING INCLUDES PUBLICATION OF

PA GUIDANCE FOR ALL JTF-FA OPERATIONS. PA GUIDANCE IS INTERNALLY STAFFED 30 DAYS PRIOR TO EACH JFA AND FORWARDED TO USCINCPAC JO1PA FOR STAFFING AND RELEASE 20 DAYS PRIOR TO EACH JFA.

(B) DEPLOYMENT. PA ASSETS DEPLOY IN SUPPORT OF JFA OPERATIONS AND DETACHMENT EVENTS AS NEEDED. PA ASSETS WILL DEPLOY TO SUPPORT ALL REPATRIATION CEREMONIES.

(C) OPERATIONS. JTF-FA/PA WILL CONDUCT OPERATIONS IN THEATER IN COORDINATION WITH USCINCPAC, JO1PA AND AMEMBASSY PA ASSETS. JTF-FA/PA HAS RELEASE AUTHORITY DURING OPERATIONS.

(4) TASKS

(A) DPMO(PA) WILL COORDINATE RELEASES RELATIVE TO IDENTIFICATION OF REMAINS WITH ASD(PA).

(B) JTF-FA/PA WILL:

((1)) SEE BASIC PLAN.

((2)) PREPARE AND EXECUTE BRIEFINGS.

(C) DETACHMENT COMMANDERS AND TEAM LEADERS WILL FOLLOW PA GUIDANCE AND THE JTF-FA HANDBOOK IN PROVIDING INFORMATION TO THE MEDIA.

(5) COORDINATING INSTRUCTIONS. DETACHMENT COMMANDERS AND TEAM LEADERS WILL REPORT ALL MEDIA CONTACT. ACCIDENTS OR OTHER OCCURRENCES WHICH MAY GENERATE MEDIA ATTENTION WILL BE REPORTED TO JTF-FA/PA VIA THE OUTSIDE OF NORMAL OPERATIONAL REPORTING REQUIREMENTS.

(6) ARRANGEMENTS FOR THE MEDIA. MEDIA, WHEN AUTHORIZED, WILL NORMALLY ACCOMPANY JTF-FA OPERATIONAL ELEMENTS AT A NO ADDITIONAL COST TO THE GOVERNMENT AND ON A NONINTERFERENCE BASIS. JTF-FA/PA WILL COORDINATE WITH MEDIA DEPLOYING INTO THEATER TO ENSURE PROPER PREPARATION (I.E. MONEY, INTERPRETERS, INOCULATIONS). TRANSPORTATION MAY BE PROVIDED SPECIFICALLY FOR MEDIA IN SPECIAL CIRCUMSTANCES, SUCH AS VIP MEDIA EVENTS. WHEN MEDIA ARE PROVIDED TRANSPORTATION, MEMBERS OF THE MEDIA MUST FILL OUT A WAIVER. SEE APPENDIX 1.

(7) VISUAL INFORMATION. INVESTIGATIVE TEAM LEADERS WILL ENSURE ALL INVESTIGATION AND RECOVERY SITES ARE DOCUMENTED THROUGH PHOTOGRAPHY AND VIDEOTAPE. NEWS MEDIA WILL NOT BE ALLOWED TO PHOTOGRAPH OR VIDEOTAPE REMAINS.

(8) APPENDIX:

1 - MEDIA WAIVER (AUR)

G. CIVIL AFFAIRS - OMITTED

H. ENVIRONMENTAL SERVICES - OMITTED

J. COMMAND RELATIONSHIPS

(1) GENERAL

(A) PURPOSE. ESTABLISH RELATIONSHIP BETWEEN JTF-FA AND

((1)) USCINCPAC

((2)) SERVICE COMPONENTS

((3)) JTF-FA DETACHMENTS

(B) SCOPE. THIS ANNEX DEFINES COMMAND RELATIONSHIPS APPLICABLE FOR CONDUCTING OPERATIONS TO ACHIEVE THE FULLEST POSSIBLE ACCOUNTING FOR AMERICANS STILL UNACCOUNTED IN SE ASIA WITH FORCES ASSIGNED TO, ATTACHED TO, AUGMENTING, OR IN SUPPORT OF JTF-FA.

(C) CONCEPT. USCINCPAC USES EXISTING COMMAND RELATIONSHIPS DEFINED IN USCINCPACINST C3020.2 AND REF F.

((1)) CJTF-FA IS TASKED TO ACHIEVE THE FULLEST POSSIBLE ACCOUNTING FOR AMERICANS MISSING IN SE ASIA WITH SUPPORT FROM USCINCPAC SERVICE COMPONENTS, SUPPORTING COMMANDS AND AGENCIES.

((2)) EXISTING MEMORANDUM(S) OF AGREEMENT OR UNDERSTANDING (MOA OR MOU) PROVIDED BY USCINCPAC IN THE FACILITATION OF POW-MIA OPERATIONS REMAIN IN EFFECT.

((A)) COMMAND RELATIONSHIPS

((1)) NCA. SECDEF RETAINS OVERALL

RESPONSIBILITY FOR CENTRALIZED PLANNING, NATIONAL LEVEL COORDINATION, AND RESOURCE ALLOCATION, EXERCISING OVERSIGHT THROUGH CJCS AND THE JOINT STAFF.

((2)) USCINCPAC PROVIDES SUPPORT FOR NATIONAL EFFORT THROUGH CENTRALIZED PLANNING AND EXECUTION. USCINCPAC EXERCISES COCOM OF ASSIGNED FORCES THROUGH COMMANDERS OF SERVICE COMPONENTS AND SUBORDINATE UNIFIED COMMANDS WHICH SUPPORT CJTF-FA.

((3)) USCINCPAC EXERCISES COCOM OVER JTF-FA, HQPACAF, CINCPACFLT, COMMARFORPAC, CDRUSARPAC, COMSOPAC, COMUSKOREA, COMMACCOM, COMUSJAPAN, AND JUSMAGTHAI. WITH THE EXCEPTION OF JTF-FA, ALL ARE SUPPORTING COMMANDS IN THE JTF-FA EFFORT. USACOM, USCINCTRANS, USCINCSOC, DIRNSA, CIA, DIA, USIA, OCEANCOMCEN, USACILHI, LSEL, HQ DMA, USDAO BANGKOK, AM EMBASSIES HANOI, VIENTIANE, AND PHNOM PENH PROVIDE SERVICES TO CJTF-FA.

((4)) CJTF-FA HAS OPCON OVER ELEMENTS DEPLOYED IN SUPPORT OF JTF-FA MISSION EXCEPT DIA WHICH IS ADCON WHEN DEPLOYED WITH JTF-FA ELEMENTS PER REF B OF THE BASIC ORDER. DIA PERSONNEL ARE SUBJECT TO THE JTF-FA STANDARDS OF CONDUCT WHEN DEPLOYED WITH JTF-FA PERSONNEL.

((5)) CJTF-FA INFORMS CHFJUSMAGTHAI ON ALL POW-MIA OPERATIONS ORIGINATING FROM OR TRANSITING THAILAND.

((6)) AUGMENTATION FORCES REMAIN OPCON TO USCINCPAC THROUGH SERVICE COMPONENT COMMANDERS UNTIL FORCES ARE TRANSFERRED TO THE OPCON OF CJTF-FA.

((7)) INVESTIGATIVE RECOVERY TEAMS WHILE DEPLOYED ARE OPCON OF THE DETACHMENT COMMANDER.

((B)) SUPPORT AND COORDINATION RELATIONSHIPS

((1)) CJTF-FA EXERCISES GENERAL DIRECTIVE AUTHORITY OVER THE SUPPORTING EFFORT PER JCS PUB 0-2, PARA 3-17C. THE TIME, PLACE, AND DURATION OF THE SUPPORTING EFFORT WILL BE AS DIRECTED BY CJTF-FA, THIS OPLAN AND SUBSEQUENT WARNING AND FRAG ORDERS.

((2)) STRENGTH OF FORCES ALLOCATED TO JTF-FA WILL BE DETERMINED BY THE CJTF-FA.

((3)) THE SUPPORTING MISSION IS SECOND IN PRIORITY IN RELATION TO THE PRIMARY MISSION OF THE SUPPORTING COMMANDER. THEREFORE, THE SUPPORTING FORCE MAY DEPART FROM THE JTF-FA MISSION IN THE EVENT OF EMERGENCY OR EXCEPTIONAL OPPORTUNITY. CJTF-FA MUST BE NOTIFIED IMMEDIATELY OF SUCH INTENT TO WITHDRAW SUPPORTING PERSONNEL.

((4)) MOAS EXISTING BETWEEN USCINCPAC AND SUPPORTING UNIFIED COMMANDS APPLY TO CJTF-FA.

((5)) USCINCPAC SERVICE COMPONENT COMMANDERS NORMALLY OPERATE IN SUPPORT OF CJTF-FA PROVIDING DIRECT SUPPORT PER JCS PUB 0-2.

((6)) POW/MIA ACTIVITIES ORIGINATING FROM OR TRANSITING JAPAN, KOREA, OR ALASKA WILL BE COORDINATED WITH RESPECTIVE UNIFIED COMMANDERS.

(2) ADDITIONAL GUIDANCE IS PROVIDED IN REF (F).

K. COMMAND, CONTROL, AND COMMUNICATIONS SYSTEMS

(1) GENERAL

(A) PURPOSE. PROVIDE GUIDANCE FOR THE INSTALLATION, OPERATION, AND MAINTAINENCE OF C3 SYSTEMS IN SUPPORT OF THE JTF-FA FY99 OPLAN.

(B) SITUATION

((1)) GENERAL. JTF-FA C3 SYSTEMS WILL PROVIDE CONTINUOUS 24 HOUR COMMUNICATIONS LINKS BETWEEN THE TEAMS IN THE FIELD, CORRESPONDING DETACHMENT HEADQUARTERS, AND JTF-FA HEADQUARTERS.

((2)) FRIENDLY. CINCPAC/J6 SUPPORTS JTF-FA C3 SYSTEMS WITH MAINTENANCE, EQUIPMENT, C3 TECHNICAL SUPPORT, AND ADVICE. EACH OF THE MAJOR SERVICE COMPONENTS WILL BE TASKED AT LEAST DURING THE FY TO PROVIDE COMMUNICATIONS PERSONNEL IN SUPPORT JTF-FA C3 FIELD OPERATIONS.

((3)) ASSUMPTIONS. JTF-FA WILL CONTINUE TO RECEIVE ONE SATELLITE COMMUNICATIONS CHANNEL ON SATELLITE 172E UHFFLTSAT TO FACILITATE JTF-FA COMMAND NET. CINCPAC/J6 WILL CONTINUE THE CURRENT LONG TERM TEMPORARY LOAN OF COMMUNICATIONS EQUIPMENT TO JTF-FA. ALL JTF-FA SATELLITE AND HF COMMUNICATIONS ARE MONITORED BY HNS.

(2) MISSION. TO INSTALL, OPERATE, AND MAINTAIN A COMMUNICATION ELECTRONICS ARCHITECTURE TO SUPPORT THE CJTF-FA WITH CONTINUOUS UNSECURE COMMAND AND CONTROL THROUGHOUT THE YEAR AND DURING ALL JFAS.

(3) EXECUTION

(A) GUIDING PRINCIPLES

((1)) SATELLITE COMMUNICATIONS (SATCOM) IS THE PRIMARY MEANS OF COMMUNICATIONS DURING ALL JFAS IN LPDR AND KOC. HF COMMUNICATIONS IS THE ALTERNATE. THE PRIMARY MEANS COMMUNICATING WITH LAO WESTCOAST HELICOPTER IS VIA HF. IN SRV, THE PRIMARY MEANS OF COMMUNICATION IS HF, INMARSAT IS THE ALTERNATE. WHEN AVAILABLE, LANDLINE AND CELLULAR TELEPHONE MAY BE USED AS ALTERNATE MEANS OF COMMUNICATION.

((2)) COMMUNICATIONS SYSTEMS WILL BE SIMPLE WHILE MAINTAINING RELIABILITY, SPEED, AND FLEXIBILITY.

(B) OPERATIONAL CONCEPTS

((1)) DURING EACH JFA, THE RESPECTIVE DETACHMENT WILL ACT AS NET CONTROL FOR THE MISSION. CJTF-FA RESERVES THE RIGHT TO TAKE NET CONTROL AS NECESSARY.

((2)) CALLSIGNS AND PROPER RADIO PROCEDURES WILL BE USED ON JTF RADIO NETS AT ALL TIMES.

((3)) ALL JTF COMMUNICATIONS NETS ARE UNSECURE. CRYPTOLOGICAL EQUIPMENT WILL NOT BE USED IN SE ASIA UNLESS APPROVED BY THE COMMUNICATIONS OFFICER.

((4)) THE USE OF INMARSAT RADIOS IN SRV IS LIMITED TO EMERGENCY SITUATIONS AND PERIODS WITHOUT HF CONNECTIVITY.

((5)) IN KOC AND LPDR, DATA TRANSMISSIONS VIA A LST-5C AND THE DSRTTY DATA PROGRAM WILL BE USED TO THE WIDEST EXTENT POSSIBLE.

((6)) U.S. MILITARY TECHNOLOGY WILL NOT BE DISTRIBUTED TO FOREIGN GOVERNMENTS UNTIL APPROVED BY THE HIGHER HEADQUARTERS. THIS INCLUDES, BUT IS NOT LIMITED TO, PSN-10 (SLUGGER) GPS, MOTOROLA SABER RADIOS, URC-101S, AND LST-5CS.

((7)) ONE TECHNICALLY MODIFIED URC-101 WILL BE PROVIDED TO THE LAO MINISTRY OF FOREIGN AFFAIRS TO SUPPORT OPERATIONS IN LAOS.

((8)) COMMUNICATIONS CHECKS SHOULD BE DONE AT LEAST ONCE EVERY TWO HOURS WITH THE PRIMARY MEANS OF COMMUNICATION WHEN TEAMS ARE AT FIELD SITES. DETACHMENT COMMANDERS MAY ADJUST COMM CHECK TIMES AS REQUIRED.

(C) TASKS

((1)) JTF-FA COMMUNICATIONS SECTION:

((A)) PROVIDE ALL NECESSARY COMMUNICATIONS EQUIPMENT TO SUPPORT JTF MISSIONS.

((B)) PROVIDE TRAINING TO ALL TEAM MEMBERS PRIOR TO EACH JFA.

((C)) IDENTIFY AND COORDINATE FOR COMMUNICATIONS AUGMENTEES AS REQUIRED.

((D)) ENSURE A COPY OF OPERATING LICENSES ARE INCLUDED WITH EACH RADIO PREPARED FOR SHIPMENT TO SE ASIA.

((2)) TEAM LEADERS:

((A)) DRAW AND OP-CHECK REQUIRED COMMUNICATIONS EQUIPMENT PRIOR TO DEPLOYMENT.

((B)) COORDINATE COMMUNICATIONS TRAINING WITH THE COMMUNICATIONS OFFICER.

((C)) ENSURE THAT ALL TEAM PERSONNEL KNOW PROPER EMERGENCY RADIO PROCEDURES.

**((3)) DETACHMENT COMMANDERS:**

**((A)) PROVIDE COMMUNICATIONS SUPPORT TO FIELD TEAMS DURING JFAS AS NECESSARY.**

**((B)) IMMEDIATELY INFORM THE COMMUNICATIONS OFFICER OF ANY COMMUNICATIONS RELATED PROBLEMS.**

**(D) SPECIAL MEASURES. IF ANY TEAM RECEIVES WHAT IT SUSPECTS AS "JAMMING" ON THE SATCOM NET, IT WILL IMMEDIATELY INFORM JTF HEADQUARTERS VIA ANOTHER MEANS OF COMMUNICATION (TELEPHONE, ETC). NOTIFY THE COMMUNICATIONS OFFICER/CHIEF WHO WILL INFORM THE COGNIZANT AGENCIES.**

**(4) ADMINISTRATION AND LOGISTICS**

**(A) LOGISTICS**

**((1)) RADIO**

**((A)) ALL EQUIPMENT REQUESTS WILL BE FORWARD TO THE JTF-FA HEADQUARTERS BY THE COMMUNICATIONS OFFICER/CHIEF.**

**((B)) THE COMMUNICATIONS OFFICER/CHIEF IS RESPONSIBLE FOR COORDINATING ALL COMMUNICATIONS EQUIPMENT REPAIR WITH CINCPAC AND OUTSIDE AGENCIES.**

**((2)) BATTERIES**

**((A)) ALL BATTERIES WILL BE DISTRIBUTED AT DET 1 FORWARD IN UTAPHAO. LITHIUM BATTERIES MUST BE TRANSPORTED IN DASH-2 APPROVED PACKAGING ABOARD AIRCRAFT.**

**((B)) DET 1 FORWARD IS RESPONSIBLE TO KEEP STRICT ACCOUNTABILITY OF BATTERIES STORED AT THE WAREHOUSE IN UTAPHAO. WHEN ON HAND BATTERIES FALLS BELOW 20, DET 1 FORWARD WILL INFORM THE COMMUNICATIONS OFFICER/CHIEF FOR RESUPPLY.**

**(B) ADMINISTRATION**

**((1)) RADIO COMMUNICATIONS EQUIPMENT WILL BE SIGNED FOR BY EACH TEAM LEADER PRIOR TO THEIR JFA NLT D-7.**

**((2)) COMMUNICATIONS AUGMENTEES ARE REQUIRED TO SUBMIT AN AFTER-ACTION REPORT UPON RETURN TO HAWAII ENDOP+5.**

**((3)) COORDINATING INSTRUCTIONS. TEAM LEADERS SHOULD ENSURE THAT ALL COMMUNICATIONS EQUIPMENT HAS BEEN CLEANED AND A DA-2404 MAINTENANCE FORM COMPLETED OUT PRIOR TO RETURNING EQUIPMENT.**

**(5) COMMAND AND SIGNAL. SEE ANNEX J**

**(6) APPENDIX**

**1 - CEOI FOR JTF-FA OPERATIONS IN SE ASIA**

**L. OPERATIONS SECURITY - APPENDIX 11 TO ANNEX C**

**M. MAPPING, CHARTING AND GEODESY - OMITTED**

**N. SPACE OPERATIONS - OMITTED**

**Q. MEDICAL SERVICES**

**(1) SITUATION. PER BASE OPLAN.**

**(A) PURPOSE. TO PROVIDE A CONCEPT OF OPERATIONS, ASSIGN TASKS, AND PROVIDE GUIDANCE TO ENSURE AN EFFECTIVE MEDICAL SYSTEM TO SUPPORT THE OPERATIONS ENVISIONED IN THE BASIC PLAN.**

**(2) MISSION. TO PROVIDE TIMELY AND APPROPRIATE MEDICAL COVERAGE IN SUPPORT OF THE JFA. MEDICAL PERSONNEL ARE RESPONSIBLE FOR THE IMMEDIATE CARE AND STABILIZATION OF US PERSONNEL AND THOSE HN PERSONNEL SUPPORTING THE JTF-FA MISSION. LOCAL CIVILIAN PERSONNEL MAY ONLY BE TREATED IN EMERGENCY SITUATIONS. FOR THOSE MEDICAL PERSONNEL PROVIDING MEDCAP SUPPORT, CIVILIAN PERSONNEL WILL BE TREATED WITHIN THE LIMITS OF THE MEDICAL SUPPLIES PROVIDED.**

**(3) EXECUTION**

**(A) CONCEPT OF OPERATIONS. PER BASE OPLAN.**

**(B) CONCEPT OF SUPPORT**

**((1)) PRE-DEPLOYMENT**

**((A)) IMMUNIZATIONS. SEE APPENDIX 9, ANNEX C.**

**((B)) TRAINING**

**((1)) MEDICAL AUGMENTEES MUST HAVE A BACKGROUND IN TRAUMA AND EMERGENCY MEDICINE. ALL SERVICE SPECIFIC CREDENTIAL/CERTIFICATION REQUIREMENTS MUST BE CURRENT PER SERVICE REGULATION.**

((2)) MEDICAL AUGMENTEES WILL BE 18D MEDICS, INDEPENDENT DUTY CORPSMEN, INDEPENDENT DUTY TECHNICIANS, OR HAVE COMPLETED MORE ADVANCED PROFESSIONAL TRAINING.

((3)) MEDICAL AUGMENTEES ARE REQUIRED TO ATTEND REFRESHER TRAINING, CONDUCTED BY JTF-FA/J3MED IN ORDER TO ENSURE PROFICIENCY PRIOR TO DEPLOYMENT.

((C)) RESPONSIBILITIES

((1)) TASK FORCE SURGEON AND THE CILHI MEDICAL SECTION WILL ISSUE MEDICAL EQUIPMENT AND SUPPLIES TO EACH TEAM LEADER PRIOR TO THEIR DEPARTURE FROM HAWAII.

((2)) JTF-FA/J3MED WILL PROVIDE DETAILED BRIEF TO MEDICAL AUGMENTEES PRIOR TO DEPARTURE.

((3)) TEAM LEADERS WILL ENSURE ALL TEAM MEDICAL EQUIPMENT (PER PACKING LIST) IS INVENTORIED AND ACCOUNTED FOR PRIOR TO DEPLOYMENT.

((4)) TEAM LEADERS AND MEDICAL AUGMENTEES WILL BE THOROUGHLY FAMILIAR WITH MEDEVAC PLAN.

((2)) DEPLOYMENT

((A)) HOSPITALIZATION. PATIENTS WILL BE TREATED AT ONLY AT APPROVED HOSPITALS IN THAILAND. HN HOSPITALS ARE INADEQUATELY EQUIPPED, MAINTAINED AND ARE ALL SUBSTANDARD. HN HOSPITALS WILL ONLY BE CONSIDERED AS A LAST RESORT IN THE EVENT ON AN EXTREME EMERGENCY TO SAVE A LIFE ONCE OTHER OPTIONS HAVE BEEN RULED OUT.

((B)) MEDEVAC

((1)) DET 2 WILL SERVE AS MEDEVAC CONTROL DURING OPERATIONS IN SRV.

((2)) MEDEVAC FROM SITE TO HANOI/DA NANG/HO CHI MINH CITY BY MOST EXPEDIENT MEANS AFTER EVALUATION BY ON-SITE MEDICAL PERSONNEL.

((3)) MEDEVAC FROM HANOI/DA NANG/HO CHI MINH CITY TO BANGKOK, THAILAND BY U'TAPAO BASED USAF C-130 OR COMMERCIAL MEDICAL EVACUATION AIRCRAFT.

((4)) DET 3 WILL SERVE AS MEDEVAC CONTROL DURING OPERATIONS IN LAOS.

((5)) MEDEVAC FROM SITE TO SAVANNAKHET/ PAKSE/VIENTIANE BY LAO MI-8/17, COMMERCIAL HELICOPTER, OR COMMERCIAL AIR AFTER EVALUATION BY ON-SITE MEDICAL PERSONNEL.

((6)) MEDEVAC FROM SAVANNAKHET OR VIENTIANE TO BANGKOK BY U'TAPAO BASED USAF C-130 OR COMMERCIAL MEDICAL EVACUATION AIRCRAFT.

((7)) NON-EMERGENT MEDICAL EVACUATIONS WILL BE BY THE MOST EXPEDIENT CONVEYANCE TO INCLUDE COMMERCIAL AIRCRAFT IF PATIENT AMBULATORY.

((8)) DET 1 WILL SERVE AS MEDEVAC CONTROL FOR ALL MEDICAL EMERGENCIES ORIGINATING OUT OF KOC.

((9)) MEDEVAC FROM SITE TO SIHANOUKVILLE/ BUNG LUNG/SIEM REAP/PHNOM PENH BY VEHICLE OR CONTRACTED HELICOPTER OR COMMERCIAL AIR AFTER EVALUATION BY ON-SITE MEDICAL PERSONNEL.

((10)) MEDEVAC FROM SIANOUKVILLE/BUNG LUNG /SIEM REAP/PHNOM PENH WILL BE BY C-130 OR CONTRACT AEROMEDICAL SERVICE BASED ON THE SEVERITY OF THE INJURY AND CONDITION OF THE PATIENT.

((C)) PREVENTIVE MEDICINE

((1)) MALARIA PROPHYLAXIS WILL BE DISTRIBUTED BY JTF-FA MEDICAL PERSONNEL. MALARIA PROPHYLAXIS MEDICATION IS REQUIRED TWO DAYS PRIOR TO DEPARTURE TO SE ASIA AND UP TO FOUR WEEKS UPON DEPARTURE DEPENDING ON THE PRESCRIBED MEDICATION.

((2)) TB STATUS DOCUMENTED/PPD BEFORE DEPLOYMENT AND 8-12 WEEKS AFTER DEPLOYMENT.

((3)) POST-DEPLOYMENT

((A)) UPON COMPLETION OF JFA ALL MEDICAL KITS

WILL BE INVENTORIED AND RETURNED TO HAWAII FOR RE-STOCKING.

((B)) ALL TEAM MEDICS AND ASSIGNED MEDICAL OFFICERS WILL COMPLETE AND PROVIDE A MEDICAL AFTER ACTION REPORT AT THE CONCLUSION OF THE JFA TO JTF-FA/J3MED NLT ENDOP+5.

((C)) ALL PERSONNEL ARE REQUIRED TO CONTINUE MALARIA PROPHYLAXIS AS PRESCRIBED.

(C) TASKS. MEDICAL AUGMENTEES WILL REPORT PER APPENDIX 9, ANNEX C IN ORDER TO OBTAIN REQUIRED TRAINING PRIOR TO DEPLOYING TO SE ASIA.

(D) COORDINATING INSTRUCTIONS. MEDICAL CONDITIONS RESULTING IN A LOSS OF MAN DAYS MUST BE REPORTED TO JTF-FA/J3MED ASAP.

(4) ADMINISTRATION AND LOGISTICS. PURCHASE OF MEDICATIONS, DRUGS OR PHARMACEUTICALS OUTSIDE OF US BOUNDARIES BY NON-MEDICAL PERSONNEL OPCON TO JTF-FA IS PROHIBITED. THIS INCLUDES PURCHASES FROM DRUG STORES, PHARMACIES, CLINICS OR OTHER PHARMACEUTICAL SUPPLY STORES.

(A) MEDICAL PERSONNEL REQUIRE THE DETACHMENT COMMANDER'S OR JTF-FA MEDICAL OFFICER S AUTHORIZATION PRIOR TO PURCHASING ANY MEDICATION.

(B) PURCHASE OF RE-FILL MEDICATIONS USED FOR CHRONIC MEDICAL CONDITIONS WHICH ARE NOT LIFE-THREATENING IS NOT AUTHORIZED. PROCURE SUPPLIES THROUGH ESTABLISHED CHANNELS.

(C) DETACHMENT ONE'S COMMANDER OR HIS DESIGNATED REPRESENTATIVE IS AUTHORIZED TO PURCHASE MEDICATIONS EITHER PRESCRIBED LOCALLY OR DEEMED NECESSARY TO SUPPORT OPERATIONS EITHER IN THAILAND OR ELSEWHERE.

(D) THE MEDICAL DOCTOR AUGMENTED TO THE LAOS JFA IS AUTHORIZED TO PURCHASE MEDICATIONS NEEDED TO PROVIDE HUMANITARIAN MEDICAL ASSISTANCE.

(E) TRAVEL ORDERS WILL BE ANNOTATED AUTHORIZING TEAM MEDICS TO CARRY CONTROLLED MEDICATIONS IN SUPPORT OF MISSION IAW MEDIC S CERTIFICATION.

(5) COMMAND AND CONTROL. SEE ANNEX K.

R. CHAPLAIN ACTIVITIES - OMITTED

X. EXECUTION CHECKLIST

(1) PURPOSE. THE PURPOSE OF THIS ANNEX IS TO PROVIDE AN ALL INCLUSIVE CHECKLIST FOR THE PLANNING AND TRACKING OF JFAS TO AVOID DUPLICATION OF EFFORT AND REDUCE ADMINISTRATIVE OVERSIGHTS. D DAY IS DATE OF ARRIVAL INTO COUNTRY OF OPERATION. DATES ARE FLEXIBLE DUE TO UNFORESEEN REQUIREMENTS AND HOLIDAYS.

#### PLANNING/EXECUTION CHECKLIST

REQUIREMENT	TIMELINE	
J3 ANALYSYTS AUGMENT J2 FOR LEAD DEVELOPMENT		D-75
COORDINATE AO W/J2 AND CILHI		D-70
RECEIVE DRAFT LEADSHEETS AND RECOVERY ASSESSMENT OUTLINES FROM J2		D-65
STAFF WARNORD		D-65
1ST INVESTIGATION RECOVERY BRIEF		D-60
PUBLISH WARNORD		D-57
2ND INVESTIGATION RECOVERY BRIEF		D-45
AUGMENTEES IDENTIFIED		D-43
PROVIDE DET DRAFT PRODUCTS		D-40
RECEIVE FINAL LEADSHEETS AND RECOVERY ASSESSMENT OUTLINES FROM J2		D-40
STAFF FRAGO		D-35
RECOVERY DECISION BRIEF		D-35
PRE-BRIEF BOOKS TO J3		D-33
PRE-BRIEF BOOKS TO CJTF, DCO AND CDR CILHI		D-32
PASSPORT DATA RECEIVED FROM AUGMENTEES		D-30
TEAM LEADERS IDENTIFY MAJOR END ITEMS TO J4/S4		D-30
RELEASE COUNTRY CLEARANCE REQUEST		D-30

RELEASE AIR REQUEST	D-30	
PROVIDE FINAL PRODUCTS TO DETACHMENT		D-30
PUBLISH LOAD PLAN	D-30	
PUBLISH FRAGO	D-30	
AUGMENTEES CONTACTED BY J3 ACTION OFFICER		D-22
AUGMENTEE REQUIRED EQUIPMENT LIST TO J4		D-21
MEDICAL AUGMENTEES REPORT TO JTF-FA		D-18
TEAM LEADERS IDENTIFY SPECIAL EQUIPMENT TO DETS		D-14
CILHI PROVIDES PALLET LOAD PLANS	D-13	
NON MEDICAL AUGMENTEES REPORT TO JTF-FA		D-9
TEAM LEADER BRIEF	D-7	
PRE-DEPLOYMENT BRIEF	D-7	
PALLETIZE EQUIPMENT	D-5	
ANNOTATE PHOTOGRAPHS		ENDOP+3
STAFF DRI'S, AIR'S, AAR'S AND DRE'S		ENDOP+5
ALL REPORTS SUBMITTED TO J3 FOR STAFFING		ENDOP+5
TURN IN EVIDENCE/PHOTOGRAPHS TO J2		ENDOP+6
TEAM LEADER S DEBRIEF		ENDOP+7
IDENTIFY ITEMS FOR RESUPPLY TO J4		ENDOP+7
TURN IN TRAVEL CLAIMS TO J1		ENDOP+12
PUBLISH SUMMARY JFA REPORT		ENDOP+14
PUBLISH DRI'S, AIR'S AND DRE'S		ENDOP+30

Z. DISTRIBUTION CHECKLIST (AUR)//

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DOC 17

## ACCELERATED REMAINS RECOVERY PLAN FOR NORTH KOREA

### Discussion of the Problem

We have made significant progress since 1996 in gaining cooperation from the North Koreans in our Korean War accounting efforts. This progress, after 40 years of North Korean refusals to cooperate on this issue, provides a foundation for expanding our accounting efforts. These activities include jointly searching for and recovering remains, resolving live sighting reports, searching through archives here and abroad to locate, retrieve and review Korean War-era documents related to the POW/MIA issue, and exploiting new forensic identification techniques. Moreover, in February 1997, an interagency decision delinked the Korean War remains recovery issue from other issues associated with the developing US-DPRK relationship.

In December 1997, the North Koreans indicated their desire to expand our remains recovery operations. At that time, we told them we would wait and see if operations this year resulted in a significant increase in remains recovered. What we have learned to date, however, is that the first stage of any accelerated program must be a significantly increased joint investigation and survey effort aimed at locating sites for expanded recovery operations. In light of this, we have identified six major issues critical to a successful, comprehensive, recovery and identification plan:

**Number of Recoverable Remains:** We believe we can recover as many as half of the more than 8,100 US servicemen whose remains were never accounted for from the Korean War. The other 50% involve those remains we believe are unrecoverable due to loss over water, the passage of time, exposure to the elements, and other factors. In addition, for planning purposes, we excluded losses in South Korea, as well as the over one thousand unidentified remains in US possession (844 unknowns in the National Memorial Cemetery of the Pacific and over 200 currently at CILHI undergoing forensic identification).

**Initial Survey/Investigative Effort:** The area involved and the number of potentially recoverable remains presents an unprecedented challenge to our current capabilities. Moreover, our lack of access to potential recovery sites for over 40 years limits our ability to predict exactly what we will find. The North Koreans provided documentation for many of the remains returned both immediately after the War and more recently, but we have serious doubts about the accuracy of their reporting. Joint recovery operations to date have only confirmed that more preparation work must be done if we are to realize a significant increase in recoveries.

The first stage of an accelerated recovery effort must therefore involve a stepped up site survey and investigative effort that will dictate the pace and direction of subsequent recovery operations. This effort must start with a joint comparison and analysis of information on known or possible gravesites, with emphasis on the part of the North Korea on original wartime records. This would set the stage for joint teams to systematically survey these sites, supplemented by an ongoing joint investigative interview process, which would lead to follow-on site surveys. The results of this research will guide the nature and degree of expanded joint recovery efforts.

**Types of Recovery Sites:** Although aircraft crashes account for a small number of sites, they are often the easiest and most successful types of recovery, if the plane can be found. CILHI has less experience in mass graves (though some CILHI anthropologists have assisted in Bosnia mass grave excavations on their own time) and concentrated grave sites (where large numbers of individual graves may be located close together).

Geographically, potential recovery sites can be grouped as follows:

- POW camp burial grounds (mostly along the Yalu) (over 1,200 individuals)
- Suspected battlefield burial sites and known temporary cemeteries on the western side from Unsan south through the Kaechon-Sunchon corridor and on to Pyongyang plus one cemetery in Kaesong (over 1,200 individuals)
- Suspected battlefield burial sites and known temporary cemeteries on the eastern side, from the Chosen Reservoir down to Hungnam (over 1,000 individuals)
- Sites along the DMZ (over 80 individuals)
- Known or suspected crashsites throughout the countryside (over 600 individuals)

**Legal Requirements:** As a result of litigation involving the recovery and identification of remains from Vietnam, CILHI has established numerous procedural and operational safeguards. Since their adoption, there has never been a successful legal challenge to these procedures. Although the North Koreans contend there are faster ways to do the work, it is imperative that CILHI procedures withstand American judicial scrutiny. (In 1995 we asked the DPRK to cease their massive unilateral recovery efforts--aimed at recovering large numbers of remains as quickly as possible--because we could not identify most, and would have difficulty validating the identifications of those we could make.) Any effort to expand operations must ensure sufficient participation of US forensic anthropologists and other specialists to account for all required operational and legal standards.

**DoD Manpower Issues:** Both CILHI and DPMO will require some manpower support to mount a significant expansion of field investigations and excavations. In the current downsizing climate, the numbers of military/civilian personnel required to establish a Joint Task Force for Korea would be difficult to carve out of existing command structures. The Services are acutely focused on force power issues, particularly the limitations in some critical areas. Although the Joint Task Force-Full Accounting has performed magnificently in the Southeast Asia accounting effort, current projections show that the JTF will remain occupied in Vietnam and Laos for the foreseeable future. Therefore, we believe we will need to staff the effort from someplace other than existing JTF resources. CILHI envisions increasing the number of recovery teams in the initial years through additional military allocations as well as support from Ft. Lee Quartermaster detachments and reserve Quartermaster units. However, if the initial survey and investigation effort identifies large numbers of recoverable remains, or if sufficient military personnel are not made available, CILHI will have to consider outside sources to handle the surge. Also, without personnel augmentations, CILHI will have to defer WWII and Cold War investigation and recovery operations.

**DPRK Sensitivities:** The types and number of personnel we deploy to North Korea to conduct the joint investigative and recovery work will remain a sensitive issue for the immediate future. Since we began direct negotiations with the DPRK in 1996, we have worked to foster a modicum of trust and respect. We know from several sources that the KPA found it easier to work with DPMO and CILHI because neither was associated directly to a command structure inimical to their interests. Rather, both DPMO and CILHI have reputations as organizations purely interested in the humanitarian pursuit of accounting for our missing. Available information suggests that North Koreans will continue to object to an outside military command structure, such as one imposed by a formal Joint Task Force, or any direct connection of the recovery teams to USFK, UNC, or PACOM. We have also received indications that the North Koreans prefer keeping the total number of Americans, including relief and spent fuel rod workers, in the DPRK at one time to under a hundred. This constrains us from Southeast Asia-scale joint field activities.

### **Assumptions**

- The DPRK, particularly the KPA, will cooperate in a significantly expanded joint effort and accept compensation consistent with already established formulas.
  - The DPRK will grant us access to all areas identified as potential recovery sites.
  - The DPRK will allow 5 recovery rotations of 30 days each per year, and allow us to eventually deploy 3 recovery teams and multiple investigation elements (IEs) each rotation. Each recovery team will cost roughly \$150,000 per operation and each IE team will cost \$130,000
  - Communications will improve with the likely implementation of SATCOM.
- JTF-FA's SEA mission will remain steady for the foreseeable future, thus ruling out these resources for consideration. A similar entity out of UNC or USFK would not be acceptable to the North Koreans.
- There will be sufficient increases in funding priorities to both DPMO and CILHI.
- DPMO, CILHI, and the Service Casualty Offices will require limited, but critical, military and civilian personnel augmentation to support the significant increase in oversight, analytical, operational, remains processing and family outreach requirements.
- It will take three years for CILHI to ramp up to a three-team-per-operation capability. CILHI can accomplish this ramp up in conjunction with the initial investigative effort.
- The US and DPRK governments will not have reached agreement on exchanging liaison offices or a more formal diplomatic recognition during the next three years.
- If investigative effort generates large numbers of expected recoveries, we can contract for civilian recovery teams that can perform to CILHI standards to augment CILHI's current teams dedicated to Korea.
- There are qualified non-DoD anthropologists that CILHI can use as needed.

## Concept/Plan for Expanded Surveys/Recoveries

### A. Develop/initiate survey/investigation plan:

- DPMO/CILHI and DPRK counterparts hold joint meetings in the fall of 98 and winter of 1999 to share information and develop survey plans for 1999 and 2000. The goal of these planning meetings is to incorporate a comprehensive exchange of information on all potential recovery sites, and plan surveys of these locations to produce a prioritized list of recovery sites with estimated recoverable remains for each.
- Beginning in spring 1999, two research/investigation elements (IEs) deploy during each JRO.
- The initial effort will be conducted by augmenting existing DPRK teams with two CILHI personnel. As relations continue to improve the teams composition and structure may change to increase American involvement and accelerate the development of a database.

### B. Sustain current optempo of JROs and archival reviews:

- DPMO/CILHI and DPRK counterparts hold joint meeting in Winter 1999 to plan sustained rate of five JROs with one recovery team each, but adding two IEs each JRO (5x1/2) for 1999 and to discuss parameters for increased optempo in 2000 and out.
- JROs begin in spring 1999 following current recovery team-LNO team organization.
- CILHI evaluates current success and modifies the IE composition as required. Initial proposal will be to either ramp up to two-recovery team and four IEs or one IE (4-man tm) per operation (5x2/4 or 1+) capability for 2000. CILHI operational plans will culminate with a three-recovery team and six IEs or 1 expanded IE (5x3/6 or 1+) capability for 2001. If military allocations are not available, consider contracting civilian personnel to round out additional teams (6 per team).

### C. Evaluate results of initial site surveys:

- DPMO/CILHI and DPRK counterparts meet in fall of 1999 to evaluate results of survey effort and impact on JRO optempo for 2000 and out.

### D. Conduct annual year-end reviews:

- Both sides meet in late fall each year to evaluate that year's progress in joint accounting efforts. Areas where progress is made should be sustained; areas lacking progress will be reviewed for possible changes.

### E. LNO/Logistics:

- Maintain two-person LNO team to coordinate communications and logistics in Pyongyang. When we reach maximum optempo, or if LNO Offices are opened, expand as required.
- Continue to run logistics through Beijing. CILHI expands logistics LNO team as required.
- If a surge in recoveries occurs, consider switching logistics base to ROK. Run contractor and military logistics out of ROK and move personnel and supplies either through Panmunjom or via direct contractor flights from Seoul to Pyongyang.

**F. Repatriation of Remains:** Currently, remains are repatriated through the UNC at Panmunjom. The maximum number of remains repatriated at one time via UNC has been approximately 30 (Dec 93). Even if UNC can handle significantly more remains at one time,

we still must deal with the KPA's expressed intent to remove any participation of the UNC. Our goal now and in the near term is to preserve the remains recovery channel without compromising the role of UNC. This issue will be the focus of talks with UNC in the fall of 1998.

### Responsibilities

- **DPMO:** Policy oversight, analytical support, investigation support
- **CILHI:** Site operations, recovery standards (anthropologists to supervise recovery teams), process remains for ID, contracting, field IE
- **CMAOC:** CILHI oversight, coordinate active duty/reserve augmentation
- **Services:** Family outreach program
- **AFDIL:** Reference sample data base, process remains samples
- **PACOM:** Air medical evacuation contingency, personnel support (medics, commo, linguists), support repatriation missions
- **UNC:** Repatriation ceremony and mortuary support, medical evacuation alternate contingency, funds transfer

### Policy Implications

If the situation arises where CILHI cannot acquire sufficient military personnel to increase the number of recovery teams, or we have a larger number of known recovery sites than we can currently handle, even with the envisioned CILHI military ramp-ups, we will have to consider operational adjustments that will have policy implications.

- **Contracted civilians playing a large part in remains recoveries.** Traditionally, military graves registration specialist teams have conducted recovery missions. Responsible supervision and recovery expertise were incorporated in each team. However, there are not enough active duty and reserve specialists to support the number of additional recovery teams that we believe will be necessary to handle a potential surge in the number of recoveries. To deal with this shortfall, CILHI may consider contracting for qualified civilian support. However, CILHI will also require even more allocations of its own to insure each team has CILHI team leadership and qualified anthropological expertise.
- **Using the ROK as a personnel and logistics staging base:** In the past, UNC and the ROKG have been sensitive to US-DPRK bilateral activities at or through Panmunjom. Also, there was no direct air access from Seoul to Pyongyang. Recent political developments on the peninsula, even with the most recent submarine incidents, cast each of these considerations in a new realm of possibility, but UNC and ROK sensitivities must be resolved. CILHI can continue to use China as a logistics base for a sustained or gradually increasing recovery tempo, but a surge in recoveries will force CILHI to consider a more direct logistics pipeline, through the ROK.

## Personnel Implications

The expanded Korean War recovery effort will place an enormous load on personnel staffing in all agencies connected to the accounting process, particularly in the initial 3-5 years of concentrated effort.

- DPMO will realign or add policy/planning officers and analysts to support the increased policy and analytical requirements.
- CILHI will need additional anthropologists, team leaders, analysts and remains processing specialists. CILHI will not be able to draw from its ten teams dedicated to support JTFFA operations. CILHI does envision a gradual ramping up over a three-year period. In the event of a significant surge of remains, we have to consider using contracted civilians to fill the gaps.
- The Service Casualty Offices, particularly the Army, must continue to be resourced to complete the family outreach program for the almost 7,000 families with whom we have lost contact over the years (most staffs have already been ramped up).

DPMO will realign or add 6 personnel as follows beginning in 1999:

- 2 policy/plans officers (mil/civ)
- 4 additional analysts (civilian) to support the increase in operations and investigations.

CILHI will need additional personnel as follows:

1999	2000	2001	Normalization/2001
2 anthropologists (civ)	3 anthropologists	2 anthropologists	
3 Mission Cdrs/(Ino)	2 Mission Cdrs	2 Mission Cdrs	1-E7 Mort.Affairs
6 Mortuary affairs	4 Mortuary affairs	2Mortuary affairs	3 Commo. Spclsts
2 Photographers	2 Photographers	2 Photographers	2 Analysts/Linguists
2 Medics	2 Medics	2 Medics	
	2 EOD Specialists	2 EOD Specialists	
4 Linguists	2 Linguists	2 Linguists	
2 case analysts (civ)	2 case analysts (civ)		
	1 Admin. Spclst	1 Admin. Spclst	
	1 Admin Tech (civ)		
	2-E7 Mort. Affairs	2-E7 Mort. Affairs	
		2 Logistics NCO	
	1 Transpo. Clrk		
	1 Orders Clerk		
	1 Opns. NCO		
	1 Contract. Spclst.		

TOTAL=21	TOTAL=27	TOTAL=19	TOTAL=6 * Det will contain 7 (Lno becomes Det Cdr)
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### Funding Implications

DPMO funding will increase in the first year as follows (not a factor if realignment is possible):

- 2 Policy A/Os = \$130K (Civilian policy A/O salary = \$65K)
- 4 analysts = \$210K (Civilian case analyst salary = \$52.5K)

CILHI annual increases to current level of spending will be as follows:

	1999 (5x1/2)	2000 (5x2/14)	2001 (5x3/16)	*Out
<b>Civilian Personnel</b>	250K (+4)	815K (+9)	700K (+2)	
<b>Equipment</b>	Equipment O/H	1million	1million	
<b>Compensation</b>	260K	1.28million	2.29million	
<b>IE Sppt</b>	100K	200K	300K	
<b>TDY</b>	201K (+6)	670K (+20)	1.1million (+34)	
<b>TOTAL</b>	<b>811K</b>	<b>3.97million</b>	<b>5.4million</b>	

#### Figures are based on following rates:

- Salary for civilian anthropologist = \$72.5K ea / for case analyst = \$52.5K ea
- Equipment to support one team for five JROs = \$1million
- Compensation for one JRO = \$150K (five JROs = \$750K)
- Compensation for one IE tm = \$26K (five IEs = \$130K)
- Admin/sppt for one IE tm = 10K (2 IEs x 5 JROs x 10K = 100K)
- TDY for CILHI personnel = \$6.7K ea (6 personnel x 5 missions = \$260K)  
1999: 2-man Lno tm + one 8-man RE tm + two 2 person IE tms = 4 additions per JRO  
2000: 2-man Lno tm + two 8-man RE tms + one 4-man or four 2-man IE = 12-14 additions  
2001: 7-man Det + three 8-man RE tms + one 4 man IE tm or six 2-man tms = 25 additions
- All additions in excess of pre fourth JRO FY 98 manning levels

#### Potential contracted civilian team costs:

A contracted civilian team would cost approximately \$80K per operation. This estimate is based on based on \$25K salary for one individual for five JROs (or \$5,000 per JRO) and \$8,400 travel and per diem for each individual for each JRO. Assuming each team would have a CILHI team leader and anthropologist, 6 individuals would be required to

round out a team. Therefore, each team would cost \$30K in salary and \$50K in travel/per diem for a total of \$80K.

**Potential CILHI forward detachment (Det) costs:**

- In the event formal liaison offices are exchanged between the US and DPRK governments, CILHI will establish a forward Det in Pyongyang. The cost of this, based on Det costs in Southeast Asia, would be approximately \$700K annually.
- In the event that the FY 2001 plan goes into effect it will become imperative that CILHI establish a forward deployed Det in Pyongyang. The Det will facilitate the ongoing research and logistical concerns of three deployed recovery teams and one Investigative Element.

**Other Factors**

**China:** We believe Chinese archives and Korean War veterans, possess considerable information to assist our Korean War accounting efforts. However, to date they have been reticent about cooperating on the Korean War issue. Assuming we can convince the Chinese to cooperate on the Korean War accounting issue, DPMO will have to devote a significant amount of research and analytical effort here, in addition to its efforts in North Korea. This need is incorporated into the request for 4 additional analysts for the Research and Analysis Directorate.

**Archival Research:** DPMO archivists are engaged in an ongoing effort to locate, retrieve and review Korea War-era documents to aid in the accounting effort. So far we have only scratched the surface of the information in US archives. We have also just begun a joint archival review program in North Korea. The DPMO Special Projects Directorate, which handles archival research, has advised that an additional nine full—time (or contracted) personnel (3 junior archivists and 6 intelligence technicians/librarians) would be needed per year to assist in archival searches and to review, index and manage documents. The estimated cost for this is \$600,000 per year (slightly more if contracted). Additionally, Special Projects envisions bringing in short-term reservists at an estimated cost of \$250,000 per year.

**MtDNA Processing:** Normally, mtDNA testing is used as a last resort. Experts try to match the remains DNA sequence to a particular case. However, in Korea, mtDNA can be used up front to help resolve commingling problems and to separate out by exclusion or inclusion possible groups or individual identities when compared to each other and to family reference samples. Then, anthropological and circumstantial evidence can be brought to bear to further define the possibilities. This ability may also have to be considered in cases of previously unidentified remains already under US control, such as the over 850 Korean War remains buried in the National Memorial Cemetery of the Pacific in Hawaii (the Punchbowl).

However, this means AFDIL will face an enormous increase in the number of remains and reference samples that will require processing and storage. AFDIL has already

received an initial increase in funding from the Army to begin hiring additional personnel and acquire additional space, and there is a plan to expand as more remains are recovered. To create a family reference sample data base, AFDIL will need \$810,000 annually. To process the expected influx of remains, AFDIL will need \$5 million annually. We are assuming these costs would be about the same if AFDIL was used in combination with non-DoD sources as well as CILHI's own testing facilities (currently under development).

**Family Outreach:** Recent trends indicate a growing awareness and concern for the Korean War accounting issue from members of Congress, veterans, and particularly, families of Korean War missing. However, over the years, the services have lost contact with most families of the US servicemen missing from the Korean War. Air Force, Navy and Marine Corps have made significant headway in redressing this problem, but their numbers are not great. The Army, with more than 6,100 Army families involved with the Korean War issue, faces a much more daunting challenge. In light of the shift in our use of mtDNA testing for Korean War remains, it is even more critical that the outreach program be as complete as possible. The Army's Casualty and Mortuary Affairs Operations Center has begun hiring personnel for an outreach action cell, but this process will have to be accelerated. This will not result in any significant additional cost.

**Projected Cost Recapitulation  
(increased funding above current levels)**

	1999	2000	2001
DPMO archivists	\$427.5K	\$855K	\$855K
DPMO policy A/Os	\$130K		
DPMO case analysts	\$52.5K	\$52.5	\$52.5
CILHI personnel	\$250K	815K	\$700K
JRO Equipment		\$1million	\$1million
JRO Compensation		\$750K	\$1.5million
IE Compensation	\$260K	\$520K	\$780K
IE Sppt/Admin	\$100K	\$200K	\$300K
CILHI TDY	\$201K	\$670K	\$1.1million
AFDIL DNA processing	\$5million	\$5million	\$5million
AFDIL Family DNA d-base	\$850K	\$850K	\$850K
<b>TOTALS</b>	<b>\$7.28million</b>	<b>\$9.95million</b>	<b>\$9.87million</b>

**APPENDIXES:**

- A. Potential Recovery Sites**
- B. Remains Recovery Timeline**
- C. Organizational Chart**
- D. JRO Compensation Breakdown**
- E. Contingency Matrix**

**APPENDIX A**

**POTENTIAL RECOVERY SITES  
DPRK**

**Tab 1: Ground Losses**

**Tab 2: Air Losses**



# U.S. REMAINS LOCATIONS IN NORTH KOREA

## GROUND LOSSES

- POW CAMPS
- ● ● MARCH ROUTES  
2067

- ▲ UN CEMETRIES  
288

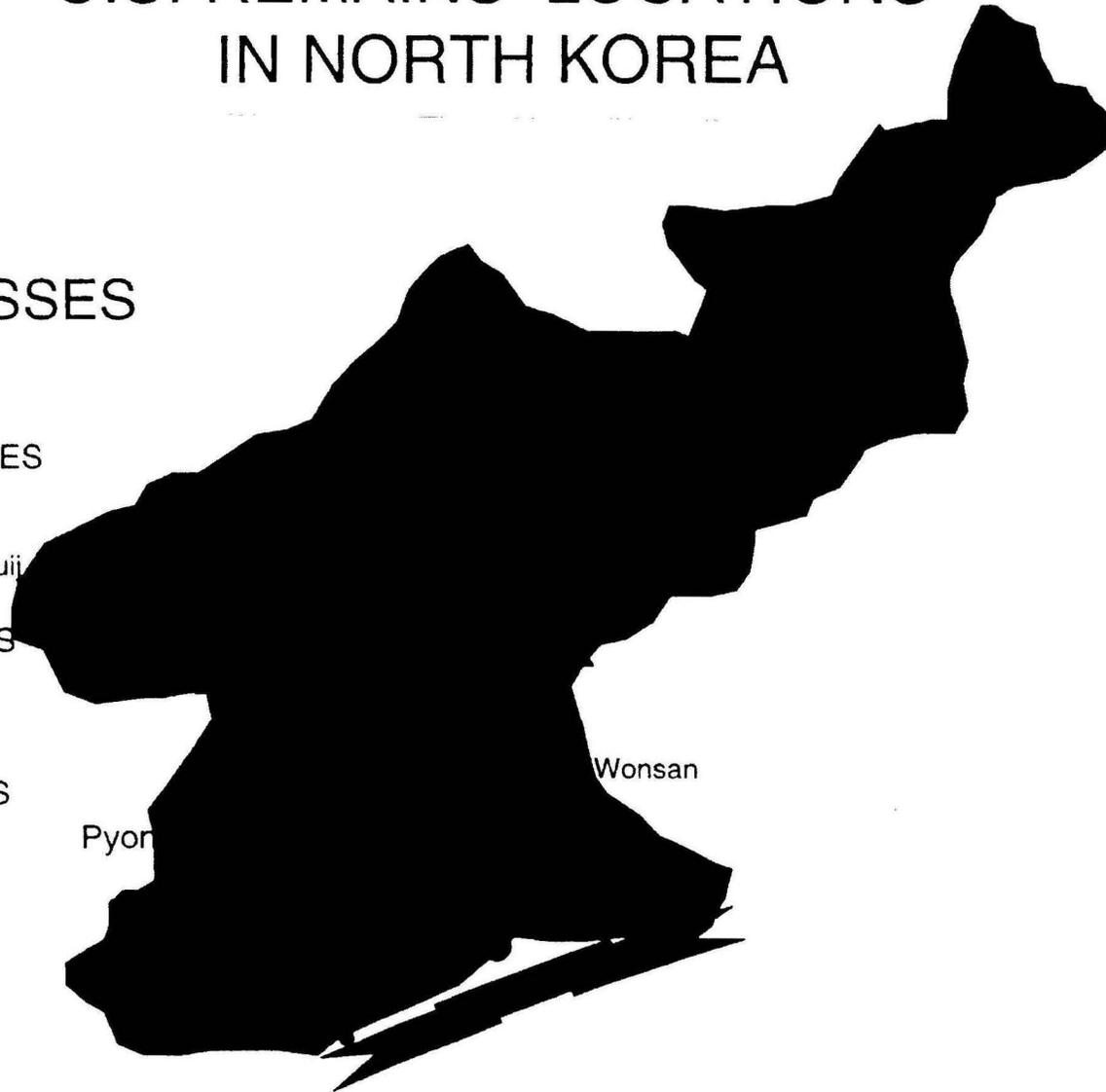
- ☀ BATTLEFIELDS  
2660

- ▬ DMZ  
84

Sinuiju

Wonsan

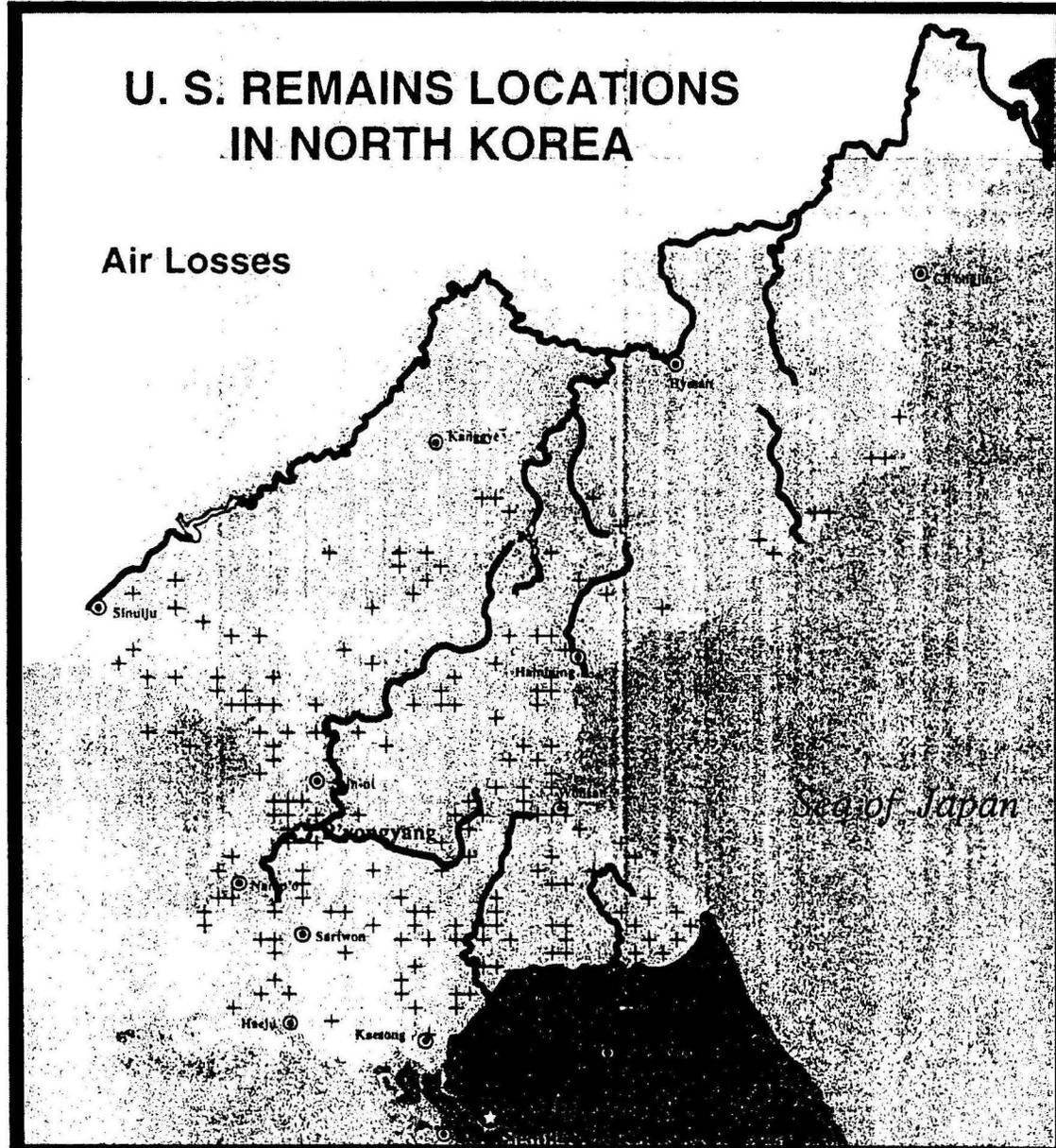
Pyongyang





# U. S. REMAINS LOCATIONS IN NORTH KOREA

Air Losses



APPENDIX B

REMAINS RECOVERY TIMELINE

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
RMNS	1	6	*10	200	421	445	700	700	109		
AREA	Unsan	Unsan	Kujang	Chong-chon	Chong-chon	Chosin Reservoir	Yalu POW Camps	Yalu POW Camps	DMZ	TBD	TBD
JRO Scheme	**1x1	3x1	5x1	5x1/2	5x2/4 or 1+	5x3/6 or 1+	5x3/6 or 1+	5x3/6 or 1+	5x3/6 or 1+	TBD	TBD

\* Projected based on recoveries in JROs 1,2-98

\*\* Number of JROs x recovery teams each JRO/RI teams each JRO

Assumptions:

- Not all known mass gravesites were excavated earlier by DPRK teams.
- The investigation and survey site will provide solid recovery leads.

Estimated Recovery Rates:

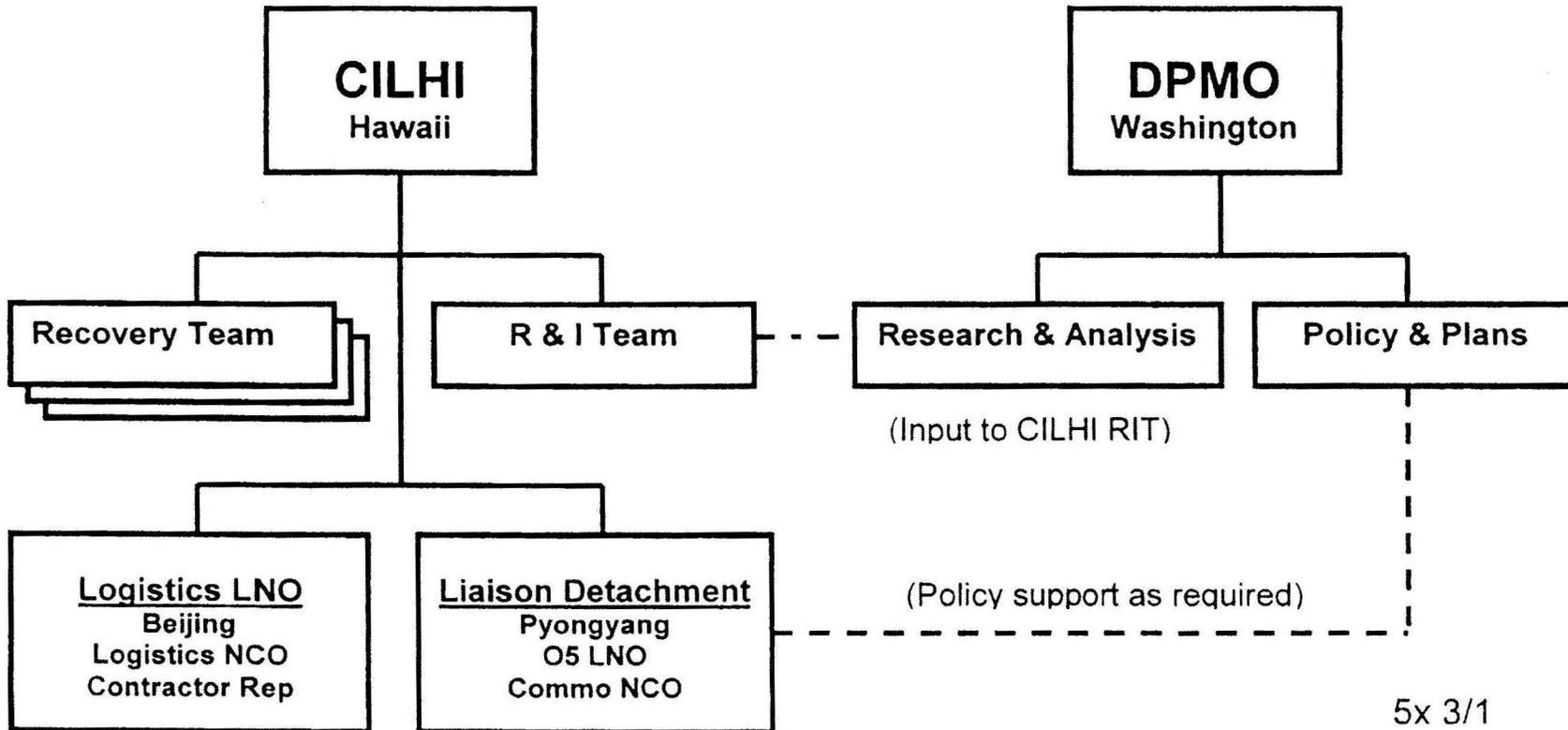
POW camp burial ground = 90%

Temporary cemetery = 90%

Battlefield sites = 30%

Aircraft loss sites = 10%

# JRO ORGANIZATION 2001



**AVERAGE COMPENATION TO DPRK  
JOINT RECOVERY OPERATION  
1998**

• Witnesses	\$9,000
• Labor (KPA provides):	
20 DPRK Officials (20 x \$40/day x 24 days)	\$19,200
60 workers/security (60 x \$30/day x 24 days)	\$43,200
• Mission Support (KPA provides):	
Water (13,200 liters x \$1)	\$13,200
Fuel	\$8,400
Land Compensation	\$14,400
Transportation	\$12,000
Standby Helicopter	\$10,800
Lumber	\$600
Rice (800 gms/day/ind x 80 inds x 24 days)	\$1,250
Meat	\$2,348

**TOTAL: \$134,398**

Contingency Costs:

    Helicopter operations (\$1,000 per hour)  
    Camp downtime security (\$500 per day)

## CONTINGENCY MATRIX

- **DPRK site cooperation stalls** -
  - DASD telephones initial frustrations to Li Gun
  - DASD meets with Li Gun; expresses intention to send Deputy to DPRK
  - Deputy Director raises the issue to KPA during his visit with possibility of scaling back or curtailing remaining JROs, or withholding compensation
- **DPRK refuse to repatriate remains to UNC**
  - Advise DPRK via Li Gun and DPMO LNO that failure to abide by agreement will curtail remaining JROs
  - DPMO coordinates with UNC to go ahead with the ceremony if possible and have recovery team arrange to turn over remains to UNC honor guard
  - DASD informs Li Gun that remaining JROs have been cancelled
- **DPRK refuses to allow remains to be repatriated at Panmunjom**
  - Transfer custody of remains to Swedish Embassy for shipment via commercial airline to CILHI
- **Swedish Embassy unable to accept remains**
  - Arrange for US milair via air medevac corridor to pick up remains at Panmunjom
- **DPRK detains one or more recovery personnel**
  - Senior recovery team individual contacts DPMO, CILHI, Swedish Embassy
  - DASD contacts State Department Consular Affairs POC (see below)
  - DASD contacts Li Gun to demand explanation
  - DASD, with State Department Consular Affairs representative, meets with Li Gun
  - DASD dispatches Deputy Director, with State Department Consular Affairs representative, to DPRK
- **DPRK continues to detain individual(s)**
  - DASD calls interagency meeting to form crisis cell to determine subsequent COAs
  - DASD recalls recovery team
  - DASD advises Li Gun that remaining JROs will be cancelled

State Department Consular Affairs POC: <sup>(b) (6)</sup>

# ACCELERATED RECOVERY PLAN

## NORTH KOREA



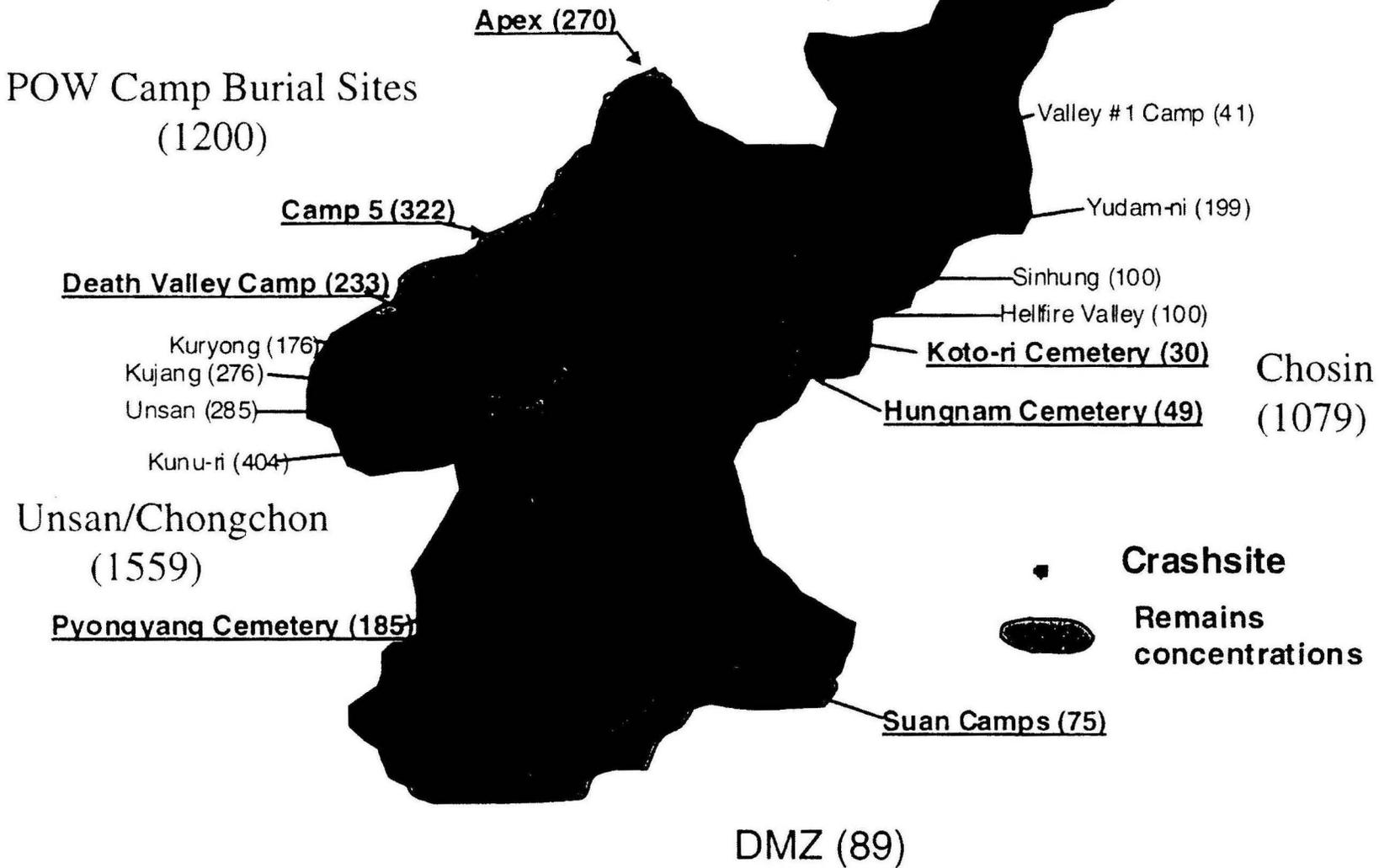
# **SITUATION**

- **Over 8,100 unaccounted for from Korean War**
- **Over 1,000 unidentified remains in US control**
- **Several hundred to several thousand remains recoverable in North Korea**
- **Joint Recovery Operations began in July 1996**
- **1 JRO in 1996, 3 in 1997, 5 in 1998**
- **20 remains recovered to date**
- **Both sides looking to expand JROs**
- **CILHI worldwide recovery mission capability of 13 recovery teams**
  - **10 teams dedicated to JTFFA Southeast Asia conflict mission**
  - **2 teams dedicated to North Korea**
  - **1 team dedicated to other missions (WWII, Cold War, miscellaneous)**

# **PROBLEM**

- **Growing concern over pace of recoveries**
  - **Not realistic at current pace**
  - **Will window of opportunity remain open**
  - **Equivalency of effort**
- **DoD manpower issues**
  - **Current trend is less, not more**
  - **Steady-state Southeast Asia mission for JTFFA**
- **DPRK sensitivities**
  - **Accept humanitarian essence of DPMO/CILHI**
  - **Total number of Americans in DPRK at one time**
- **Lack of joint investigative and survey effort**

# REMAINS CONCENTRATIONS IN NORTH KOREA



# **MISSION**

- **DoD accelerates effort over the next five years to recover remains of US Korean War dead in North Korea.**

# **ASSUMPTIONS**

- **DPRK cooperation continues**
- **Five JROs per year**
- **Available funding**
- **Some personnel augmentation**
- **Three-year ramp-up to max optempo**
- **Civilian roundout support available**

# OPERATIONAL ENHANCEMENTS

---

- More Investigation Elements
  - 1999: 2 IEs
  - 2000: 4 IEs
  - Minimize guess work
- Priority to Known Mass Grave Sites
  - Concentrated graves
  - Known sites
- More Recovery Teams
  - 2000: 2 teams per JRO
  - 2001 and out: 3 teams per JRO
  - increase in flexibility, coverage

# TECHNOLOGY ENHANCEMENTS

- Ground Penetrating Radars
  - Used successfully in SEA recovery missions
  - Best used in known or concentrated sites
- Increased use of Imagery
  - Comparison with past imagery
  - Guide to investigative elements
- Aerial Searches
  - Using KPA helicopters

# LOGISTICAL ENHANCEMENTS

- Permanent (semi-permanent) detachment
  - Improved communications
  - Improves operational control & transition
  - Improved maintenance and equipment support
  - More consistent investigative element support
  - Greater archival contacts

# SITE PRIORITY/REMAINS RECOVERY TIMELINE (Notional)

Sites (Potential Remains)	Current	Ramped-Up	Estimated Remains
Apex (270)	1999	1999	*135
Camp 5 (322)	2000	2000	*161/296
Koto-ri Cemetery (30)	2001	2000	*15/311
Hungnam Cemetery (49)	2001	2001	*25/326
Death Valley Camp (233)	2002	2001	*117/443
Suan Camps (75)	2003	2002	*38/481
Pyongyang Cemetery (185)	2004	2002	*93/574
Other POW Camps (600)	2006	2003	**300/874
Unsan/Chongchon B/F (1559)	2009	2005	**480/1354
Chosin B/F (1000)	2012	2007	**300/1654
DMZ (89)	2015	2009	**30/1684
Crash Sites (600)	TBD	TBD	TBD

\* 50% recovery rate

\*\* 30% recovery rate

# **COMMAND and CONTROL**

- **DPMO: Policy oversight for accounting issue**
- **CILHI: Operations**
- **CMAOC: Executive Agency, CILHI oversight**
- **PACOM: Theater responsibility**
- **UNC: Korean peninsula responsibilities**

# **SUPPORT**

- **DPMO: Analysis, negotiations, PMKOR data base**
- **CILHI: Operations, handling of remains, contracting**
- **CMAOC: Coordinate personnel/funding support**
- **Services: Casualty Office outreach to families**
- **AFDIL: Reference sample data base, mtDNA testing of remains**
- **PACOM: Air medical evacuation contingency support, commo/medical personnel support, repatriation mission support**
- **UNC: Repatriation ceremony and mortuary support, funds transfer, land medivac contingency**

# PRIMARY ISSUES

- **Logistics base**
  - Currently China via air
  - ROK via Panmunjom if recoveries accelerate
- **Personnel**
  - DPMO needs 12 personnel through augmentation or realignment (None under DPMO “2000”)
  - CILHI needs 33, 35 and 25 personnel augmentations in 1999, 2000, and 2001, respectively.
  - Civilian roundout alternative to military shortfall
- **Funding**
  - Increase of \$27 million over the next three years (Less \$3 million under DPMO “2000”)

# **RELATED ISSUES**

- **Growing Worldwide Mission**
  - **SEA expansion**
  - **WWII backlog**
  - **External requests (State, CIA)**
- **China initiatives**
- **Service Issues**
  - **Joint billets**
  - **Burden sharing**
  - **Next-of-kin and DNA reference samples**

# Funding Summary

Projected Cost Recapitulation  
(increased funding above current levels)

	1999	2000	2001
DPMO archivists	\$427.5K	\$855K	\$855K
DPMO policy A/Os	\$130K		
DPMO case analysts	\$52.5K	\$52.5	\$52.5
CILHI personnel	\$250K	815K	\$700K
JRO Equipment		\$1million	\$1million
JRO Compensation		\$750K	\$1.5million
IE Compensation	\$260K	\$520K	\$780K
IE Sppt/Admin	\$100K	\$200K	\$300K
CILHI TDY	\$201K	\$670K	\$1.1million
AFDIL DNA processing	\$5million	\$5million	\$5million
AFDIL Family DNA d-base	\$850K	\$850K	\$850K
<b>TOTALS</b>	<b>\$7.28million</b>	<b>\$9.95million</b>	<b>\$9.87million</b>

DPMO notional "2000" plan would reduce cost by \$3 million over 3 years.

## FUNDING SOURCES

DPMO

OSD (14M)

CILHI

Army DCSPER (15M)

JTFFA

Army DCSPER (5M)

Navy (15M)

AFDIL

Army DCSPER (5M)

DoD Health Affairs (Current DNA work)

# PERSONNEL SUMMARY

## Personnel Increase Estimates

	1999	2000	2001
DPMO Policy/Plans Officer	2		
DPMO case analysts	4		
DPMO archivists	3		
DPMO archival analysts/technicians	3	6	
CILHI anthropologists	2	3	2
CILHI mission commanders (O4)	3	2	2
CILHI Mortuary affairs specialists	6	4	2
Photographers	2	2	2
CILHI Medics	2	2	2
CILHI EOD Specialists		2	2
CILHI Linguists	4	4	4
CILHI analysts	2	2	
CILHI Administrative specialist		1	1
CILHI Admin. Tech		1	
CILHI Senior Mortuary affairs spec.		2	3
CILHI Logistics NCO			2
CILHI Communications specialists			3
CILHI Transportation clerk		1	
CILHI Orders clerk		1	
CILHI Operations NCO		1	
CILHI Contracting specialist		1	
TOTALS	33	35	25

# DPMO Personnel Assets

## Korean War Accounting

### PRESENT

### DPMO 2000

P&P AOs	2	P&P AOs	2
Analysts	9	Analysts	18
Archivists	4	Archivists	1
Technicians	0	Technicians	Contracted

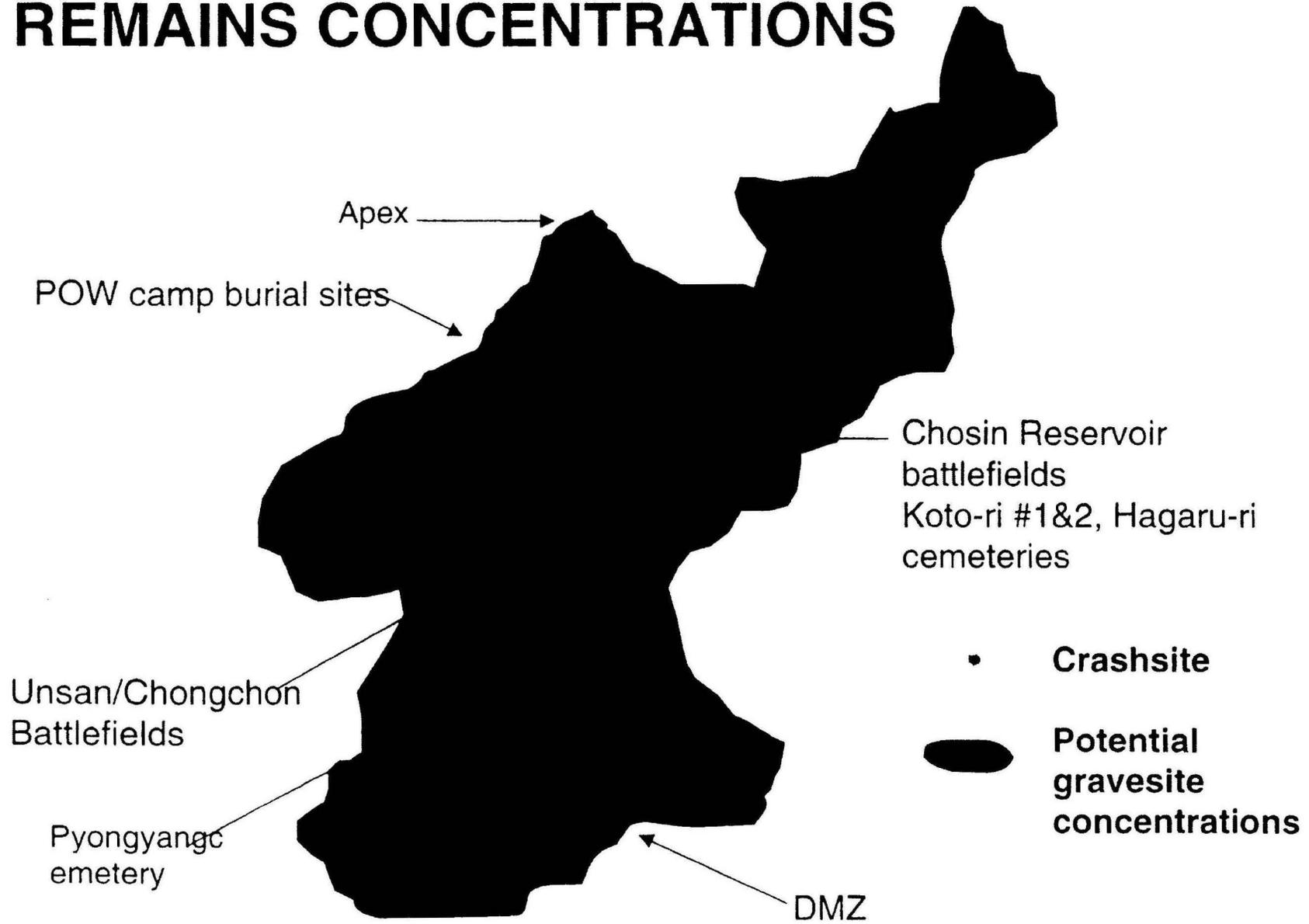
## **NEXT STEPS**

- **Initiate Korea-driven manpower survey**
- **Draft/implement DoD Directive to Army**
- **Brief OSD intent to Army leadership**
- **Brief OSD intent to Joint Staff (PACOM, UNC)**
- **Survey sources of civilian roundout support**
- **Negotiate agreement with North Koreans**

## **HERE and NOW**

- Veterans Family Visit to DPRK (Oct 24-27)
- Tentative Vets/family Meeting with DPRK representatives in Chicago (Nov 16-18)
- Tentative 1999 Planning Meeting with KPA in New York (Dec 9-12)
- Tentative DASD trip to DPRK (1999)

# REMAINS CONCENTRATIONS



# REMAINS RECOVERY TIMELINE (Notional)

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
RMNS	1	6	*10	200	421	445	700	700	109		
AREA	Unsan	Unsan	Kujang	Chong-chon	Chong-chon	Chosin Reserv oir	Yalu POW Camps	Yalu POW Camps	DMZ	TBD	TBD
JRO Scheme	**1x1	3x1	5x1	5x1/2	5x2/4 or 1+	5x3/6 or 1+	5x3/6 or 1+	5x3/6 or 1+	5x3/6 or 1+	TBD	TBD

\* Projected based on recoveries in JROs 1,2-98

\*\* Number of JROs x recovery teams each JRO/RI teams each JRO

#### Assumptions:

- Not all known mass gravesites were excavated earlier by DPRK teams.
- The investigation and survey site will provide solid recovery leads.
- Estimated Recovery Rates:
  - POW camp burial ground = 90%
  - Temporary cemetery = 90%
  - Battlefield sites = 30%
  - Aircraft loss sites = 10%

# EXECUTION

- **Three-year ramp-up of CILHI effort**
- **five JROs per year**
- **1999: 1 Rec Tm / 2 IEs per JRO**
- **2000: 2 Rec Tms / 4 IEs per JRO**
- **2001-2003: 3 Rec Tms / 6 IEs per JRO**

DOC

2201

**Mission Area Analysis Study Team Visits PACOM November 29-30.** (b) (6) escorted (b) (6) ANSER analysts, on a visit to the Pacific Rescue Coordination Center (PACRCC) and PACOM. (b) (6) were well received by the PACRCC. (b) (6) the assistant director of the PACRCC, provided a briefing on their peacetime operations and their organization to support wartime contingencies. (b) (6) provided a briefing on the overall intent of the MAA and that the study is in Phase One, problem definition and study plan development. (b) (6) also asked for inputs from (b) (6) and his staff.

(b) (6) the PACOM personnel recovery point of contact, arranged a meeting with the component offices responsible for personnel recovery and a meeting with legal and intelligence representatives. All components were present except Marine Forces. During the meeting with the components, (b) (6) provided the basic plan for personnel recovery within PACOM. He said he was pleased with the MAA briefing he received at the 1999 Personnel Recovery Conference. He was particularly impressed with the goals and the fact that the study is going to provide recommendations, instead of just studying the problem. (b) (6) gave the same briefing on the MAA he gave to the PACRCC earlier and asked for inputs from the component representatives.

The meeting with the legal and intelligence representatives provided (b) (6) with part of the support picture. The legal representative said there is a process in PACOM to ascertain legal status of combatants early enough to ensure they are aware of their status prior to possibility of capture. The intelligence representative said they are in the process of identifying ways to reachback to the CONUS to support the warfighter. He also said they have two personnel recovery intelligence support positions identified in the JICPAC.

(b) (6) also attended the initial meetings between JTF-FA and the ANSER representatives. (b) (6) (b) (6) attended these more out of a personal desire to learn more about DPMO's accounting mission, than to represent DPMO in "accounting" discussions. (b) (6) the JTF-FA public affairs officer, gave a briefing to explain the JTF-FA mission. This briefing provided the command structure of JTF-FA and how they accomplish their mission. It also included information on successful remains recoveries and how difficult it is to locate and identify remains lost over 30 years. (b) (6) briefed the goals of the MAA and that it is in Phase One.

After the mission briefing (b) (6) discussed public affairs issues with (b) (6) (b) (6) explained the support he provides to JTF-FA and how his office is structured. The next meeting was with the JTF-FA J5 office. (b) (6) defined the office structure and negotiation support J5 provides to the accounting mission.

(b) (6) impression of the first meetings with JTF-FA is that some appear apprehensive of the MAA. Although they did not voice specific concerns about the study, their body language, questions, and answers left the impression that they are uneasy about what they believe could be an unstated purpose of the MAA and its outcome.

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## REMAINS RECOVERY PLAN FOR WORLD WAR II LOSSES

### *I. Introduction*

This annex briefly reviews past efforts to recover persons unaccounted-for from World War II, outlines current efforts, and details steps that must be taken to transition the WWII effort into a dynamic, proactive search and recovery program in accordance with new World War II legislation.

### *II. Past Efforts*

A. The German surrender on May 8, 1945, and the Japanese surrender on August 15, 1945, together marked the end of World War II. Of the estimated 16 million Americans who served during the war, 406,000 had died and almost 79,000 were missing. Today, the number of persons still unaccounted-for remains in excess of 78,000.<sup>1</sup> By service, these losses total 38,439 Army/Army Air Corps, 35,713<sup>2</sup> Navy, 4,141 Marine Corps, and 661 Coast Guard.<sup>3</sup>

B. Following WWII, the US Government had full access to most former battle areas, which facilitated the recovery of America's war dead. Indeed, Army identification laboratories were established in Japan and Germany, at the core of former enemy territory, to serve as headquarters for remains recovery operations on both sides of the globe. From 1945 to 1951, extensive recovery efforts were made. By 1951, leads had dwindled and the Army identification laboratories in Japan and Germany were closed. From 1951 until 1976, WWII excavations were accomplished only when crash sites with numerous remains were located, which occurred once or twice each year.

C. In 1976, the Central Identification Laboratory, Hawaii (CILHI) was established. Whereas previous identification laboratories were war-specific, CILHI's assigned mission was to recover and identify all unrecovered US service members from past wars, and from non-hostile situations such as the 1985 air crash in Gander, Newfoundland, in which members of the 101<sup>st</sup> Airborne were killed. CILHI's WWII program initially focused on Papua New Guinea due to the large number of sites already identified in Papua New Guinea and the fact that the sites were accessible. The effort was assisted by a number of expatriate Australians permanently living in Papua New Guinea, who came forward and identified crash sites they had seen. To further support the effort, the US began an aggressive campaign in Papua New Guinea to encourage local nationals to report any knowledge of possible American remains locations. The effort was,

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<sup>1</sup> The term unaccounted-for as used in this paper defines individuals whose remains have not been recovered, identified, and buried. As such it includes individuals whose remains have been purposely left at their incident sites, such as approximately 1100 persons entombed in the U.S.S. Arizona Memorial in Pearl Harbor.

<sup>2</sup> Navy losses include burials at sea.

<sup>3</sup> Current loss numbers are from the American Battle Monuments Commission.

and continues to be, highly successful. As a result, there are now roughly 85 sites in Papua New Guinea where American losses have been confirmed, or where information submitted to US authorities warrants further investigation. Today, the WWII recovery effort is worldwide and not limited to a specific geographic region, but is conducted worldwide.

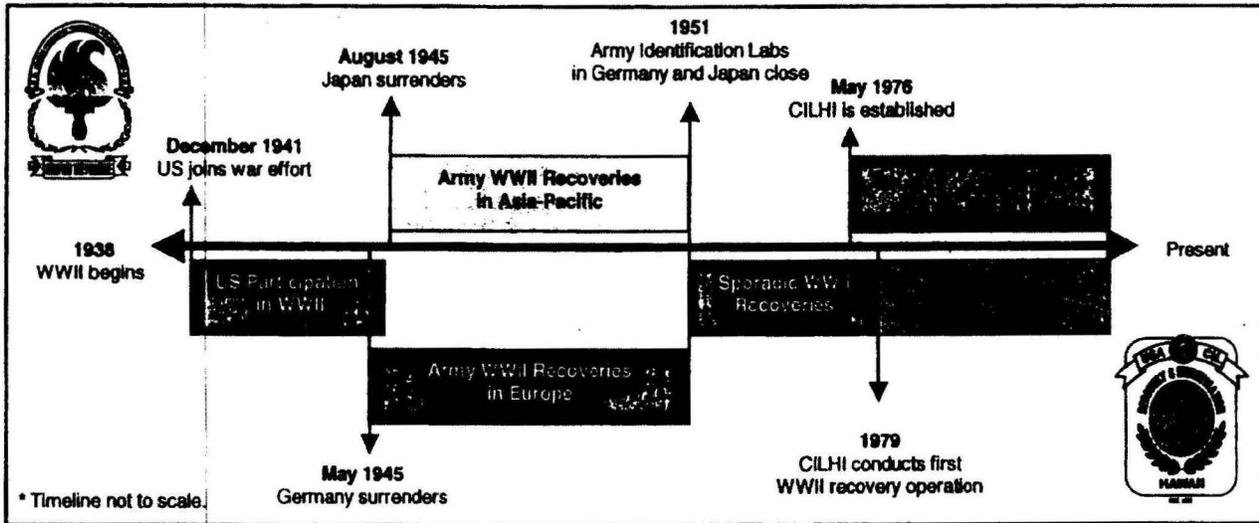


Figure 1: Timeline of World War II Activity and Recoveries

### III. 78,000-Plus Unrecovered Remains

A. The war with Germany resulted in roughly 24,000 unaccounted-for, the number unaccounted for as a result of the war with Japan totals over 54,000. Of these, almost 16,000 individuals were lost in Europe; this number includes those lost in the Battle of the Atlantic. An additional 4,000 were lost in the western waters of the Atlantic. Also lost in the war with Germany were almost 4,000 servicemen serving south and west of the Mediterranean in North Africa and the Persian Gulf. In the east, over 54,000 were lost in the Pacific and in Asia. This includes

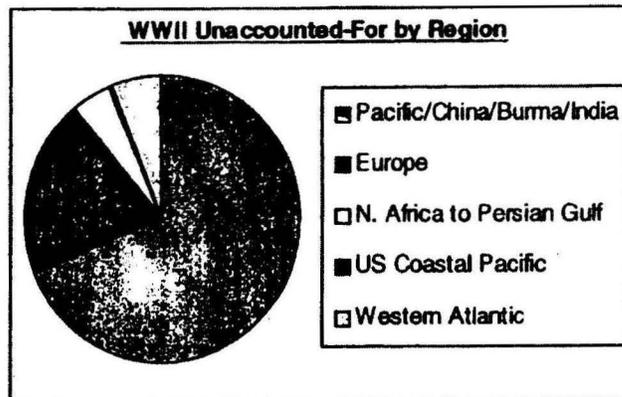


Figure 2: Regional Losses

American casualties lost during the attack on Pearl Harbor. Over 400 additional servicemen were lost in US mainland Pacific coastal waters<sup>4</sup>.

#### **IV. Current Site Notification Procedures**

A. WWII investigations and excavations are now conducted by CILHI teams worldwide. In 1999 alone, CILHI conducted WWII field activities in England, Bulgaria, Germany, Panama, China, Vanuatu, Kiribati, Indonesia, and Papua New Guinea. Currently there are over 150 sites in almost 30 countries worldwide that are awaiting further investigation or excavation. This list is growing despite the fact that the US Government does not pro-actively seek the disposition of each individual still unaccounted-for from WWII, such as is the procedure for resolving the cases of individuals still missing from the Indochina and Korean Wars. Instead, it actively pursues leads passed to it by private citizens and other governments. In addition, CILHI investigators ask about, and are frequently informed of, additional sites during each WWII field activity they conduct.

B. Standardized procedures for handling reports of WWII remains sites have been developed over the years. In most instances, information is reported to the US Defense Attache (DATT) in a given country. The DATT performs an initial verification of the information before forwarding the package to CILHI. Occasionally a private citizen notifies CILHI or DPMO directly. CILHI conducts historical research on each report to determine if there are any unaccounted-for losses in the reported area, in which the circumstances of the incident fit the description of the information forwarded. If warranted, the Casualty Data Section of CILHI forwards a questionnaire to the reporting party for additional information and clarification. If initial analysis indicates a potential for further action, the case is placed on the CILHI Worldwide Case List.<sup>5</sup>

C. The US Russia Joint Commission on POW/MIA Affairs, established in 1992 to investigate cases of Americans and Russians still unaccounted-for as a result of previous conflicts, also collects leads. Offices in Moscow are permanently manned by US personnel, who work jointly with their Russian counterparts to collect information and follow leads. Any WWII site information they obtain that requires investigation or excavation is forwarded to DPMO and subsequently passed to CILHI.

#### **V. Operational Considerations**

A. Land-Based Obstacles. CILHI draws on a wide variety of recovery resources to overcome hazards such as loss sites precariously perched on cliffs, sites with an abundance of unexploded ordnance, and sites in extremely remote, difficult-to-access areas. In 1994, for example, a CILHI team crossed a

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<sup>4</sup> The numbers in this paragraph are approximations of numbers listed in literature produced by the American Battle Monuments Commission.

<sup>5</sup> CILHI's Worldwide Case List is explained in detail in Section VI.

Himalayan glacier on horseback and on foot to recover the frozen remains of five US airmen killed during WWII. Thus far, no WWII, land-based site has been rejected for excavation due to safety concerns. However, access to some sites is temporarily delayed due to security concerns such as civil unrest, or due to State Department restrictions related to foreign policy.



Figure 3: This photo shows a WWII, O-47 (observation variant of a C-47) loss site on the side of a mountain in Panama. A CILHI recovery team has investigated the site, and the site is on the excavation list.

B. Underwater Safety Concerns. Not all underwater sites can be safely excavated, such as most deep water ship and aircraft loss sites. There are likely in excess of 30,000 individuals whose remains are, if they still exist, located at such sites. Navy divers are used to conduct underwater recoveries since these are specialized skills that CILHI does not maintain. The Department of the Navy recognizes that the sea has always been considered a fit and final resting place for Navy and Marine Corps personnel. Nevertheless, reasonable efforts are made by the Navy's Salvage and Recovery Program to accomplish specific underwater recoveries as a humanitarian undertaking. Navy underwater recoveries must be scheduled so as not to conflict with other, time-critical salvage and recovery operations. Further, and more importantly, remains recoveries will not be undertaken if they put the lives of recovery team members at risk. Requirements for conducting underwater remains recoveries are shown in Figure 4.

- ***The site must be confirmed as an unaccounted-for loss site.*** Confirmation of an underwater loss site is complicated due to vague or conflicting reports concerning losses, which took place over a vast ocean area. Further, strong ocean currents may have moved material evidence that would have helped identify the site and the individual.
- ***There must be sufficient probability of finding remains.*** Most water losses occurred following fire and explosion aboard a ship, or during high-speed aircraft crashes at sea. Remains not destroyed during the incident that have remained intact, now lie on the ocean floor, often in scattered locations. This makes finding them extremely difficult.
- ***The recovery must be able to be conducted safely.*** All underwater salvage operations carry an element of danger with them and there is little margin for error. For this reason, underwater recoveries are only conducted if there is a high probability of success, and if studies indicate the recovery can be safely conducted.

Figure 4: Criteria for Underwater Recoveries

## VI. ***Prioritization of Recovery Efforts***

A. The CILHI Worldwide Case List depicts all WWII loss sites that are awaiting further action, be that research, investigation, or excavation. The list is divided into three categories (A-B-C Lists). Cases on the C-List have little or no corroborated information. Cases on the B-List have some corroborated information, but are still lacking key pieces of information. Cases are put on the A-List when no additional information can be obtained, the site is verified as relating to an unaccounted-for American, remains have been reported at the site, the site location has been positively identified and, if the site is a crash site, the aircraft type has been identified. There are 27 sites currently on the A-List, 104 sites on the B-List, and 31 sites on the C- List.<sup>6</sup> The preponderance of B-List cases are in the South Pacific, primarily Papua New Guinea. A-List sites, those awaiting excavation, are spread almost equally between Europe, the North Pacific, and the South Pacific as shown on the following page in Figure 5.

B. Cases on the A-List face additional screening and evaluation prior to an excavation taking place. First, the political stability in the excavation area must be assessed by the regional military Commander in Chief (CINC). The site cannot be excavated without CINC approval. Second, a climatology review is conducted to determine in what time frame the weather would best accommodate an excavation. Additional factors weighed during the evaluation process are: risks involved in the actual excavation process; availability of medical evacuation should a team member be injured or become ill; likelihood of success; accessibility of the site; weather and terrain conditions; requirements for special equipment and special training; whether or not remains have actually

<sup>6</sup> The numbers for the A-B-C Lists are valid as of November 1999. These numbers are highly fluid due to periodic new site notifications, and ongoing investigations and excavations.

been observed at the site; whether or not an excavation was previously begun at the site and is awaiting completion; witness reliability; the estimated time it will take to close the site, and political and family interest in the site.



Figure 5: Sites by Region on the CILHI Worldwide A-B-C List

## VII. Current *OPTEMPO*

A. Field Activities Scheduled for Calendar Year 2000. WWII investigations and excavations are conducted by the CILHI global team. The global team is also responsible for all losses from the Cold War, Gulf War, and any other past, current, or future loss not associated with the Indochina or Korean Wars. It further back-fills temporary manpower shortages on other teams. Thus the global team is periodically diverted from WWII field activities. Conversely, Korea War recovery teams have periodically been used to support WWII missions when adverse weather on the Korean Peninsula or political developments have resulted in the cancellation of a North Korean recovery effort. Currently, the global team, augmented by the North Korean team, is scheduled to conduct eight WWII excavations and seven WWII investigations during calendar year 2000.

B. The Backlog. Teams conducting excavations in support of WWII deploy for periods ranging from 28 to 35-days. During each deployment, a team can normally excavate no more than one or two sites. Investigation teams normally deploy for 21 days, during which they are able to pursue 10 to 20 cases. CILHI personnel have an overwhelming operations tempo, commonly spending over 200 days each year deployed, and rarely spending more than 45 days in succession at their home base. Their time at headquarters is spent writing detailed reports on the last deployment and doing extensive research and preparation for the next deployment. With information on new sites being gathered on a regular basis, and with no additional WWII assets, it will be extremely difficult for CILHI to reduce the number of backlogged cases awaiting excavation and investigation. The following three pages depict cases currently awaiting CILHI action.

# A-List: Sites Awaiting Excavation

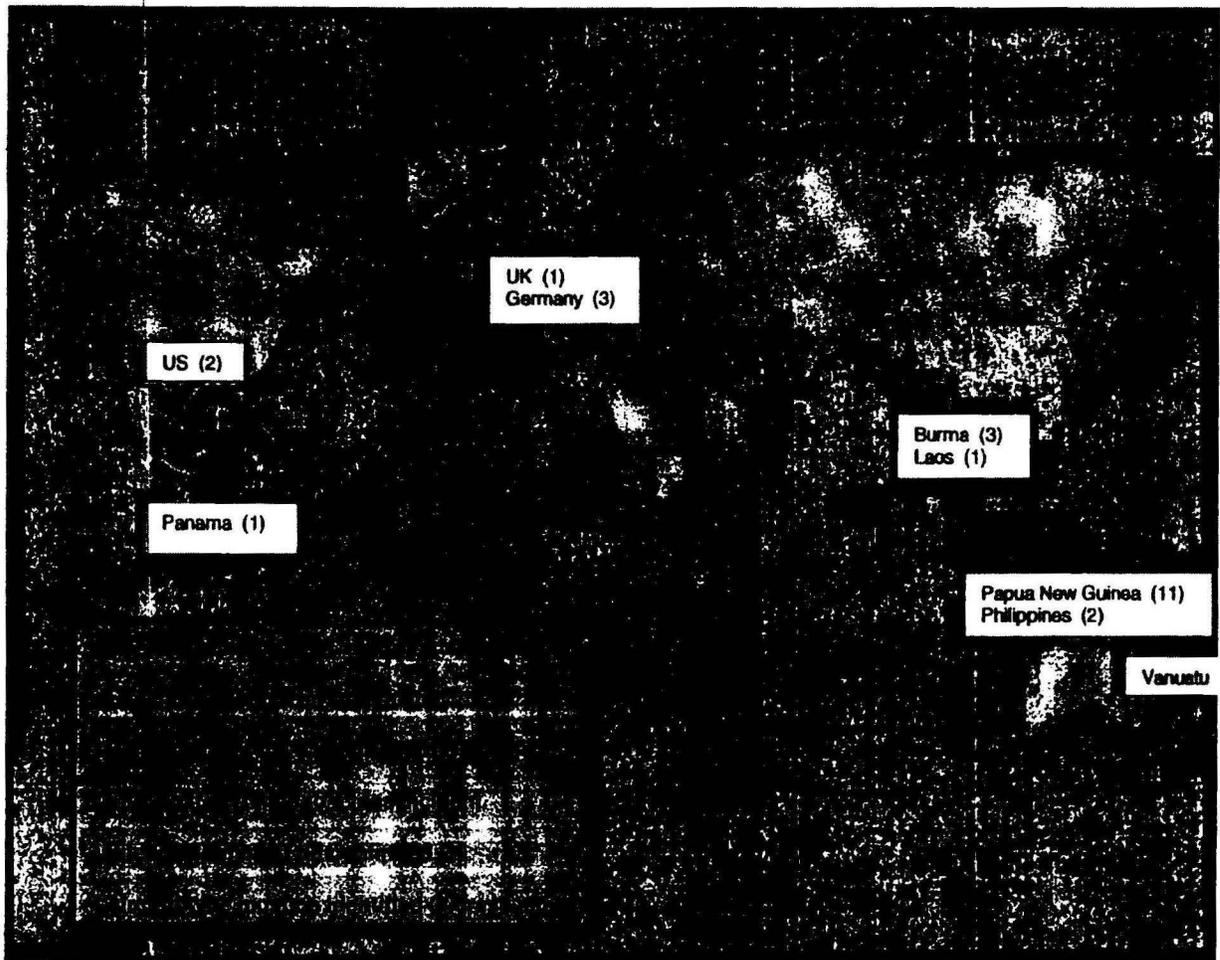


Figure 6: CILHI's A-List Sites as of November 1999

## B-List: Sites Undergoing Research and Investigation

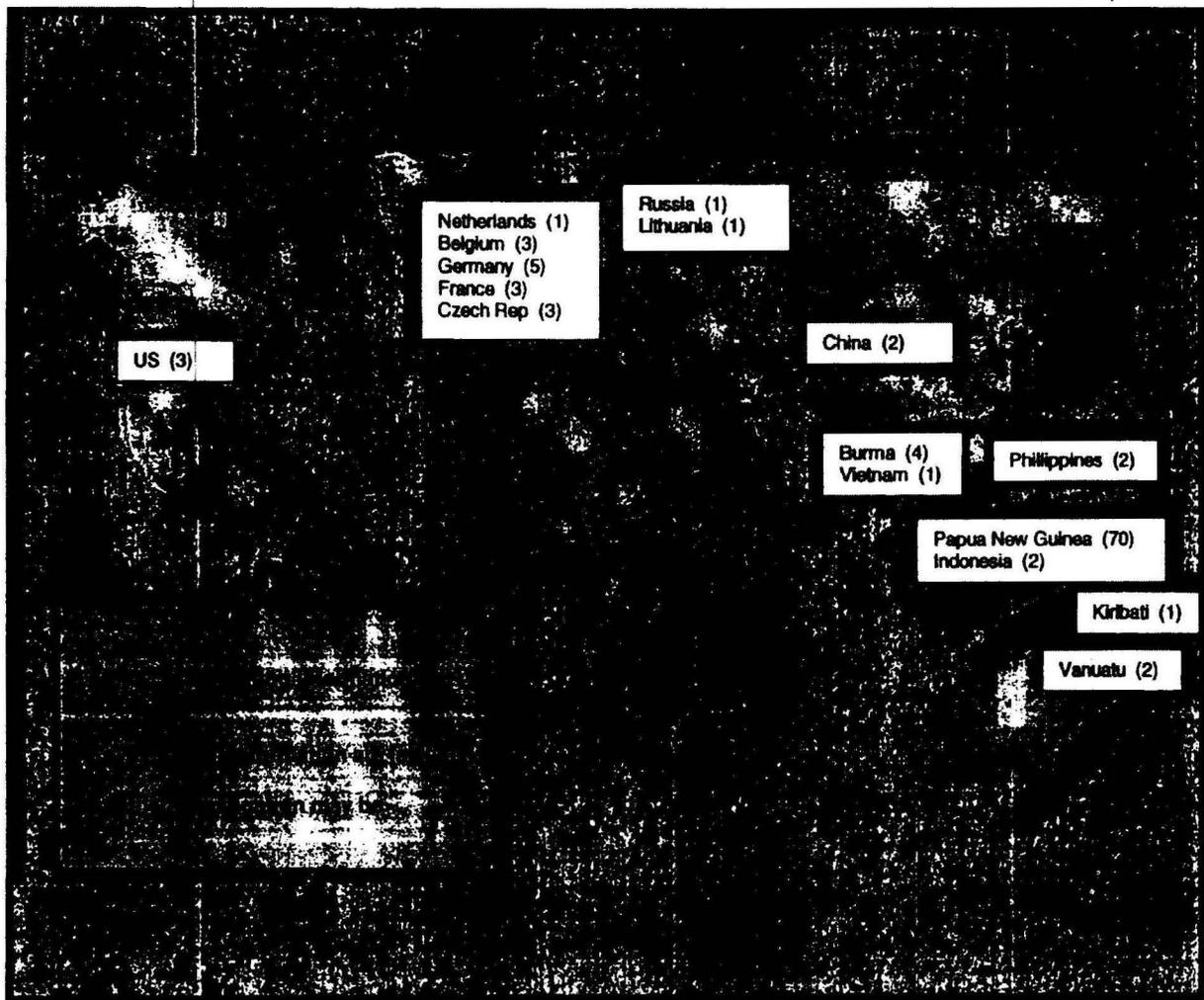


Figure 7: CILHI's B-List Sites as of November 1999

## C-List: Newly Reported Sites

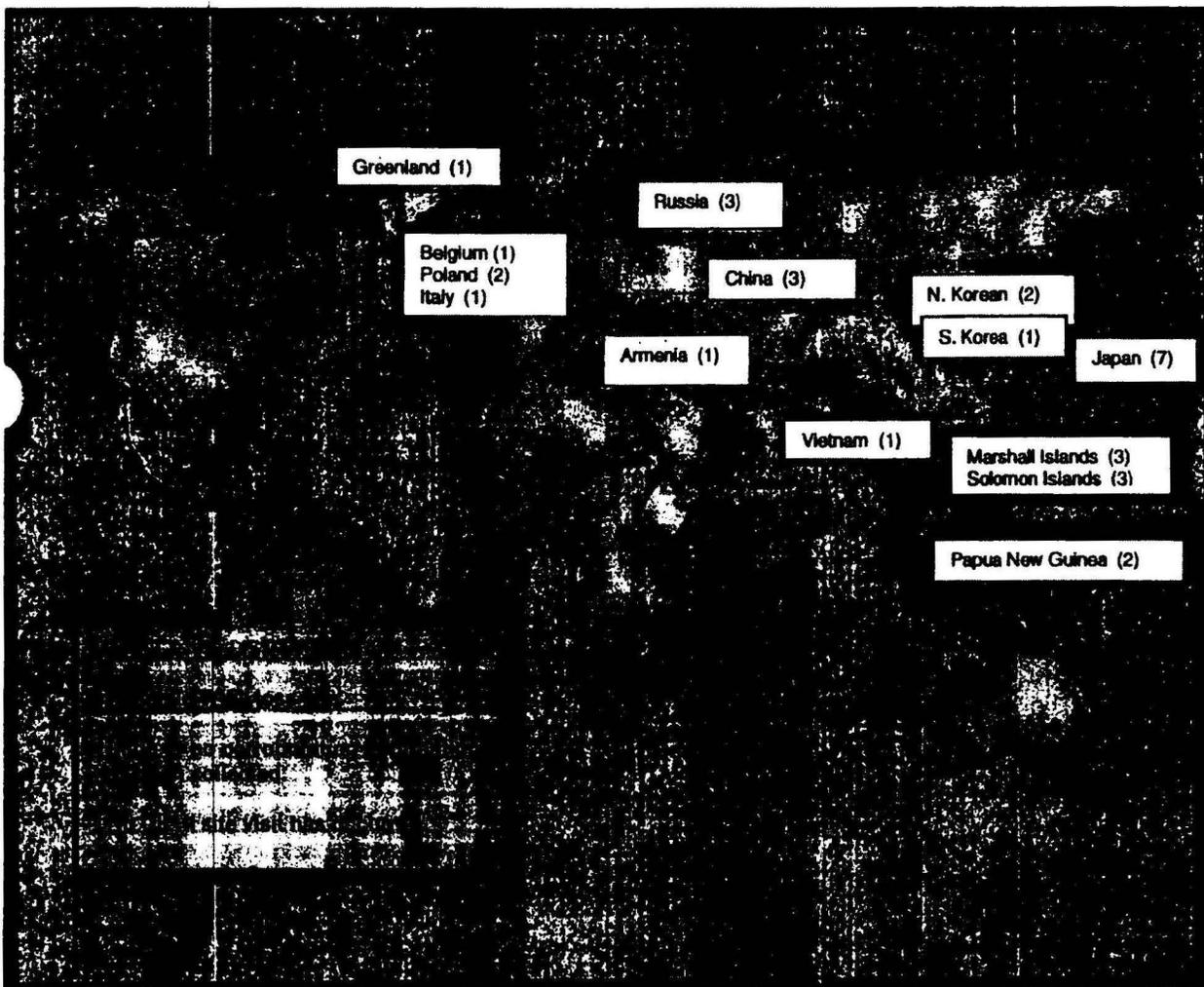


Figure 8: CILHI's C-List Sites as of November 1999

### **VIII. Current Issues Impacting WWII Recoveries**

A. **New WWII Legislation.** A recent amendment of Section 1506, Title 10, United States Code has levied additional pressure on the DoD and CILHI. The amendment, found in Section 576, states that the Secretary of Defense shall make every reasonable effort to search for, recover, and identify the remains of US service men lost in the Pacific theater during WWII while engaged in flight operations. The amendment further states the Secretary of Defense shall consider increasing the number of personnel assigned to CILHI. Although the legislation highlights air operations in the Pacific, it also draws attention to the entire WWII recovery effort -- an effort working at maximum capacity with current manpower authorizations.

B. **An Increase in Site Reports.** The number of sites annually reported has increased dramatically in recent years. Persons engaged in enterprises such as timbering, mining, and hunting are moving deeper into remote areas and finding sites previously beyond the reach of human activity. Expanded agricultural activity and new construction efforts in settled areas have unearthed evidence of remains or loss-related artifacts that were previously not visible. The expansion of mass communications has led to an increasing worldwide awareness of the ongoing US effort to recover remains. Finally, during each deployment recovery teams learn of additional sites.

C. **German and Japanese Recovery Programs.** Germany and Japan also have programs to recover their WWII unaccounted-for. Japanese efforts began immediately following WWII and continue today throughout the Asia-Pacific and in the former Soviet Union. Rather than return recovered remains to Japan, the Japanese cremate the remains at the recovery location. German recovery efforts began only recently and focus primarily on mass graves in the former Soviet Union. The Germans inter recovered remains near the recovery locations in individual plots in military cemeteries. DPMO is endeavoring to ensure that American remains are not mistakenly recovered and cremated, or reburied, by Japanese or German recovery teams so that they are forever lost to US recovery efforts. Nonetheless, the best method to prevent this from occurring is to locate and excavate the sites of America's unaccounted-for as expeditiously as possible.

### **IX. The Number of Recoverable Remains**

A. The vast area involved, and the potentially large number of recoverable remains, presents an enormous challenge to the US Government. It is not known how many of the more than 78,000 still unaccounted-for individuals are potentially recoverable; however, certain limiting factors exist. Most personnel lost at sea are unrecoverable. This number is likely in excess of 30,000 and includes not only seamen, but also Army personnel lost during transport on naval ships, as well as Navy and Army Air Corps aircrew, whose aircraft crashed at sea. Additional remains were unknowingly destroyed or permanently lost to the

recovery effort during wartime artillery bombardments and bombing strikes, as well as during building efforts during the postwar reconstruction period. Finally, a large number of remains have been destroyed through the passage of time, exposure to elements, and circumstances of loss, such as fire and explosion.

#### **X. *Plan of Attack***

A. **Develop an Operational Plan.** CILHI, working with DPMO and the services, must develop a deliberate, proactive plan to search for, recover, and identify the remains of servicemen unaccounted-for as a result of WWII. The Department of Defense must analyze the circumstances and regions of loss for the more than 78,000 individuals still unaccounted-for. Determinations must be made as to how many individuals are permanently lost due to the nature and/or location of their loss incidents. Research, analysis, and recovery efforts can then prioritize recovery assets to focus on individuals and geographic areas where recoveries are deemed most probable. The Department of Defense must develop a carefully balanced plan that will not only comply with new legislation that highlights aviators lost over the Pacific, but will also ensure continued efforts on behalf of all Americans lost during WWII, whether in the Asia-Pacific or European Theaters, and whether engaged in flight, naval, or ground activity.

B. **Consider Forward Deployment.** Given the high volume of cases already known to exist in Papua New Guinea, the Department of Defense must consider the advisability of establishing a small detachment in Papua New Guinea to actively collect new leads in the Pacific. A similar evaluation should be directed to consider the advisability forward deploying a CILHI representative to work out of the Office of Mortuary Affairs in Landstuhl, Germany. As in Southeast Asia, forward-deployed offices are expected to attract individuals with new information, determine the value of newly reported information, and conduct preliminary site visits. They can also facilitate the throughput of deploying and redeploying teams.

C. **Procure Personnel.** CILHI must grow sufficient recovery teams, solely dedicated to the WWII mission, to aggressively pursue both current and future cases on their Worldwide A-B-C Lists. CILHI also requires sufficient anthropological support for field activities as well as for ongoing forensic analysis at CILHI. In addition, both DPMO and CILHI require sufficient analytic support to enable a proactive analytic approach to the WWII recovery effort. Finally, DPMO must ensure adequate policy support for all related issues. Manpower requirements and funding are detailed in sections XI and XII.



Figure 9: Necessary Steps for the New WWII Mission

**XI. Required Manpower**

A. CILHI Manpower Requirements. CILHI will require two WWII-specific investigation/recovery teams and an increase in support staff to fully support the increased mission. The global team will focus on real time recoveries; back-fill other teams when necessary; conduct special, ad hoc recoveries; and support WWII efforts as it has done in the past. Initial estimates indicate CILHI needs a manpower increase of at least 21 persons, which provides for the manning of the two WWII-dedicated teams, and support personnel. Each nine-person team will consist of one team leader, one anthropologist, one non-commissioned officer in charge (NCOIC), one medic, three mortuary affairs specialists, one explosive ordnance disposal (EOD) specialist, and one photographer. CILHI also requires two additional analysts to increase research efforts, and a third anthropologist, in addition to the two anthropologists hired for the two teams, to ensure ongoing forensic analysis at CILHI during the deployment of field teams. New personnel will be phased in over a two year period, beginning with fiscal year 2001. Under this timeline, by the end of fiscal year 2002, all personnel will be trained, and the new teams will be operating at full strength. This manpower estimate presupposes that all manpower requirements already validated for CILHI are filled.

<i>Position</i>	<i>2001</i>	<i>2002</i>	<b>Totals</b>
Team Leaders	1	+1	<b>2</b>
Anthropologists	2	+1	<b>3</b>
NCOICs	1	+1	<b>2</b>
Medics	1	+1	<b>2</b>
Mortuary Affairs Specialists	3	+3	<b>6</b>
EOD Specialists	1	+1	<b>2</b>
Photographers	1	+1	<b>2</b>
<b>Analysts</b>	<b>2</b>	<b>+0</b>	<b>2</b>
<b>Totals</b>	<b>12</b>	<b>+9</b>	<b>21</b>

Figure 10: CILHI's Additional Manpower Requirements for the New WWII Mission

B. **DPMO Manpower Requirements.** As it does for the Southeast Asia and Northeast Asia recovery efforts, DPMO will fully support CILHI's WWII efforts with analytic and policy support. At present, DPMO has no authorizations for WWII, and is able to support the effort on an ad hoc basis only. To establish a full-time support program for the expanded WWII mission, DPMO will require three additional analysts – one each for Pacific air losses, worldwide naval losses, and European Theater losses – and one policy officer. The additional manpower will be phased in during fiscal years 2001 and 2002.

<i>Position</i>	<i>2001</i>	<i>2002</i>	<b>TOTALS</b>
Analysts	2	1	<b>3</b>
Policy Officer	1	0	<b>1</b>
<b>TOTALS</b>	<b>3</b>	<b>1</b>	<b>4</b>

**Figure 11: DPMO's Additional Manpower Requirements for the New WWII Mission**

**XII. Required OPTEMPO**

A. Each WWII-dedicated team will conduct a minimum of five excavations each year. The global team will conduct up to five WWII excavations each year as permitted by other requirements. In addition to excavations, each WWII-dedicated team will each conduct a minimum of four investigation activities annually. During each investigation, 10 to 20 sites will be visited; thus four annual investigative activities will result in the investigation of 40 to 80 sites in one year. The current global team will conduct additional investigation activity in support of WWII when possible. Northeast and Southeast Asia teams, when diverted from their primary mission for any reason, will augment the WWII effort. The two WWII-dedicated teams will have as their priority, investigations and excavations in the Pacific as mandated by new legislation. However, excavations will only be done on sites that have met all the excavation criteria. The expanded activity will ensure that by the start of fiscal year 2003, 18 excavations and 15 investigative activities will be conducted annually in pursuit of the resolution of WWII cases. The following chart depicts the number of anticipated WWII field activities from the year 2000 through 2005.

<i>Year</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<b>Totals</b>
Excavations	8	10	13	18	18	18	<b>90</b>
Investigations	7	9	11	15	15	15	<b>76</b>

**Figure 12: Number of Estimated Investigations and Excavations with Two WWII teams, Regular Global Team Assistance, and Periodic Participation by other Regional Teams**

**XIII. Budgetary Requirements**

A. The fully expanded WWII mission will increase CILHI's current annual spending levels by an estimated \$2,923,593 by the close of fiscal year 2002. For

fiscal year 2001, the increase includes one WWII team, plus an additional anthropologist and two analysts. A second WWII team will be added in fiscal 2002. The costs also include the expansion of the current WWII mission by five excavations and four investigation periods in fiscal year 2001, and doubling the number of deployments beginning with fiscal year 2002.

Category	2001	2002-2005
Anthropologists <sup>7</sup>	\$163,422	\$245,133
Analysts <sup>8</sup>	\$136,352	\$136,652
Excavations <sup>9</sup>	\$802,616	\$1,605,232
Investigations <sup>10</sup>	\$468,288	\$936,576
<b>Totals</b>	<b>\$1,570,678</b>	<b>\$2,923,593</b>

Figure 13: Estimated Annual Cost Increases at CILHI for Increased WWII Activities

B. DPMO annual increases to current spending levels will rise to \$329,108 by the close of fiscal year 2002. This increase reflects the addition of one policy officer and three policy-support analysts.

Category	2001	2002-2005
Analysts <sup>11</sup>	\$164,554	\$246,831
Policy Officer <sup>11</sup>	\$82,277	\$82,277
<b>Totals</b>	<b>\$246,831</b>	<b>\$329,108</b>

Figure 14: Estimated Annual Cost Increases at DPMO for Increased WWII Activities

#### XIV. Assumptions

A. The following assumptions have been made in preparing this annex.

- WWII sites will continue to be reported in the same, or increasing, numbers over the next five years, and increased research efforts on the part of CILHI and DPMO will unearth new leads.

<sup>7</sup> Anthropologists were calculated as follows: GS12/4 (\$52,681), plus FY 2000 pay raise (4.8%), plus benefits (25%), plus Hawaii COLA (25%) = \$81,711.

<sup>8</sup> Analysts were calculated as follows: GS11/4 (\$43,955), plus FY 2000 pay raise (4.8%), plus benefits (25%), plus Hawaii COLA (25%) = \$68,176.

<sup>9</sup> Annual excavations were calculated at five activities per team: 3 x \$208,000 (South Pacific), 1 x \$70,266 (North Pacific), and 1 x \$108,350 (Europe).

<sup>10</sup> Annual investigations were calculated at four activities per team at \$117,072 each.

<sup>11</sup> DPMO analysts and policy officers were calculated as follows: GS13/4 (\$63,829) plus FY 2000 pay raise (4.8%) plus benefits (23%) = \$82,277.

- Manpower requirements will be validated and authorized, and the billets will be manned.
- Funding to support the expanded mission will be approved.
- Nations in which Americans were lost as a result of WWII will continue to cooperate with the US in its effort to locate and retrieve remains.
- The global team will continue to focus the bulk of its effort on WWII recoveries, and WWII will remain a priority task for regional teams when diverted from their primary mission.

#### ***XV. Conclusion***

The list of WWII loss sites awaiting investigation and excavation continues to grow. The current paucity of assets available to research the sites, conduct field activity, and conduct forensic analysis of recovered remains, has contributed to the backlog of cases awaiting action. Steps outlined in this paper, when implemented, will ensure an aggressive, proactive Department of Defense effort to search for, recover and identify the remains of persons still unaccounted-for from WWII. The expanded WWII recovery effort will place an enormous load on staffing in all agencies connected to the accounting process. However, the Department of Defense has a responsibility to the men and women of the armed forces, as well as to the families of the unaccounted-for, to fulfill our obligation of the fullest possible accounting, and it takes that responsibility very seriously.





**DEPARTMENT OF DEFENSE  
OFFICE OF FREEDOM OF INFORMATION  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155**

**SEP 29 2012**

Ref: 00-F-1568

This responds, in part, to the last Department of Defense (DoD) records responsive to your April 27, 2000, Freedom of Information Act (FOIA) request for "All contracts with ANSER, including all proposals, solicitations, or solicited RFP's or RFQ's associated with ANSER since 1990, etc." Our March 30, 2012, interim response provided you with 10 unexcised documents. We have now completed the last reviews and our release determinations are as set forth below and as portion-marked within the enclosed documents which are provided in electronic form, adobe acrobat format (CD-ROM disk enclosed). We acknowledge that the processing of this request has been protracted and regret the delay of our response.

We have determined that the information within the enclosed unexcised documents is releasable in full. For the other documents, exempt information is identified by grayed-out document segments. Mr. John R. Horn, Chief, FOIA Branch, Defense Prisoner of War/Missing Personnel Affairs Office, Office of the Under Secretary of Defense for Policy, Mr. Mark S. Patrick, Chief, Information Management Division, Joint Staff, Ms. Beth McCarthy, Director, C3I Administration and Management, Mr. Thomas O. McGauley, Acting Chief, Administrative Programs Division, U.S. Pacific Command and I have determined that the segment information within some documents is exempt from release because it relates to trade secrets and/or commercial or financial information obtained on a privileged or confidential basis which, if released would result in competitive harm to the company or would impair the government's ability to obtain like information in the future and is withheld pursuant to 5 USC 552 §(b)(4). Some information within other documents was identified as both pre-decisional and deliberate in nature relating to subjective evaluations, opinions, and recommendations, which if disclosed would inhibit the decision making process and is withheld pursuant to 5 USC 552 §(b)(5). Some information within other documents has been found to be exempt because its release would constitute a clearly unwarranted invasion of the personal privacy of individuals and is withheld pursuant to USC § 552 (b)(6). Lastly, some exempt information has been identified within other documents that is specifically exempted from release by statute establishing particular criteria for withholding, specifically, USC § 424 for protection of organizational and personnel information for DIA, NRO, and NIMA; 50 USC §402 Note pertaining to NSA functions and information; and 50 USC § 403(g), Section 6 of the CIA Act of 1949 pertaining to CIA functions and information. Accordingly, all of this information is denied pursuant to 5 USC § 552 (b)(3), (b)(4), (b)(5) and (b)(6).

In addition to the above cited documents, others have been determined to have been either originated by or which contain equities that come under the cognizance of other

organizations/agencies that maintain their own FOIA programs, require transfer to the Department of the Army, U.S. Marine Corps, U.S. Coast Guard, U.S. Pacific Command, U.S. Special Forces Command and the General Services Administration. The addresses of these organizations/agencies are contained in the organization listing enclosure. Please note that these transfer actions include documents pertaining to contracts, proposals and RFP's. These documents have been transferred to the GSA contracting office identified on the enclosed organization listing for action and direct response to you.

If you are not satisfied with this action, you may appeal to our appellate authority, the Director of Administration and Management, Office of the Secretary of Defense, by writing directly to the Defense Freedom of Information Policy Office, Attn: Mr. James Hogan, at 1155 Defense Pentagon, Washington, D.C. 20301-1155. Your appeal should be postmarked within 60 calendar days of the date of this letter, should cite our case number 00-F-1568, and should be clearly marked "Freedom of Information Action Appeal."

Sincerely,

Will Kammer  
Chief

Enclosures:  
As stated

## Organizational Listing

Department of the Army  
ATTN: AHRC-PDD-FP  
Freedom of Information and Privacy Acts  
Division  
7701 Telegraph Road  
Alexandria, VA 22315-3860

Department of the Navy  
Headquarters U.S. Marine Corps  
3000 Marine Corps Pentagon, Room 2A288  
Washington, DC 20350-3000

United States Coast Guard  
Commandant (CTG-611)  
Attn: FOIA Officer  
2100 2<sup>nd</sup> Street SW Stop 7101  
Washington, DC 20593-7101

U.S. Pacific Command  
J141 FOIA  
Box 64028  
Camp H.M. Smith, HI 96861-4028

U.S. Special Operations Command  
SOCS-SJS-I/FOIA Service Center  
7701 Tampa Point Boulevard  
MacDill AFB, FL 33621-5323

General Services Agency  
FEDSIM Contracting Center  
5203 Leesburg Pike, Suite 22041  
Falls Church, VA 22041

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Thursday, January 06, 2000 4:17 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
**Subject:** FW: Message / upcoming events

  
Draft Memo to  
CINCS.doc

(Info copy of correspondence)

(b)(6) [redacted]  
..... [redacted]  
(b)(6) [redacted]

> ~~Original Message~~

(b)(6) > **From:** [redacted]  
(b)(6) > **Sent:** Thursday, January 06, 2000 4:15 PM  
(b)(6) > **To:** [redacted]  
> **Cc:** 'rockbrett@mindspring.com'; 'DPMO, COL Mel Richmond'; 'DPMO, Maj Clair Gilk'  
> **Subject:** Message / upcoming events

> Mike: here is draft text for a msg out to CINC POCs re data collection  
> for the studies. I took the liberty of mentioning both studies...hope  
> that's OK. If you see any problems w this or have changes to suggest,  
> please let COL Richmond know, since he's got it just now.

> <<Draft Memo to CINCS.doc>>

> On the travel/contact schedule, we're currently looking at multiple events  
> during the week of Jan 24th: a) 24-26 Jan, USASOC PR conference at Ft  
> Bragg; b) 24-26 Jan, Casualty Conference at Hickam AFB HI (we'll be  
> staying over 27-28 as well for some side meetings); c) ??? Jan, CPX 2000  
> and associated visits w/in EUCOM. Regarding the latter, we may have an  
(b)(6) > opportunity to send [redacted] from ANSER, depending on agenda/timing  
> - please let us know as your plans firm up.

> We'll also be trying to make the rounds at JPRA and JFCOM during the next  
> several weeks - although I suspect those can more easily afford to be  
> separate sets of meetings from y'all's (Feb, I think?). Ditto with Joint  
> Staff and Service reps. But I'll try to remember to keep you updated in  
> any event.

(b)(6) >  
> Regards ..... [redacted]

(b)(6) [redacted]

**DRAFT MESSAGE**

**FROM: DASD, POW/MIA**

**TO: Dir Joint Staff**  
**Joint Staff J-3/J-3SOD/J-5/J-7/J-8**  
**USSOUTHCOM J-3/J-33/J-5**  
**USCENCTOM J-3/J-3PP/J-5**  
**USEUCOM J-3/J-5**  
**SOCEUR J-5**  
**USPACOM J-3/J-31/J-311/J-5**  
**USJFCOM J-3/5**  
**JPRA xxxxx?**  
**USSOCOM SOOP/SOOP-P**  
**DAMO-ODO**  
**ASN/M&RA**  
**USAF/XO/XOO/XOOP**  
**HQMC/PP&O**

**SUBJECT: Personnel Recovery (PR) and Accounting Studies**

**REFERENCE: Memorandum, same subject, dated 20 Oct 1999**

1. The referenced memorandum described the subject studies and requested the CINC's, Joint Staff, and Services to provide points of contact. This [letter/memorandum/message] requests support for specific data-collection activities associated with these studies.
2. During the Feb – May 2000 timeframe, the study teams plan to visit each of the CINC staffs to conduct a detailed review and assessment. During these visits, study team members plan to work with CINC and component staffs to:
  - a. Review standing operations and contingency plans and appropriate annexes, and identify/characterize potential demands for PR and accounting capabilities;
  - b. Identify assets planned for, and capable of, performing PR missions, along with their capabilities and limitations;

- c. Identify theater-unique considerations that should be taken into account in the assessment;
  - d. Develop algorithms and data for a PR and accounting assessment models that will be made available to your staffs to assist in the identification of future PR and accounting requirements;
  - e. Review international agreements and procedures for integrating coalition partners into PR missions;
  - f. Conduct a short planning exercise designed to capture critical inputs for both studies.
3. For Director, Joint Staff: request authorization for members of the study team to access appropriate portions of current planning documents, to help them prepare for CINC visits. These documents may include the Defense Planning Guidance, Illustrative Planning Scenarios, Joint Strategic Capabilities Plan, operations and contingency plans, and Dynamic Commitment scenarios.
  4. For CINC addressees: please advise DPMO and the study directors of preferred and alternate dates for the activities described in paragraph 2.
  5. For USJFCOM: please advise DPMO and the study directors regarding your ability to provide JFCOM and/or JPRA representation at these meetings.
  6. For Joint Staff and Service addressees: please plan to support the data collection effort by providing access to information on joint and Service planning to train and equip forces for future PR missions. Study team members will contact your staff with specific data requests.

7. My points of contact are as follows:

- a. COL Mel Richmond, DPMO  
 VOICE (UNCLASS): 703-602-1244  
 E-MAIL (UNCLASS): [richmondm@osd.pentagon.mil](mailto:richmondm@osd.pentagon.mil)

- b. Study Director, DPMO MAA/BPR

(b)(6)

[REDACTED] ANSER

(b)(6)

VOICE (UNCLASS): [REDACTED]

(b)(6)

E-MAIL (UNCLASS): [REDACTED]

(b)(6)

FAX (UNCLASS): COM [REDACTED]

- c. Study Director, PR in a Coalition Environment

(b)(6)

[REDACTED]

(b)(6)

VOICE (UNCLASS): [REDACTED]

(b)(6)

E-MAIL (UNCLASS): [REDACTED]

(b)(6)

FAX (UNCLAS): [REDACTED]

**DRAFT MESSAGE**

**FROM: DASD, POW/MIA**

**TO: Dir Joint Staff  
Joint Staff J-3/J-3SOD/J-5/J-7/J-8  
USSOUTHCOM J-3/J-33/J-5  
USCENCTOM J-3/J-3PP/J-5  
USEUCOM J-3/J-5  
SOCEUR J-5  
USPACOM J-3/J-31/J-311/J-5  
USJFCOM J-3/5  
JPRA xxxxx?  
USSOCOM SOOP/SOOP-P  
DAMO-ODO  
ASN/M&RA  
USAF/XO/XOO/XOOP  
HQMC/PP&O**

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  - d. Develop algorithms and data for a PR and accounting assessment models that will be made available to your staffs to assist in the identification of future PR and accounting requirements;
  - e. Review international agreements and procedures for integrating coalition partners into PR missions;
  - f. Conduct a short planning exercise designed to capture critical inputs for both studies.
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  6. For Joint Staff and Service addressees: please plan to support the data collection effort by providing access to information on joint and Service planning to train and equip forces for future PR missions. Study team members will contact your staff with specific data requests.
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 VOICE (UNCLASS): 703-602-1244  
 E-MAIL (UNCLASS): [richmondm@osd.pentagon.mil](mailto:richmondm@osd.pentagon.mil)

- b. Study Director, DPMO MAA/BPR

(b)(6)

[REDACTED] ANSER

(b)(6)

VOICE (UNCLASS): [REDACTED]

(b)(6)

E-MAIL (UNCLASS): [REDACTED]

(b)(6)

FAX (UNCLASS): COM [REDACTED]

- c. Study Director, PR in a Coalition Environment

(b)(6)

[REDACTED]

(b)(6)

VOICE (UNCLASS): [REDACTED]

(b)(6)

E-MAIL (UNCLASS): [REDACTED]

(b)(6)

FAX (UNCLAS): [REDACTED]

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**Last edit 10/06/99**

**DEFENSE PERSONNEL RECOVERY AND ACCOUNTING  
STRATEGIC PLAN**

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  - b. Current Organizational Status
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    - 3. Casualty and Memorial Affairs Operations Center
    - 4. Central Identification Laboratory-Hawaii
    - 5. Joint Task Force-Full Accounting
    - 6. Armed Forces DNA Identification Laboratory
    - 7. Life Sciences Equipment Laboratory
    - 8. Joint Services SERE Agency
    - 9. Joint Combat Rescue Agency
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- IV. The Personnel Recovery / Personnel Accounting Issue
  - a. Vision
  - b. Guiding Principles
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  - d. Goals/Strategies
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**VI. Proposed DPMO 2000**

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- A. External Outreach Plan
- B. Joint Task Force-Full Accounting *"Zero Based Work Plan"*
- C. Korea Conflict Recovery Plan
- D. Central Identification Laboratory-Hawaii Operations Update
- E. DPMO Resource Study Summary & Findings (DRAFT)
- F. Southeast Asia Case Resolution Plan (DRAFT)
- G. DPMO Information Systems Strategic Plan (DRAFT)
- H. Remains Recovery Plan for World War II Losses (DRAFT)

**I. Introduction**

The Defense Prisoner of War Missing Personnel Strategic Plan is an issue orientated plan. The purpose of which is to provide a central focus to the personnel accounting and live isolated personnel recovery missions and maximize leadership while eliminating duplication of functions. Consistent with the Missing Persons Act (Title 10 USC § 1501) this plan provides the foundation for a coherent and comprehensive personnel skill base necessary to achieve DoD's vision to move from the way the US Government (USG) now conducts the business of recovery and accounting to an active program of loss prevention, immediate rescues, and rapid post-hostility accounting in the 21<sup>st</sup> century.

In November 1997, Secretary of Defense William Cohen announced the Defense Reform Initiative (DRI). The DRI addresses the Departments' "corporate vision: igniting a revolution in business affairs within DoD that will bring the Department management techniques and business practices that have restored American corporations to leadership in the marketplace." The Defense Strategy has three central elements; to shape the international security environment favorable to US interests, respond to the full spectrum of crises that threaten US interests, and prepare now for an uncertain future through a focused modernization effort. It is that third element which provides the Defense Prisoner of War Missing Personnel Office (DPMO) an opportunity to evaluate the methods we employ to recover and account for our service members.

This plan is the result of several processes, among which are the DPMO sponsored Personnel Recovery and Strategic Planning Conferences, guidance from OUSD (P) and numerous formal and informal information gathering methods. More specifically, we are examining the impact on DoD of an expanding mission, new technology, legislative mandates and fewer resources. The assessment of the current DoD strategic posture lays the groundwork for the plan by identifying organizational and systemic deficiencies and recognizing opportunities for creating superior systems to meet tomorrow's challenges. Four goals have been identified that answer the particular issues raised in the assessment. The underlying strategies outline our general activities over the next five years to achieve the goals and produce the desired outcomes.

Our approach to achieving this vision applies the principles set forth in the DRI. These principles will guide the process as we initiate a reengineering process to achieve the best possible performance of our mission, consolidate organizations, thus streamlining the process of analysis and optimizing assigned tasks, improve the overall quality of the accounting process, thereby

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responding to our customers needs, and eliminate the excesses in the support structures to allow focus on the core competencies.

The Department of Defense responds to a number of customers as we conduct the business of personnel accounting and personnel recovery. The primary customer of the accounting mission is the families of those unaccounted-for individuals from past conflicts. As we look to the future and the personnel recovery mission, our primary customer is the service member who may find himself or herself in harms way. We must be prepared to rapidly respond to those customer needs. This plan provides the framework for such capabilities.

### ii. Executive Summary

DPMO and the major stakeholders for the POW/Missing Personnel issue have been working diligently to develop a draft Strategic Plan. This process has expanded significantly over the past year. The plan continues to evolve as we continue the Strategic Planning process.

The Prisoner of War/Missing Personnel (POW/MP) issue Strategic Plan was developed by incorporating several processes, including the Personnel Recovery and Strategic Planning Conferences in the fall of 1998, guidance from OUSD(P), the Center for Strategic & International Studies – Recovery 21 final report, and informal discussions with constituents.

The primary focus of the plan continues to be shaped by the changing environment and culture within the Department and an increased emphasis on streamlining and instituting practical business processes. All this effort has occurred while working in a reality of constrained resources. DPMO is committed to reengineering the personnel recovery/personnel accounting mechanism.

By CY 2004, the Department will have changed the way the USG recovers and accounts for its personnel. We will have transitioned to an active program of personnel loss prevention, immediate rescues and rapid, post-hostility accounting. Congress has mandated that the Secretary of Defense will create a single office to:

*Exercise policy, control and oversight within the Department of Defense of the entire process for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion), coordinate for the Department of*

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*Defense with other departments and agencies of the United States on all matters concerning missing persons, and establish procedures to be followed by Department of Defense boards of inquiry and by officials reviewing the reports of such boards. (Title 10 USC § 1501)*

To further facilitate the intent of this direction, the following goals encompass a total re-invention of the personnel recovery and accounting issue:

- 1. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the world-wide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.*
- 2. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting, and identification system by the end of FY 2002.*
- 3. Develop and apply scientific, technological and business process breakthroughs on the issues of:*
  - collection, storage, analysis and dissemination of information on covered personnel by the end of FY 2000.*
  - identification, location and authentication of missing personnel worldwide by the end of FY 2001.*
- 4. Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.*

Finally, DPMO is committed to the following outcomes by FY 2004:

- 1. Increase the number of recoveries and identifications.*
- 2. Reduce the number of long term future losses.*
- 3. Improve the efficiency and effectiveness of the decision-making process.*
- 4. Resolve long-standing questions by families of our nations unaccounted-for servicemembers.*

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5. *Provide a more secure environment for our armed forces.*
6. *Reduce overall costs.*
7. *Consolidate functions and eliminate duplication of limited resources.*

Included as attachments are existing plans, possessed by DPMO or other personnel recovery and accounting organizations that implement issue associated strategies. Specific tasks will be defined for the remaining strategies over the next several months as DPMO facilitates and coordinates these strategies with the offices of primary responsibility. Together with these DoD elements, DPMO will also develop performance measures to ensure the timely and effective execution of the overall plan.

**III. BACKGROUND**

**a. Past Efforts:**

1. Congressional Hearings – Senate and House committees have investigated the POW/MIA issue on many occasions. The Senate investigations of the early 1990s ultimately led to the creation of the DPMO.

2. Study Groups – Various Directors of the Defense Intelligence Agency (DIA) commissioned study groups to study the POW/MIA issue prior to 1993. Of note were those conducted by former DIA Director; LTG Tighe, Mr. Ross Perot and Colonel Kimball Gaines. Implementation of recommendations from these groups was uneven.

3. Creation of DPMO – DPMO was created in 1993 to consolidate resources and focus management of the POW/MIA issue. Although it consolidated several functional elements dealing with the accounting mission, the personnel recovery aspects of the issue were not included in DPMO's original charter.

4. Legislation - Title 10 USC § 1501 "The Missing Persons Act," enacted February 10, 1996, codified an expanded mission for DPMO and mandated certain actions in the recovery and accounting process. 10 USC § 566 (FY 99) impacts the Department of Defense with specific language to address the overall staffing of the Central Identification Laboratory-Hawaii (CILHI) and mandates the Secretary of Defense to authorize sufficient personnel to fill all authorized personnel positions. It also requires that the CILHI be jointly manned. Further mandates by Congress in 10 USC § 576 (FY 00) bring increased mission requirements on the Department of Defense to "search for, recover, and identify the remains of United States servicemen lost in the Pacific theater of operations during World War II." 50 USC § 435 Note (commonly referred to as the "McCain Bill") also expanded the Department's mission pertaining to public access of information related to individuals unaccounted-for from the Vietnam War, however, Congress did not augment DPMO's or the DoD resources to support any of these additional mission requirements.

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5. Functional Review – The Center for Strategic and International Studies performed a functional analysis of the personnel accounting mission, submitting recommendations to maximize resources and improve organizational effectiveness.

6. Strategic Planning - From 1995-97 DPMO attempted several times to formulate a strategic plan. Although portions of these plans were carried out, many major elements were not achieved.

### b. Current Organizational Status

#### 1. General Information

To understand the necessity for change a basic overview of the current mission, function, and resources of key organizations involved in the personnel recovery and personnel accounting issue is provided.

#### 2. Defense Prisoner of War Missing Personnel Office (DPMO)

The predecessor to the current Defense Prisoner of War/Missing Personnel Office (DPMO) was established in 1993 in response to a mandate by the Administration and the Congress to make the Department's POW/MIA-related organization more responsive to families of the unaccounted-for and veterans. Personnel from several DoD organizations, possessing resources dedicated to this mission, were combined to create DPMO as a new field activity within the Office of the Secretary of Defense, International Security Affairs. The office is under the direction of the Deputy Assistant Secretary of Defense (DASD) for POW/Missing Personnel Affairs. The DPMO mission, as expanded by the Missing Persons Act (MPA), is to "exercise policy, control, and oversight . . . for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion) and coordinate...on all matters concerning missing persons...and establish procedures to be followed by Department of Defense boards of inquiry, and by officials reviewing the reports of such boards." (Title 10 USC § 1501)

Since DPMO's inception, the office has focused primarily on resolving the fate of the unaccounted-for Americans from Southeast Asia<sup>1</sup>. However, over the past six years that focus has grown to include World War <sup>2</sup>the

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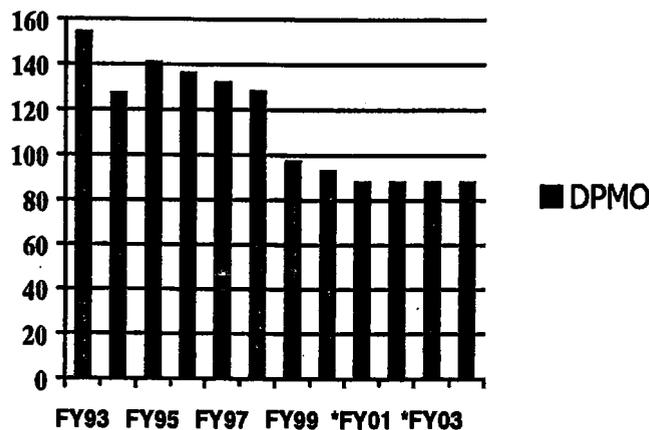
<sup>1</sup> DPMO has developed the *Next Step Forward*, a strategic plan for SEA accounting found at TAB "F."

<sup>2</sup> See the WW II strategy for accounting found at TAB "H."

Korean Conflict, and the Cold War unaccounted-for.

DPMO's expanded mission and administrative requirements mandated by the MPA and the McCain Bill have been further increased by the current accounting operations in North Korea<sup>3</sup>. We project accounting operations in Southeast Asia to remain constant through FY 2004 (with increasingly difficult cases). This demanding workload is further complicated by the evolving mission focus from past accounting to future loss prevention/crisis action.

The current staffing of DPMO is 128 billets, 82 are civilian and 46 are military. Of the 46 military, 27 are three-year term military billets which require revalidation. (See Fig. 1) The DEPSECDEF mandated all DoD Field Activities reduce their FY 1996 – FY 2001 total civilian authorization by 5% per year. DPMO has lost 4 civilian billets each year since FY 1996 and that reduction is projected to continue through FY 2001. It should be noted that current mandated reductions were not a result of any mission requirement analysis. This reduction came during a period when DPMO mission requirements were growing exponentially, subsequently causing serious concern for the leadership of the POW/Missing Personnel issue<sup>4</sup>.



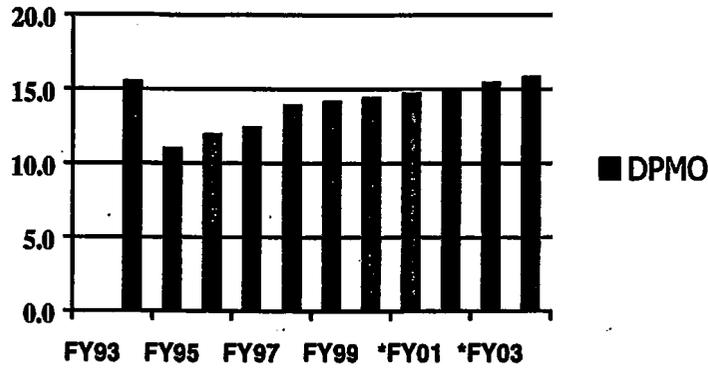
DPMO Staffing  
Figure 1

Fig. 1 represents original DPMO staffing through the projected FY 03 staffing with a 5% per year reduction.

<sup>3</sup> North Korea recovery operations detailed at TAB "C" *Accelerated Remains Recovery Plan for North Korea, 1998 (updated March 1999)*.

<sup>4</sup> DPMO conducted an internal Resource Study in 1998. A summary and findings are available at TAB "E."

Historically, funding<sup>5</sup> for DPMO (See Figure 2) has been relatively consistent, dipping initially because of a civilian hiring slowdown.



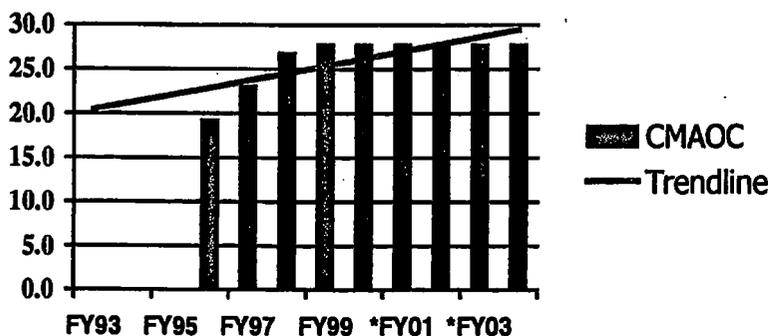
DPMO Current and Projected Funding  
Figure 2

However, with the projected staffing losses, increased funding to support contract personnel will be one of the mechanisms considered to meet the immediate shortfalls in staffing with respect to known mission requirements.

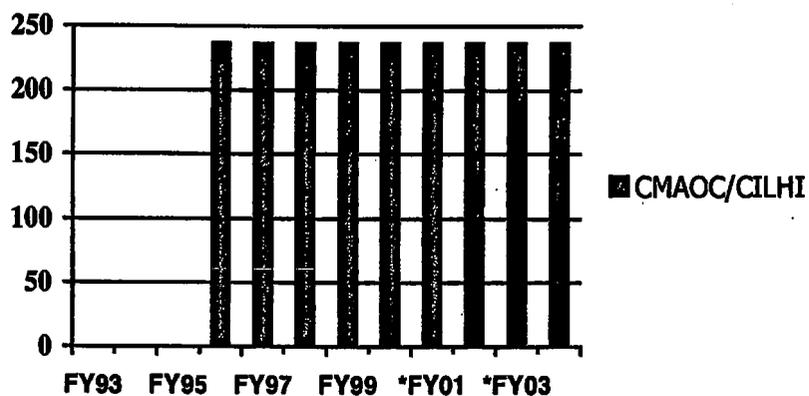
### 3. Casualty and Memorial Affairs Operations Center (CMAOC)

The Casualty and Memorial Affairs Operations Center (CMAOC) is part of the U.S. Total Army Personnel Command, located in Alexandria, VA. The U.S. Army, as the Department of Defense Executive Agent for Casualty and Memorial Affairs maintains a close working relationship with the service casualty and mortuary offices. It manages DoD's remains recovery operations by serving as the parent organization for the Central Identification Laboratory-Hawaii (CILHI). CMAOC as Executive Agent provides a portion of operational funding to CILHI, Armed Forces DNA Identification Laboratory (AFDIL), and Joint Task Force-Full Accounting (JTF-FA). The CMAOC funding and staffing data are reflected in Figures 3 and 4.

<sup>5</sup> All funding represented in millions of dollars.



CMAOC Funding  
Figure 3



CMAOC Staffing  
Figure 4

#### 4. U. S. Army, Central Identification Laboratory, Hawaii (CILHI)

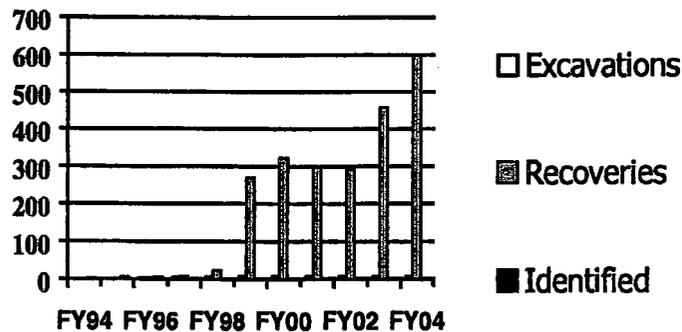
Toward the end of direct U.S. involvement in the hostilities in Southeast Asia (SEA), the U. S. Army established the Central Identification Laboratory, Thailand. The laboratory's mission was to continue the search for, and the recovery and identification of U.S. service members killed in Southeast Asia. Following the fall of the South Vietnamese government in 1975, the laboratory was relocated to Honolulu, Hawaii. The CILHI is currently a field-operating element of CMAOC at Hickam AFB, Hawaii. The laboratory is responsible for

forensic identification of remains from all conflicts, including current and future losses.

The CILHI has validated requirements for 177 personnel, 136 are military and 41 are civilian billets. Currently, these requirements are staffed with an authorized 144 personnel and 33 military overstrength billets. A Manpower Analysis Survey dated April 1999 validated a 27% staffing increase over the next 5 years, which would bring the personnel strength to 224. This increase in personnel will help develop an additional Korea Recovery Team, strengthen the forensic anthropologist core, and establish a Public Affairs Officer position. CILHI is experiencing significant difficulty maintaining its present strength due in part to a shortage of qualified anthropologists and the cumbersome civilian personnel hiring process.

The CILHI's mission includes direct support for recoveries in SEA, identifications and logistics for all operations in North Korea and worldwide for the Cold War and WWII<sup>6</sup>. The increased quantity of cases in Northeast Asia (NEA), increasingly complex cases (SEA), coupled with the expanded logistical support responsibilities necessary for operations in NEA, will continue to place a significant demand on CILHI resources. (See Figures 5 & 6a/6b)

Workload (Korea)  
Figure 5



Note that excavations number six per year from FY99-04 but do not show on chart because of scale.

<sup>6</sup> CILHI provides a 1998 Operations Update at TAB "D." Additional info Korean War Recovery Plan and Operational Template for future recovery operations is also available at TAB "D."

Workload (Global)

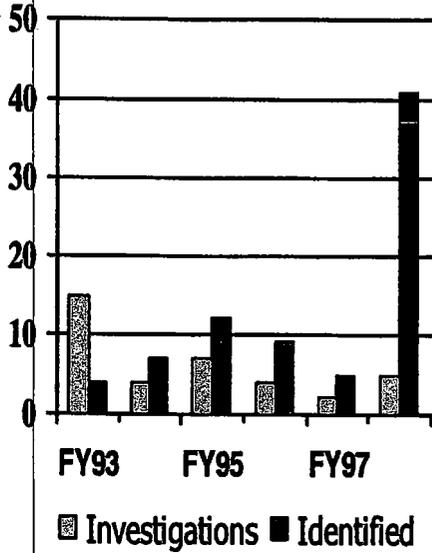


Figure 6a

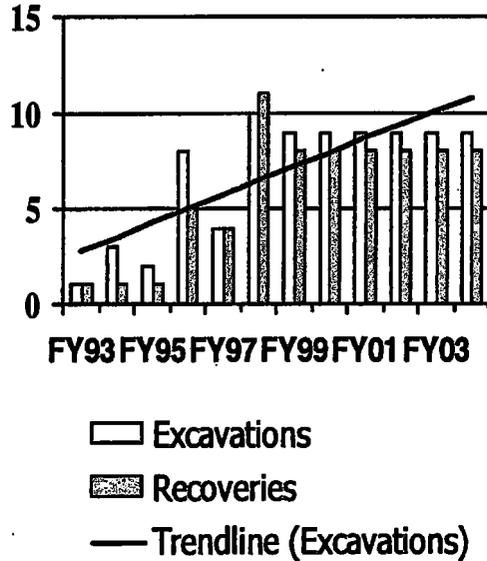
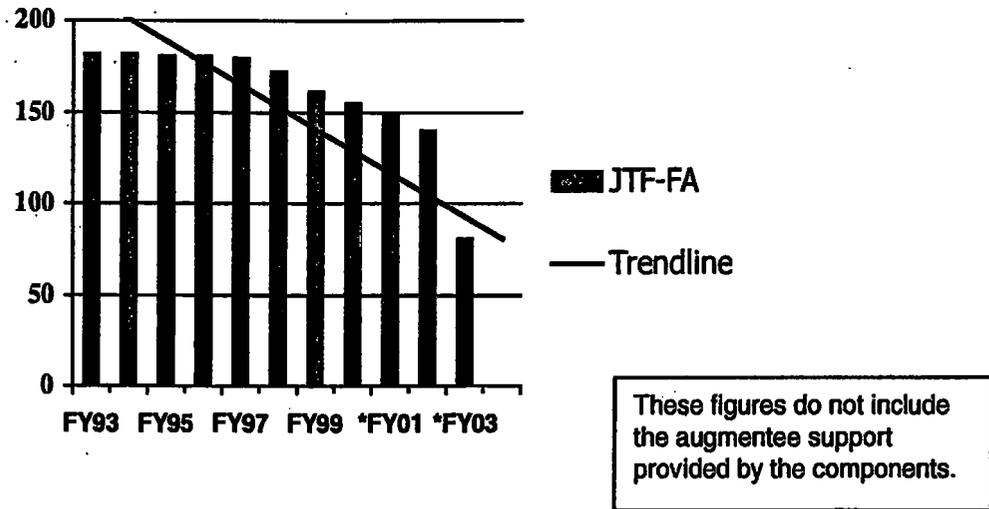


Figure 6b

**5. Joint Task Force-Full Accounting (JTF-FA)  
U.S. Pacific Command**

Joint Task Force-Full Accounting (JTF-FA) was established on January 23, 1992 with the mission of resolving cases of Americans still unaccounted-for as a result of the war in SEA. JTF-FA's operations include investigations, archival research, an oral history program, and remains recovery operations. The task force grew out of the previously established Joint Casualty Resolution Center, which had been spearheading the USG's field accounting efforts in SEA since 1973. In response to the increased cooperation by Vietnam, Cambodia and Laos, the Commander, U.S. Pacific Command created the Joint Task Force. The Joint Task Force was originally envisioned to work for only a two-year period. The ensuing workload has forced its continuance through at least FY 2005. The original personnel strength deemed necessary to accomplish its mission was 187, however this number has been significantly reduced during the recent DoD-wide downsizing.

The JTF-FA is authorized 161 personnel (139 military and 22 civilian) which includes investigators, analysts, linguists and other specialists from the four services. Under the current plan, this personnel strength will be reduced to 81 by FY 2003. (See Fig. 7)



JTF-FA Staffing  
Figure 7

The JTF-FA operations are limited to Southeast Asia. Anthropologists and other casualty resolution specialists from CILHI and augmentees from U.S. Pacific Command component organizations support the Joint Task Force. The JTF-FA maintains three detachments in the forward operational theater. Detachment One in Bangkok, Thailand provides logistical and administrative support for operations in Vietnam, Laos and Cambodia. In addition, it provides operational oversight for work in Cambodia. Detachment Two in Hanoi, Vietnam provides operational oversight for work throughout Vietnam. Detachment Three, located in Vientiane, Laos, provides the oversight for operations in Laos. Figures 8a and 8b provide a representative picture of JTF-FA's workload in Southeast Asia.

JTF-FA Workload

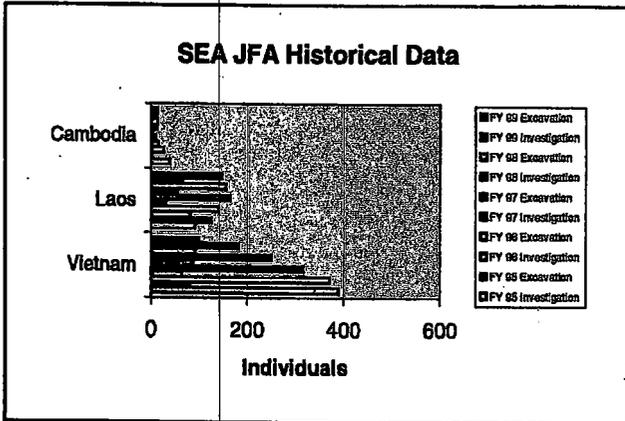


Figure 8a

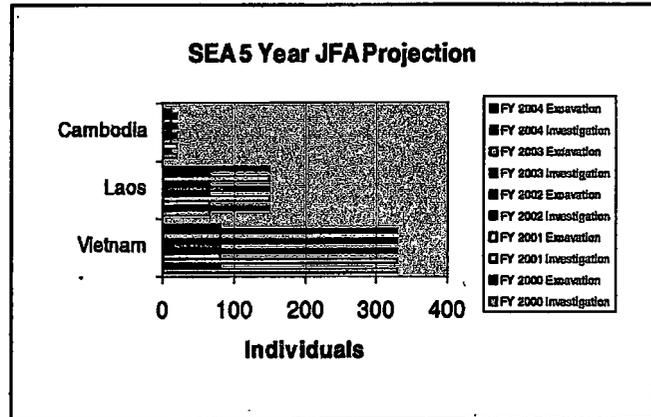
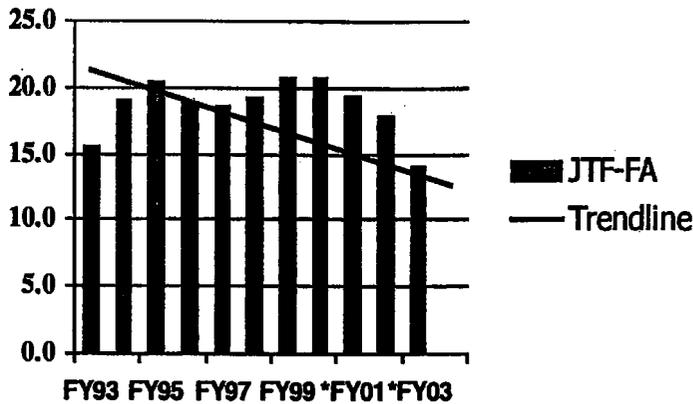


Figure 8b

The JTF-FA has developed a "Zero-Based Work Plan"<sup>7</sup> geared to mission completion commensurate with outstanding current and projected workload requirements. This plan reflects a constant staffing level, but does not factor the additional reductions imposed by other PACOM requirements.



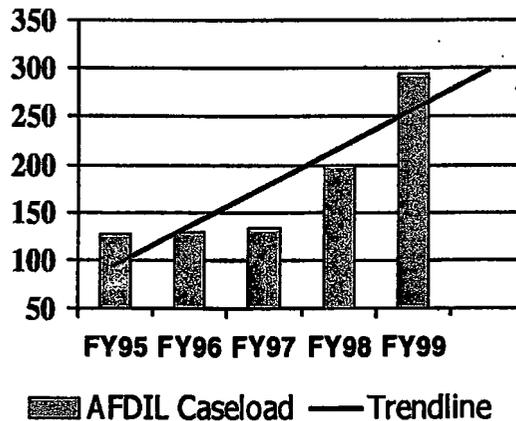
JTF-FA Funding  
Figure 9

NOTE: Figures do not include funding absorbed by service components; not billed to the Accounting mission

<sup>7</sup> JTF-FA's Zero Based Work Plan is available at TAB "B" along with a brief summary.

### 6. Armed Forces DNA Identification Laboratory (AFDIL)

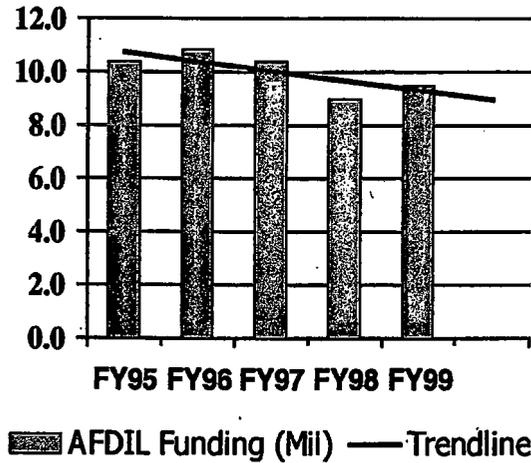
The Armed Forces DNA Identification Laboratory (AFDIL) was established in December 1991 with a basic mission of identifying remains of unknown service members. As part of the DoD DNA Registry, AFDIL falls under the Office of the Armed Forces Repository of Specimen Samples for the Identification of Remains and a Quality Assurance Support Section. The Laboratory is comprised of three sections with 73 billets: nuclear DNA section, Mitochondrial DNA (mtDNA) section, and Research and Development section. The organization provides DNA profiling services to the Office of the Armed Forces Medical Examiner (OAFME), CILHI and other requesting federal agencies. DNA profiling services consist of both nuclear DNA (DNA extracted from tissue of recent remains – primarily for OAFME) and mtDNA – DNA extracted from bone material of ancient remains – CILHI is the primary customer. AFDIL provides education and training regarding DNA identification and is the focal point for USG research regarding DNA profiling. The caseload for AFDIL operations increased from 200 cases in FY 1998 to 295 projected cases in FY 1999, which is the maximum capacity of the AFDIL Laboratory. (See Fig. 10)



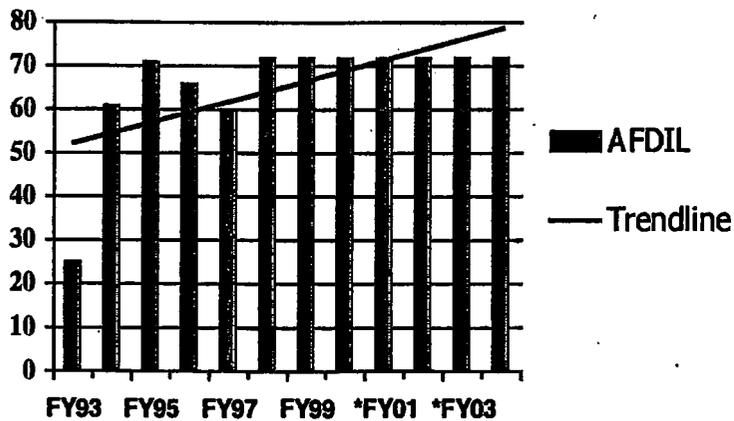
AFDIL Caseload  
Figure 10

The budget for AFDIL has increased from \$9.0M in FY 1998 to \$9.5M in FY 1999. (See Fig. 11) This 5% increase does not support the projected

32% increase in caseload. The laboratory is considering outsourcing to meet a caseload beyond its capacity. However, even outsourcing options are limited due to the lack of certified laboratories in the U.S.



AFDIL Funding  
Figure 11



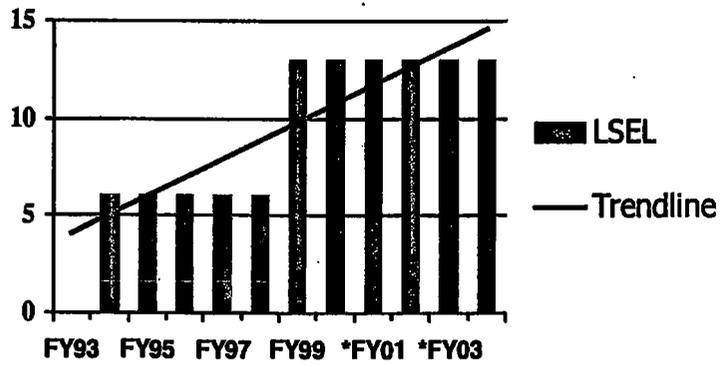
AFDIL Staffing  
Figure 12

## **7. Life Sciences Equipment Laboratory (LSEL)**

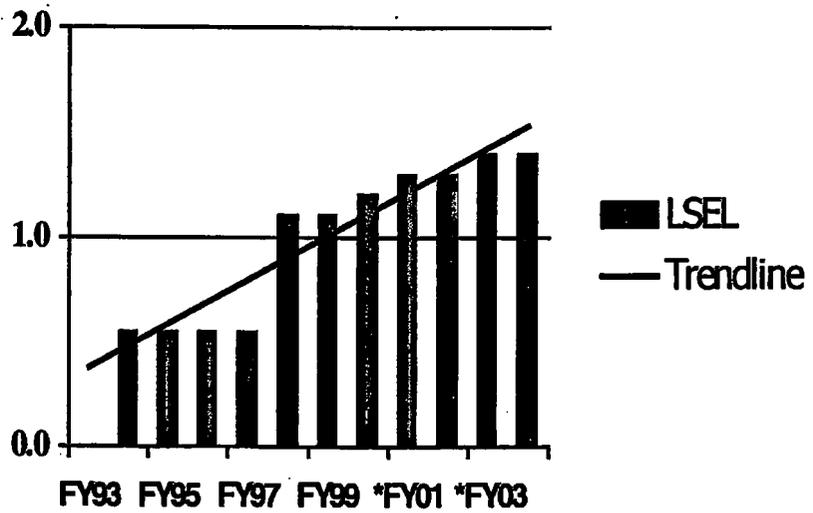
The U.S. Air Force established the Life Science Equipment Laboratory (LSEL) in 1983 at Kelly AFB, Texas. It's original purpose was to assist in the investigation of aircraft mishaps, work on life support system related engineering programs, and train various personnel in life sciences equipment investigation. In 1988, based upon it's unique expertise in the investigation of man donned/connected equipment, and personnel accountability when human remains were non-existent or scientifically questionable, it began to provide informal support to the DoD Accountability Mission. Based upon success in the program, in 1993 the laboratory was directed by the Joint Chiefs of Staff to become a formal support agency for the Joint task Force-Full Accounting. This led to the creation of a special adjunct department called the Life Sciences Artifact Section, manned by a small cadre of personnel with specialized equipment backgrounds in all the U.S. Military Services. In 1996 the mission was then further expanded to encompass case specific accountability of personnel involved in the Korean Conflict, Cold War, and other historical events dating back to World War II.

LSEL functions in a support/contractual relationship through a Memorandum of Understanding, with CILHI and JTF-FA to assist in the identification and interpretation of life sciences equipment artifacts which are found at aircrash or military action sites. Through detailed studies, and using a wide spectrum of scientific equipment and processes, the results are then used to aid in the accountability of missing personnel. To help accomplish this function the LSEL maintains a vast inventory of military uniforms, flight apparel, combat infantry gear, aircraft fixed and ejection seats, and numerous other specialized equipment ranging from weapons to personal identification mediums. This equipment is as diverse as World war II infantry paraphernalia, USN flight ensembles from the Korean Conflict, body armor from the Vietnam period, personal identification tags and blood chits, to complete aircraft cockpit sections and an F-111 crew escape module, with reference examples dating to current days.

The laboratory is currently funded through HQ USAF, and is authorized 13 billets for the Accountability Mission. Until recently LSEL did not have a direct funding line for the POW/MP identification mission. (See Figs. 13 & 14)



LSEL Staffing  
Figure 13



LSEL Funding  
Figure 14

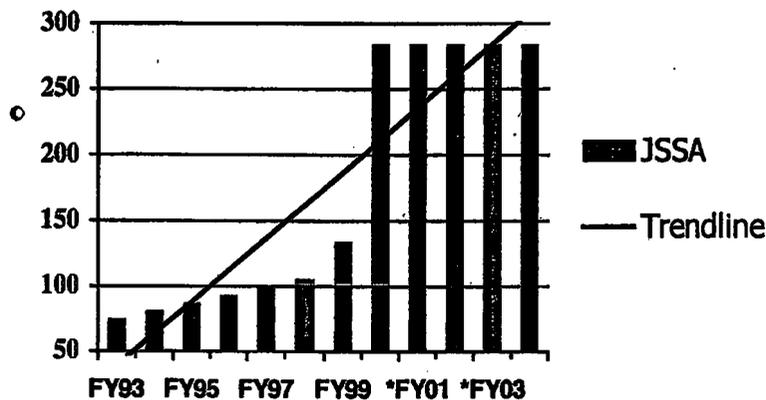
### **8. Joint Services SERE Agency (JSSA)**

The Joint Services SERE Agency (JSSA) was first chartered as a U.S. Air Force organization in 1953 and is currently headquartered at Ft. Belvoir, VA. As the DoD Executive Agent for personnel recovery JSSA's mission is to "provide timely and effective training, equipment, information, and operational support to enable DoD personnel to survive, evade, resist, escape, and return with honor." JSSA is currently authorized 133 billets; however, an internal mission assessment identified the need for an additional 150 billets by FY 2004.

### **9. Joint Combat Rescue Agency (JCRA)**

The Joint Combat Rescue Agency (JCRA) was established in 1996 and serves as the Executive Agent directly responsible for Combat Search and Rescue (CSAR) activities. In this capacity the JCRA provide the functional expertise, policy guidance, and write doctrine for the Unified Combatant Commanders, Military Services, Secretary of Defense, and Chairman of the Joint Chiefs of Staff. Current staffing of the JCRA is 10 military personnel.

*Note: JSSA and JCRA were consolidated in October 1999. The new organization, known as the Joint Personnel Recovery Agency (JPRA), has become part of the USJFCOM (formerly the USACOM). The JPRA assumes the primary responsibility for operational aspects of personnel recovery to include combat search and rescue; evasion and recovery; survival, evasion resistance and escape; and Code of Conduct training. The organization will serve as the focal point for funding and development of personnel recovery aids, specialized equipment, and recovery support training. It will support the CINCs and the Services in implementing DoD policies and on PR training, planning and operations. JPRA will develop PR budget and personnel requirements and will assist commanders in identifying unconventional assisted recovery mechanism requirements. Additionally, the agency will provide support to planning staffs during crises and contingencies. (Figure 15)*



JSSA/JPRA Staffing  
Figure 15

#### 10. US Pacific Command (USPACOM)

The United States Pacific Command (USPACOM) has a unique role in the overall Personnel Accounting mission. The entire theater of operations for the Vietnam War, the Korean Conflict, and the WW II Pacific Theater recovery missions fall within the boundaries of USPACOM. Much of the support provided to the CILHI and JTF-FA comes directly from USPACOM, although no direct funding is provided to the CILHI. JTF-FA is a standing USPACOM Joint Task Force receiving both operational and administrative support. Soldiers, sailors, and airmen with specific skills (e.g. linguists, medics, and explosive ordnance demolition) are drawn from USPACOM units to assist the JTF-FA and CILHI as they conduct field investigations and excavations. USPACOM, JTF-FA, and CILHI, in cooperation with the DPMO plan, coordinate, and conduct these operations.

#### IV. THE PERSONNEL RECOVERY / PERSONNEL ACCOUNTING ISSUE

- a. **VISION:** By the end of the CY 2004, DoD will have moved from the way the USG now conducts the business of recovery and accounting to an active program of loss prevention, immediate rescues and rapid post-hostility accounting.

**b. GUIDING PRINCIPLES:**

- Support the basic American concept of the worth and dignity of the individual.
- Demonstrate objectivity, flexibility, innovation and advocacy.
- Communicate through clear, timely and accurate information.
- Sustain respect, integrity, trust and fairness.
- Effectively use all available resources.

**c. ASSESSMENT OF THE STRATEGIC POSTURE:**

This is a statement of strengths, weaknesses, opportunities, and challenges associated with the prisoner of war, missing personnel, personnel recovery, and accounting issue:

- DoD's current organizational structure is based predominantly on historically driven, short term goals and ad hoc relationships to fulfill immediate operational requirements.
- The mission of this issue is evolutionary and will likely operate under an austere fiscal environment.
- Future personnel recovery planning must be able to support current national assumptions regarding two major regional contingencies.
- Among some elements of the public, trust in the Departments accounting ability is less than is desirable.
- The personnel recovery and accounting community can better leverage its use of technology.
- Future hostilities are likely to include allied as well as U.S. civilian missing personnel.
- DoD has an excellent intelligence analysis competency and reputation within the community.

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- Policy and oversight of the overall personnel recovery and accounting process has been hampered in the past.
- Strategic planning on this issue has not been successful to date.
- Congressional interest on certain aspects of the recovery and accounting process will continue.
- Legislation has dictated basic DoD missions.
- DoD has not made sufficient use of benchmarking in its planning process.
- The Department is committed to completing the historical accounting mission to achieve the fullest possible accounting for the missing in prior conflicts.
- A change in one or more organizations within the Personnel Recovery/Personnel Accounting community or a change in the mission scope of any of these individual elements will have a direct and immediate effect on all organizations involved in the process.
- As is now apparent, the functions of these organizations (DPMO, CMAOC, CILHI, JTF-FA, AFDIL and LSEL) are interrelated and sometimes duplicative.

### d. GOALS AND STRATEGIES:

These goals and strategies flow from the assessment above. The Office of Primary Responsibility is identified immediately after each strategy.

***GOAL 1: Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the world-wide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.***

### ***STRATEGIES:***

Short term 99-00

- 1.1 Conduct a mission area analysis to study combining all personnel recovery elements and combining all aspects of the accounting process. DPMO

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- 1.2 Progressively restructure DPMO internally to support achieving its goals. DPMO
- 1.3 Develop and execute a plan to out-source functions which are not inherently governmental. DPMO
- 1.4 Conduct a public and congressional outreach program to gain support for the single office initiative. DPMO
- 1.5 Move to centrally fund the function of PR/Accounting DPMO/OSD
- 1.6 Mount a feasibility study on PR/PA continuum. DPMO
- 1.7 Execute the DPMO Outreach Plan. DPMO

***GOAL 2: Implement a unified system for the live recovery of isolated personnel, post-hostility accounting, and identification system by the end of FY 2002.***

### **STRATEGIES:**

#### **Short Term 99-00**

- 2.1 Develop an operational recovery template and regional plans for SEA, North Korea/China and Global Operations. DPMO
- 2.2 Introduce full spectrum recovery as a major objective in joint exercises. JCS J-7
- 2.3 Create intelligence products which provide sufficient support for planning recovery operations. DPMO
- 2.4 Clarify the information flow between strategic, theater and tactical areas of responsibility in the accounting process (MPA Implementation). DPMO
- 2.5 Develop information requirements for the recovery process. DPMO, DIA, JPRA
- 2.6 Define and document responsibilities for intelligence production/capabilities in PR incidents. DPMO, DIA, JPRA
- 2.7 Create an interagency mechanism that maximizes the unique capabilities of each department, agency, or office in resolving personnel recovery issues and incidents. DPMO

#### **Mid term 01-02**

- 2.8 Incorporate accounting and recovery considerations into strategic and operational level guidance, plans and doctrine. JCS J-7
- 2.9 Incorporate international search and rescue agreements as a key component of the national strategy of engagement. DPMO
- 2.10 Create a structure to provide accurate, reliable, and complete policy advice to the Under Secretary of Defense that supports and leads to the successful recovery of designated personnel. DPMO

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- 2.11 Create a system for comprehensive oversight of personnel recovery policy implementation. DPMO

**GOAL 3: *Develop and apply scientific, technological and business process breakthroughs on the issues of:***

- Collection, storage, analysis and dissemination of information on covered personnel by the end of FY 2000.
- Identification, location and authentication of missing personnel worldwide by the end of FY 2001.

**STRATEGIES:**

**Short Term 99-00**

- 3.1 Create a fully coordinated methodology for determining recovery requirements. JPRA
- 3.2 Create a system to identify high-risk-of-capture personnel and ensure they have training. JPRA
- 3.3 Develop process to expedite rapid changes in legal status and rules of engagement to combatants. OASD/ISA, DoD/GC
- 3.4 Establish a personnel recovery central program within the acquisition and testing community. ASD (A&T)
- 3.5 Increase the priority for including recovery technology and concepts into battle labs. OASD/ISA
- 3.6 Develop measures to contend with the Y2K issue. DPMO
- Mid term 01-02
- 3.7 Create a system to ensure all Reserve and Active forces will have PR training prior to deployment. USD (P&R), JCS
- 3.8 Establish compatible connectivity among recovery operations systems.
- 3.9 Create a C4ISR structure that properly supports all missions. OASD/C3I

**Long Term 03-04**

- 3.10 Move Combat Search and Rescue (CSAR) capability development from the Services to the joint arena. JPRA
- 3.11 Equip and structure dedicated PR assets for varied contingencies. JCS, DPMO, JPRA.
- 3.12 Create an Information Resource Systems (ISM) infrastructure to support the accounting and recovery process. DPMO

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**GOAL 4: *Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.***

**STRATEGIES:**

**Short Term 99-00**

- 4.1 Review and restructure operational support agreements. DPMO
- 4.2 Review and consolidate current POW/MIA related databases. DPMO
- 4.3 Create a consolidated, worldwide Archival Research Plan. DPMO

**Long Term 03-04**

- 4.4 Execute the Korea recovery plan. DPMO, CILHI
- 4.5 Execute the Southeast Asia recovery plan. DPMO, CILHI, JTF-FA
- 4.6 Execute global recovery operations. DPMO, CILHI

**e. DESIRED OUTCOMES:**

These outcomes ultimately will have an effect on any assessment of progress. As DoD is reassessed, this plan will be reviewed periodically to ensure the outcomes are achieved as expected.

- Increase the speed of recoveries and identifications.
- Reconcile the number of historical losses and reduce the number of future losses
- Improve efficiency and effectiveness of the decision-making process.
- Resolve long-standing questions by families of our nations unaccounted-for servicemembers.
- Provide a more secure environment for our armed forces.
- Reduce operational costs.
- Consolidate functions and eliminate duplication of limited resources.

The first step in accomplishing these desired outcomes will be the restructuring of the personnel recovery and personnel accounting architecture. The proposed new architecture is addressed in Section V and further detailed in Sections VI and VII. Streamlining the two processes will provide effective and efficient use of all resources thereby accomplishing the overall vision of this plan.

**V. PROPOSED UNIFIED PERSONNEL RECOVERY AND ACCOUNTING ARCHITECTURE**

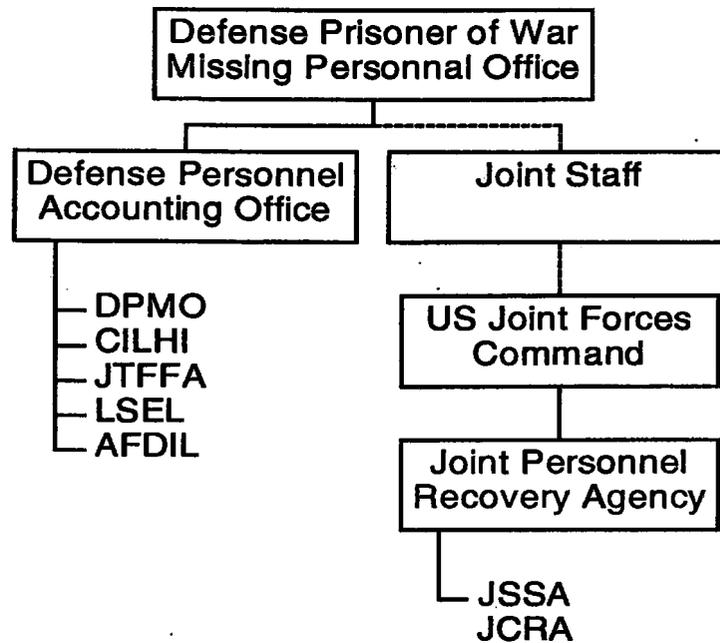


Figure 16

The proposed personnel recovery and accounting architecture as depicted in Figure 16 will provide the Department of Defense the ability to adequately support all aspects of the personnel recovery and accounting mission. Specifically, this notional structure aligns personnel resources along major functional lines to meet future requirements.

The organizational structure will provide central focus and maximize leadership while eliminating duplication of functions. Consistent with MPA direction and USD(P) guidance, it will provide a coherent and comprehensive personnel skill base necessary to achieve DoD's "vision" of the issue.

**VI. PROPOSED DPMO 2000**

**MISSION:** *Exercise policy, control and oversight within the Department of Defense of the entire process for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion), coordinate for the Department of Defense with other departments and agencies of the United States on all matters concerning missing persons, and establish procedure to be followed by Department of Defense boards of inquiry and by officials reviewing the reports of such boards. (Title 10 USC § 1501-13 Missing Persons Act)*

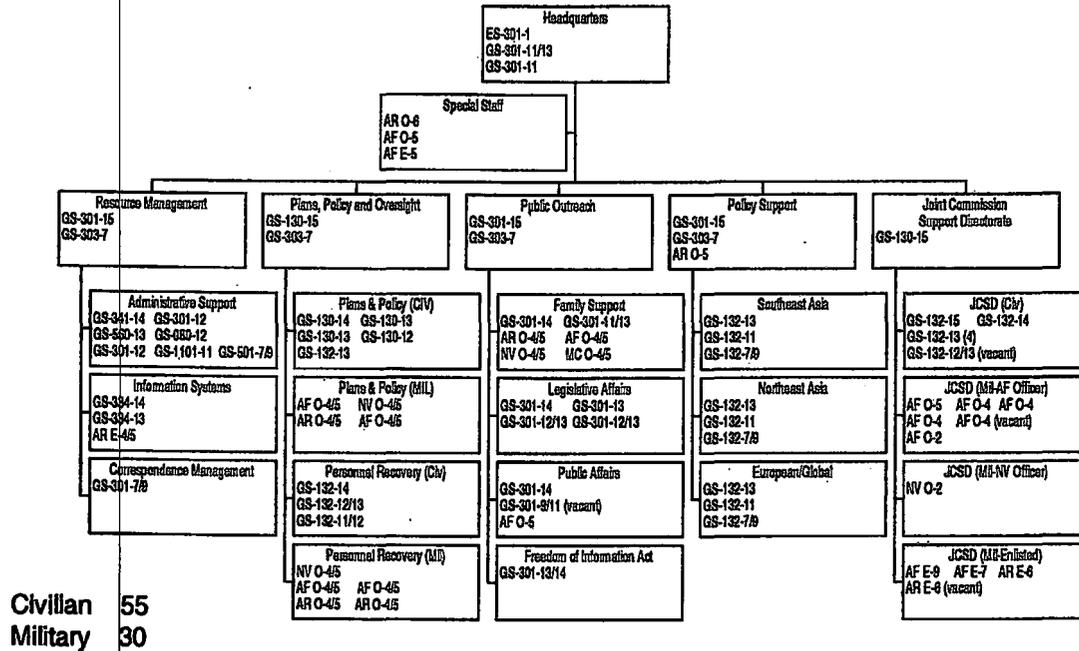
**STRUCTURE:** As the lead office for the issue, the proposed restructuring of DPMO as depicted in Figure 17 is designed to maximize DPMO's capability to facilitate DoD's Mission, Vision and Strategic Goals in a time of evolving/increasing mission requirements and while funding has become increasingly competitive.

Additionally, the Department of Defense is the Executive Agent responsible for support to the U.S.-Russia Commission. This agency will exercise managerial, administrative, and logistical support as defined by:

- Serve as a repository for all documents obtained by the Commission.
- Facilitate analysis of the above-mentioned documents and provide the results of that analysis to the delegation members.
- Coordinate U.S. efforts to continue the work of the Commission as agreed in the opening sessions. This coordination does not supplant the State Department as the primary channel of communication with American Embassy Moscow.
- Not assume responsibility for providing funding or arranging travel for the non-DoD delegation personnel, except when agreed upon by the Commission members.

The DPMO will provide to USD(P) a report of Commission activities not later than the last working day of January. This report will summarize the activities and results achieved in the previous year. DoD support will be reviewed annually in coordination with the U.S. Chairman, Department of State, and the National Security Council.

PROPOSED DPMO 2000



The major ingredients for success of DPMO's new organizational structure include a clear mission definition and charter, senior leadership support, quality personnel, and clear and consistent policy guidance and implementation. To accomplish this objective, DPMO will continue to provide policy and oversight to the implementing organizations. This new office will be a consolidated analytical, research, and operational activity dedicated to the fullest possible accounting of Americans missing from past conflicts and to resolve the fate of individuals unaccounted-for from future conflicts. The new organization will be the Defense Personnel Accounting Office as described in section VII.

**VII. PROPOSED DEFENSE PERSONNEL ACCOUNTING OFFICE**

**MISSION:** *To implement established policies and procedures within the Department of Defense associated with the entire process for investigation and recovery related to missing persons.*

**STRUCTURE:** The proposed Defense Personnel Accounting Office reflects many of the recommendations from the CSIS's independent review of

the issue. The focus of the proposed agency is personnel accounting, covering the full spectrum of accounting. As depicted in Figure 18, the existing assets of each organization related to Personnel Accounting will be functionally transferred to the new agency. With the exception of the addition of an operations element, the new agency will flow smoothly and directly from the reorganized DPMO 2000 as depicted previously in Figure 17. This will automatically decrease functional duplication as the administrative elements of each organization can be consolidated, especially by leveraging technology. Management of resources will be simplified because the agency director can call upon a greater number of personnel and specialties during times of crises, shifting assets to meet the challenge. Facilities and infrastructure can be combined to save on rents and purchases. Analyst personnel from the DPMO, JTF-FA and CILHI will be combined to work as a single team. Studies are already ongoing for the first step in this process; merging JTF-FA and CILHI assets. A single accounting agency will speak with one voice, thereby ensuring consistency and effectiveness. Connectivity will cease to be an issue, as a single Information Systems Management (ISM) program will cover the agency as a whole.

**PROPOSED DoD ACCOUNTING OFFICE**

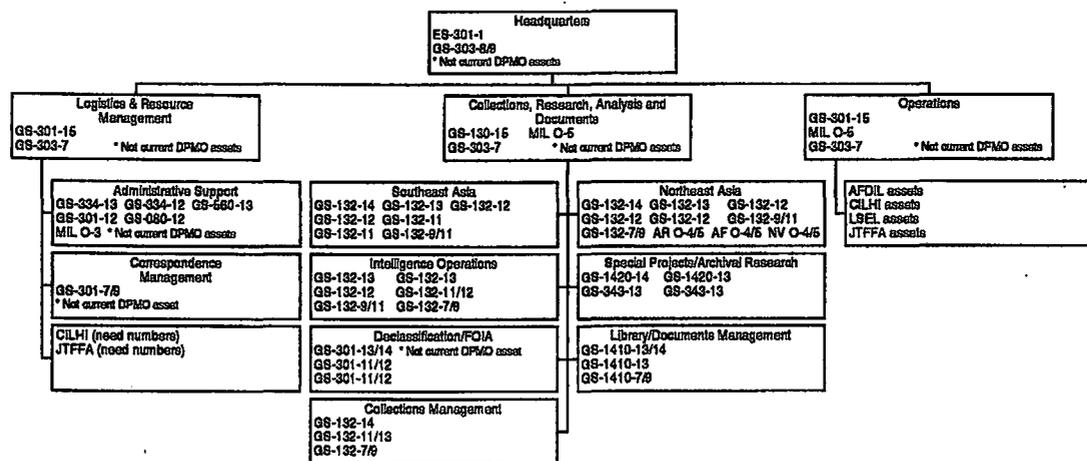


Figure 18

Although the budget will remain fairly stable (Figure 19), personnel losses (Figure 20) programmed through FY 2004, coupled with the increased workload projected for that same time frame, will necessitate a DoD realignment of its resources to meet these requirements. DPMO's goal in this initiative is to create a new agency to spearhead all Personnel Accounting

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issues from a strategic perspective. Although DoD usually takes the initiative of recovering and accounting for non-DoD government individuals and even selected foreign nationals (neither of which is required by the MPA), it is an after-the-fact, ad hoc relationship. This is an extremely inefficient methodology to the overall recovery/accounting process. The reorganized agencies will create a new momentum, which will allow dedicated focus to the Personnel Recovery and Personnel Accounting missions independently. With one organization providing policy, control, and oversight as mandated in the Missing Persons Act.

The proposed agencies will provide the cross-functional support necessary to insure a unified integration of resources to directly pursue goals associated with the issue. These goals come from USD(P) guidance and clearly defined requirements of the MPA, the CINCs, the Services, and the Joint Staff. Close working relationships with Service R&D and Intelligence/Investigative organizations, the Policy community, allies, foreign, and international non-governmental organizations, will be the key to success.

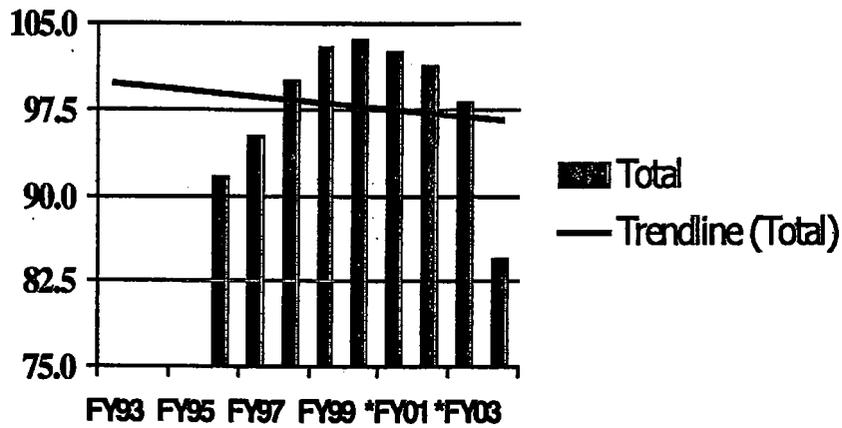
The organizations will include those elements currently associated with the DPMO mission in an Executive Agency or support relationship. As identified in our independent assessments, our present ad hoc kind of relationships often duplicates functions, increases inconsistencies in policy implementation and communication to external parties, and creates overall inefficiencies in the recovery and identification processes. The realignment of personnel to form the Personnel Accounting office and the ongoing effort to form the Joint Personnel Recovery Agency is a matter of great importance to DoD and the Nation. These initiatives must receive high-level participation to demonstrate the seriousness that the Administration, the Congress, and DoD place on this mission.

### VIII. RESOURCES

The following charts (figures 19 & 20) depict the totality of funding and staffing available to the key Personnel Accounting and Personnel Recovery related organizations. There are resources available to the Accounting mission as staffing augmentees and funding support that are not represented in the charts. These assets play a significant role in the process and these contributions can not be understated.

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**FUNDING**

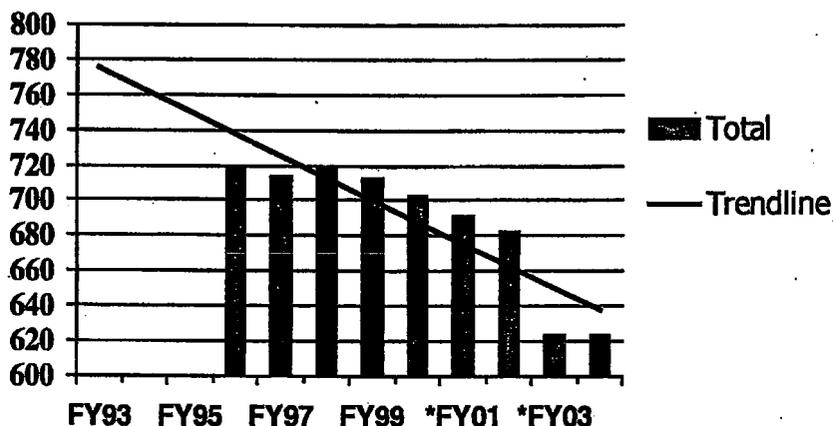
	FY93	FY94	FY95	FY96	FY97	FY98	FY99	*FY00	*FY01	*FY02	*FY03	*FY04
DPMO		15.5	11.0	11.9	12.4	13.9	14.1	14.4	14.7	15.0	15.4	15.8
JTF-FA	15.5	19.1	20.5	18.9	18.6	19.2	20.7	20.8	19.3	17.8	14.0	0
CMAOC/CILHI				19.3	23.1	26.8	27.7	27.7	27.7	27.7	27.7	27.7
AFDIL	5.7	8.5	10.4	10.8	10.4	9.0	9.5	9.5	9.5	9.5	9.5	9.5
LSEL		0.6	0.6	0.6	0.6	1.1	1.1	1.2	1.3	1.3	1.4	1.4
JSSA		30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
<b>Total</b>				<b>91.5</b>	<b>95.1</b>	<b>100.0</b>	<b>103.0</b>	<b>103.6</b>	<b>102.5</b>	<b>101.3</b>	<b>98.0</b>	<b>84.4</b>

Figure 19

NOTE: These figures are based on available information. They do not represent additional costs which are absorbed by supporting components and not billed to the Accounting mission.

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**STAFFING**

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	*FY00	*FY01	*FY02	*FY03	*FY04
DPMO	154	127	141	136	132	128	97	93	88	88	88	88
LSEL		6	6	6	6	6	13	13	13	13	13	13
<b>CMAOC/CILHI</b>				<b>237</b>	<b>318</b>							
JTF-FA	182	182	181	181	180	172	161	155	149	140	81	0
AFDIL	25	61	71	66	60	72	72	72	72	72	72	72
JSSA	75	81	87	93	99	105	133	133	133	133	133	133
<b>Total</b>				<b>719</b>	<b>714</b>	<b>720</b>	<b>713</b>	<b>703</b>	<b>692</b>	<b>683</b>	<b>624</b>	<b>624</b>

Figure 20

NOTE: Staffing quotas do not include the augmentee support provided by the supporting components.

The CILHI staffing numbers do not include the 27% increase in validated requirements identified in the recently completed manpower survey. The staffing issues associated with the CILHI are currently under discussion and coordination with the Army Staff, the CMAOC, OSD Personnel & Readiness, and the DPMO. Additional staffing consideration is required as a result of the provisions in 10 USC § 566 and 576 that pertains specifically to WW II and Korea.

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**Glossary**

<b>AFDIL</b>	Armed Forces DNA Identification Laboratory
<b>ASD</b>	Assistant Secretary of Defense
<b>A&amp;T</b>	Acquisition & Training
<b>ACC</b>	Air Combat Command
<b>CMAOC</b>	Casualty and Memorial Affairs Operations Center
<b>CILHI</b>	Central Identification Laboratory-Hawaii
<b>CINC</b>	Commander In Chief
<b>CSAR</b>	Combat Search and Rescue
<b>CSIS</b>	Center for Strategic and International Studies
<b>C3I</b>	Command, Control, Communications & Intelligence
<b>C4ISR</b>	Command, Control, Communications, Intelligence, Surveillance, and Reconnaissance
<b>DASD</b>	Deputy Assistant Secretary of Defense
<b>DEPSECDEF(P)</b>	Deputy Secretary of Defense (Policy)
<b>DIA</b>	Defense Intelligence Agency
<b>DoD</b>	Department of Defense
<b>DoDGC</b>	Department of Defense General Counsel
<b>DPMO</b>	Defense Prisoner of War Missing Personnel Office
<b>HQ</b>	Headquarters
<b>ISA</b>	International Security Affairs
<b>ISM</b>	Information Systems Management
<b>JCRA</b>	Joint Combat Rescue Agency
<b>JCS</b>	Joint Chiefs of Staff
<b>JFA</b>	Joint Field Activity
<b>JSSA</b>	Joint Services SERE Agency
<b>JTF-FA</b>	Joint Task Force-Full Accounting
<b>JPRA</b>	Joint Personnel Recovery Agency
<b>LSEL</b>	Life Sciences Equipment Laboratory
<b>MIA</b>	Missing In Action
<b>MOU</b>	Memorandum of Understanding
<b>MPA</b>	Missing Persons Act
<b>MP</b>	Missing Personnel
<b>mtDNA</b>	Mitochondrial DNA
<b>NEA</b>	Northeast Asia
<b>OAFME</b>	Office of the Armed Forces Medical Examiner
<b>OASD</b>	Office of the Assistant Secretary of Defense
<b>OSD</b>	Office of the Secretary of Defense
<b>OUSD(P)</b>	Office of the Under Secretary of Defense (Policy)
<b>PACOM</b>	Pacific Command

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<b>PA</b>	<b>Personnel Accounting</b>
<b>POW</b>	<b>Prisoner of War</b>
<b>PR</b>	<b>Personnel Recovery</b>
<b>R&amp;D</b>	<b>Research &amp; Development</b>
<b>SEA</b>	<b>Southeast Asia</b>
<b>SERE</b>	<b>Survival, Evasion, Resistance, Escape</b>
<b>USACOM</b>	<b>United States Atlantic Command</b>
<b>USA</b>	<b>United States Army</b>
<b>USAF</b>	<b>United States Air Force</b>
<b>USD(P)</b>	<b>Under Secretary of Defense (Policy)</b>
<b>USG</b>	<b>United States Government</b>
<b>USJFCOM</b>	<b>United States Joint Forces Command</b>
<b>USMC</b>	<b>United States Marine Corps</b>
<b>USN</b>	<b>United States Navy</b>

**Defense Prisoner of War  
Missing Personnel Office  
Information Systems  
Strategic Plan  
PY1998-PY2004**

This plan will identify the goals, objectives, and strategies of the current Information Systems Strategic Plan of the Information Systems Technology group of the Defense Prisoner of War Missing Personnel Office during the period PY1998 through PY2004. These goals, objectives, and strategies were developed based upon inputs from various sources and reflect the requirements identified by those sources.

The plan will be utilized to address mission needs, funding, and human resources. Its further use will be to address the legislated requirements identified within the Government Performance and Results Act of 1993 and the Information Technology Management and Reform Act of 1996.

This plan is based upon inputs from numerous sources to include the Department of Defense Information Technology Goals, the Office of the Secretary of Defense (OSD) Standards-Based Architecture (SBA), the Government Performance and Results Act (GPRA) of 1993, the OMB Circular No. A-11 (1998) Preparation and Submission of Strategic Plans, the Information Technology Management and Results Act (ITMRA) of 1996, the Federal Acquisition Streamlining Act (FASA), the Department of Defense Guide for Managing Information Technology, the Defense Prisoner of War Missing Personnel Office Strategic Plan, OSD(P) Policy Automation Directorate input, Internal and External Defense Prisoner of War Missing Personnel Office Customers, as well as other public and private sector references.

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# **Chapter 1 DoD Information Technology Management Goals**

*The following DoD Information Technology Management Goals were considered during preparation of the DPMO Information Systems Strategic Plan. They are provided for reference only.*

## **DoD Information Technology Management Goals**

### **1. Become a mission partner:**

- ◆ Increase and promote information technology interaction with mission.
- ◆ Serve mission information users as customers.
- ◆ Facilitate process improvement.

### **2. Provide services that satisfy customer information needs:**

- ◆ Build architecture and performance infrastructure.
- ◆ Modernize and integrate defense information infrastructure.
- ◆ Upgrade technology base.
- ◆ Improve information technology management tools.

### **3. Reform information technology management processes to increase efficiency and mission contribution.**

- ◆ Institutionalize TMRA provisions.
- ◆ Institute fundamental information technology management reform efforts.
- ◆ Upgrade DoD information technology work force.

### **4. Ensure DoD's vital information resources are secure and protected:**

- ◆ Build information assurance framework.
- ◆ Build information assurance architecture and support services.
- ◆ Improve acquisition processes and regulation.
- ◆ Assess information assurance posture of DoD operational systems.

## Chapter 2 DPMO Strategic Plan

### Defense Prisoner of War Missing Personnel Office Strategic Plan

The goals and strategies listed below are extracted from the current DPMO strategic plan. They are provided here as references from which the DPMO Information Systems Directorate created their supporting strategic plan goals and strategies.

#### **GOALS AND STRATEGIES**

**GOAL 1: *Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the world-wide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.***

##### STRATEGIES:

###### Short term 99-00

- 1.1 Conduct a mission area analysis to study combining all personnel recovery elements. DPMO
- 1.2 Conduct a mission area analysis to study combining all aspects of the accounting process. DPMO
- 1.3 Progressively restructure DPMO internally to support achieving its goals. DPMO
- 1.4 Develop and execute a plan to out-source functions which are not inherently governmental. DPMO
- 1.5 Conduct a public and congressional outreach program to gain support for the single office initiative. DPMO
- 1.6 Move to centrally fund the function of PR/Accounting DPMO/OSD

**GOAL 2: *Implement a unified system for the live recovery of isolated personnel, post-hostility accounting, and identification system by the end of FY 2002.***

##### STRATEGIES:

###### Short Term 99-00

- 2.1 Develop an operational recovery template and regional plans for SEA, North Korea/China and Global Operations. DPMO
- 2.2 Introduce full spectrum recovery as a major objective in joint exercises. JCS J-7
- 2.3 Create intelligence products which provide sufficient support for planning recovery operations. DPMO

- 2.4 Clarify the information flow between strategic, theater and tactical areas of responsibility in the accounting process (MPA Implementation). DPMO
- 2.5 Develop information requirements for the recovery process. DPMO, DIA, JSSA
- 2.6 Define and document responsibilities for intelligence production/capabilities in PR incidents. DPMO, DIA, JSSA
- 2.7 Mount a feasibility study on PR/Accounting/ID continuum. DPMO
- 2.8 Create an interagency mechanism that maximizes the unique capabilities of each department, agency, or office in resolving personnel recovery issues and incidents. DPMO

Mid term 01-02

- 2.9 Incorporate accounting and recovery considerations into strategic and operational level guidance, plans and doctrine. JCS J-7
- 2.10 Incorporate international search and rescue agreements as a key component of the national strategy of engagement. DPMO
- 2.11 Create a structure to provide accurate, reliable, and complete policy advice to the Under Secretary of Defense that supports and leads to the successful recovery of designated personnel. DPMO
- 2.12 Create a system for comprehensive oversight of personnel recovery policy implementation. DPMO

***GOAL 3: Develop and apply scientific, technological and business process breakthroughs on the issues of:***

- Collection, storage, analysis and dissemination of information on covered personnel by the end of FY 2000.
- Identification, location and identification confirmation of missing personnel worldwide by the end of FY 2001.
- Multi-purpose search and rescue vehicles (land, sea and air) by the end of FY 2003.

***STRATEGIES:***

Short Term 99-00

- 3.1 Create a fully coordinated methodology for determining recovery requirements. JSSA
- 3.2 Create a system to identify high-risk-of-capture personnel and ensure they have training. JSSA
- 3.3 Develop process to expedite rapid changes in legal status and rules of engagement to combatants. OASD/ISA, DoDGC
- 3.4 Establish a personnel recovery central program within the acquisition and testing community. ASD (A&T)

- 3.5 Increase the priority for including recovery technology and concepts into battle labs:  
OASD/ISA
- 3.6 Develop measures to contend with the Y2K issue. DPMO  
Mid term 01-02
- 3.7 Create a system to ensure all Reserve and Active forces will have PR training prior to deployment. USD (P&R), JCS
- 3.8 Establish compatible connectivity among recovery operations systems.
- 3.9 Create a C4ISR structure that properly supports all missions. OASDC3I
- 3.10 Create innovative means to detect, locate and authenticate isolated personnel.  
AIR COMBAT COMMAND

#### Long Term 03

- 3.11 Create recovery platforms with survivability, speed and range. JCS
- 3.12 Move Combat Search and Rescue (CSAR) capability development from the Services to the joint arena. JSSA
- 3.13 Equip and structure dedicated PR assets for varied contingencies. JCS, DPMO, JSSA
- 3.14 Create an Information Resource Management (IRM) infrastructure to support the accounting and recovery process. DPMO

***GOAL 4: Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.***

#### STRATEGIES

##### Short Term 99-00

- 4.1 Review and restructure operational support agreements. DPMO
- 4.2 Review and consolidate current POW/MIA related databases. DPMO
- 4.3 Create a consolidated, worldwide Archival Research Plan. DPMO

##### Mid term 01-02

- 4.4 Execute the DPMO outreach plan. DPMO

##### Long Term 03-04

- 4.5 Execute the Korea recovery plan. DPMO, CILHI
- 4.6 Execute the Southeast Asia recovery plan. DPMO, CILHI, JTF-FA
- 4.7 Execute global recovery operations. DPMO, CILHI

**Chapter 3 DPMO Information Systems Strategic Plan**

**Defense Prisoner of War Missing Personnel Office Information  
Technology Strategic Plan**

The following strategic goals have been established to address the ongoing needs of the DPMO.

**Strategic Goal 1:**

**Develop technical solutions to the collection, storage, and dissemination of accounting and personnel recovery information by YEAR END 2004.**

**Strategic Goal 2:**

**Evaluate and implement Information Technology advances into operational and resource efficiencies by YEAR END 2004.**

**Strategic Goal 3:**

**Provide increased access to DPMO's mission and data repositories while fully protecting its secure, classified, and operational resources by YEAR END 2004.**

The following pages expand upon the goals objectives to implement DPMO's strategic plan.

## **Strategic Goal 1:**

**Develop technical solutions for the collection, storage, and dissemination of Accounting and Personnel Recovery (PR) Information by YEAR END 2004.**

### **Desired outcome goals:**

1. To act upon changing user/mission needs in a timely, prioritized, and fiscally responsible fashion.

#### **Short Term Strategies (by YEAR END 1999)**

- Compile outstanding DPMO IT Requirements
- Prioritize the "outstanding DPMO IT requirements"
- Publish to IT WEB page the "outstanding IT requirements" listing
- Develop a procedure for DPMO "validation" of requirements
- Determine which IT requirements are valid and require funding

#### **Mid to Long Term Strategies (through Year End 2004)**

- Collect and track mission requirements
- Measure Information Project success rates

2. Ensure that base Information System needs are in place and adequately staffed, and that resources are provided and adequately funded to support day to day mission operations.

#### **Short Term Strategies (by YEAR END 1999)**

- Provide detailed base staffing level data
- Provide projected annual Information Systems budget data

#### **Long Term Strategies (through Year End 2004)**

- Accumulate and analyze historical Information Systems directorate data to support operational and future system enhancements

3. Provide mechanisms that allow efficient access to data representing the PR/Accounting missions for the associated governmental agencies.

#### **Short Term Strategies (by YEAR END 1999)**

- Pursue connectivity between DPMO/CILHI/CMAOC
- Increase DPMO server capacity and delivery
- Provide enhanced remote logon capabilities for travelers

#### **Mid to Long Term Strategies (through Year End 2004)**

- Provide direct remote access to DPMO classified and unclassified systems
- Provide an electronic "redaction" capability

4. Provide Information Systems budgetary data and analysis to support the expenditure of public funding.

Short Term Strategies (by YEAR END 1999)

- Provide and manage current Information Systems budgetary data

Mid Term Strategies (through Year End 2000)

- Summarize IT expenditures annually
- Provide IT budget results Projected vs. Actual

Mid to Long Term Strategies (through Year End 2004)

- Track Projected vs. Actual expenses annually by YEAR END 2002.
- Track valid/funded IT requirements and their project status/results by YEAR END 2004.

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## **Strategic Goal 2:**

**Evaluate and implement Information Technology advances into operational and resource efficiencies by YEAR END 2004.**

### **Desired outcome goals:**

1. Plan, develop, and execute an overall DPMO Business Plan. This plan should detail, provide data to support new, and/or re-engineer any and all DPMO related processes, procedures, or external functions.

### **Short Term Strategies (by YEAR END 1999)**

- Obtain or acquire necessary funding and/or resources to document an overall DPMO Business Plan

### **Mid to Long Term Strategies (through Year End 2004)**

- Adopt and execute related processes identified by the DPMO Business Plan by 4Q2001
  - Achieve all DPMO Information Systems Business Plan objectives by YEAR END 2004
  - Provide supporting data that details process efficiencies obtained via execution of the DPMO Business Plan 4Q2004
2. Ensure that all Information Systems personnel are trained to support current and future IS resources

### **Short Term Strategies (by YEAR END 1999)**

- All Information Systems personnel are knowledgeable of existing IT requirements
- The proper Information Systems personnel are trained to support their primary responsible activity as well as backup responsibilities
- At least one Information Systems person will be trained for any supported equipment or process intended to be maintained within DPMO by that products' original installation date

### **Mid to Long Term Strategies (through Year End 2004)**

- At least two Information Systems personnel will be trained to support selected DPMO IT resources
- Adequate numbers of Information Systems personnel will be trained to support high usage DPMO resources

3. Provide training resources for DPMO end-users to improve their data recording, analysis, and usage skills.

Short Term Strategies (by YEAR END 1999)

- Training will be provided on a quarterly basis for DPMO specific IT resources or as necessary for situation dependent needs
  - Resources will be identified as candidates for external training to support DPMO Information Systems training needs
4. Select Information Systems resources that will or can provide operational improvement and/or efficiencies to DPMO.

Short Term Strategies (by YEAR END 1999)

- Solicit input from DPMO employees for IS resource improvement
- Develop and maintain existing IS resources with potential user improvements in mind
- Develop a project plan for the scanning of all DPMO documents

Mid to Long Term Strategies (through Year End 2004)

- Provide an application that utilizes a singular interface that standardizes entry and use of all DPMO IS resources by Year End 2001
  - Scan, image, and store all DPMO retained data for local and remote retrieval and analysis
  - Ensure compatibility with and implementation of Defense Messaging System (DMS)
  - Examine and adopt any or all cost effective Information Systems Technology improvements that lend themselves to DPMO systems technological enhancement
5. Determine and provide DPMO performance measures that will indicate overall process improvement.

Short Term Strategies (by YEAR END 1999)

- Respond to ALL IT requirements within 3 business days, immediate
- Perform ALL IT data transfer requests within 4 business hours, immediate
- Develop performance measures to ascertain contribution level of IT systems

Mid to Long Term Strategies (through Year End 2004)

- Establish and utilize IT performance measures database to collect, archive, and report IT achievements by 3Q2000
- Utilize archived IT performance measures to determine return on investment for IT expenditures by YEAR END 2002

### **Strategic Goal 3:**

**Provide increased access to DPMO's mission and data repositories while fully protecting its secure, classified, and operational resources by YEAR END 2000.**

#### **Desired outcome goals:**

1. Provide readily accessible information to the public relative to the Prisoner of War, Missing in Action, and Missing Personnel activities of the DPMO.

#### **Short Term Strategies (by YEAR END 1999)**

- Provide selected unclassified down-loadable public database information on POW/MIA affairs via Defense Technical Information Center (DTIC)

#### **Mid to Long Term Strategies (through Year End 2004)**

- Provide an e-mail facility for public submission regarding POW/MIA queries by YEAR END 2000
  - Provide unclassified and/or declassified DPMO database information via the Internet by Year End 2004
  - Provide a searchable public database on POW/MIA information by YEAR END 2004
2. Share DPMO data repository information with associated and dependent government agencies

#### **Short Term Strategies (by END 1Q2000)**

- Provide full read-only access to all government and "need-to-know" agencies for all DPMO unclassified databases using tools provided by DPMO
- Pursue efforts to enhance connectivity to share data between all PR/Accounting activities

#### **Mid to Long Term Strategies (through Year End 2004)**

- Provide access to classified DPMO databases on a need-to-know basis
- Migrate declassified DPMO originated data to the unclassified distribution facilities

3. Protect DPMO Information Systems resources from Y2K exposures.

Short Term Strategies (by YEAR END 1999)

- Ensure all DPMO computing equipment is Y2K compliant
- Validate Y2K compliance for all DPMO systems by 2Q99
- Obtain external Y2K compliance information from vendors and external data sources (both governmental and commercial)
- Execute an external validation of DPMO's Y2K compliance

Mid to Long Term Strategies (through Year End 2004)

- Prevent Y2K connectivity and data sources corruption by non compliant external Y2K systems from affecting DPMO resources

4. Ensure DPMO IS resources are protected against intrusion or corruption from any negative influences.

Short Term Strategies (by YEAR END 1999)

- Investigate mechanisms to protect DPMO IS resources from intrusion or corruption
- Implement low or no cost protective measures immediately

Mid to Long Term Strategies (through Year End 2004)

- Enhance or expand DPMO's unclassified computer systems as required with fire-walls, data protection devices, or other mechanisms by YEAR END 2000
- Ensure DPMO's Information Systems are protected from subversive attack on all systems classified or unclassified by Year End 2001

**Chapter 4 DPMO IS Strategic Plan Assessment**

**Defense Prisoner of War Missing Personnel Office Information Systems Strategic Plan Goals and Objectives Support Information**

This plan was assembled from a variety of inputs. Its goals and objectives were written based upon input from legislation, DPMO management and users, and external DPMO customers including government and public sources. An unofficial review of DPMO facilities by its parent organization of the Office of the Secretary of Defense, Policy (OSD(P)) was also used as a basis for system enhancement.

The following pages identify strengths, weaknesses, possible inhibitors, and external influences that can affect the implementation of the DPMO Information Systems Strategic Plan known as of this date.

## **ASSESSMENT DPMO Strengths and Weaknesses**

The following strengths and weaknesses regarding the DPMO Information Systems have been identified. The intention of the DPMO IS management is to protect and enhance its strengths while learning from and decreasing or eliminating any perceived or real weaknesses.

### **Strategic Goal 1:**

**Develop technical solutions for the collection, storage, and dissemination of Accounting and Personnel Recovery (PR) Information by YEAR END 2004.**

### **Desired outcome goals:**

1. To act upon changing user/mission needs in a timely, prioritized, and fiscally responsible fashion.
2. Ensure that base Information System needs are in place and adequately staffed, resources provided and adequately funded to support day to day mission operations.
3. Provide mechanisms that allow efficient access to data representing the PR/Accounting missions for the associated governmental agencies.
4. Provide Information Systems budgetary data and analysis to support the expenditure of public funding.

### **Relative Strengths:**

- A forward thinking and supportive staff
- Cost conscious fiscal responsibility
- Internet policies and procedures
- Current to leading edge IT facilities
- Knowledgeable IT staff

### **Relative Weaknesses:**

- Current and supporting operational documentation
- Documented planning strategy
- User community awareness
- Too few government staff
- Too few computer staff to properly execute DPMO's overall strategic plan and mission

## Plan Inhibitors:

Possible inhibitors to the achievement of this goal are the staffing of the IT activity and its eventual reflection upon funding. The primary effort of the existing IS strategy is to keep the facilities running and secure. While this is an important point to focus upon, it has left more mundane tasks unfulfilled or slowed their proper execution. This problem is envisioned to become more problematic due to recent and future attrition of the IS staff.

A major contributor to the overall DPMO IS staffing problem is the need to support and staff three separate LAN systems. This effort is fully validated to accomplish the classified as well as the unclassified workload brought upon the activities' mission. While it is not unique in government to require multiple levels of IS security, because of the relatively low manpower of the DPMO, the ratio of IS support staff to the overall DPMO staffing is much more apparent and disproportionate. Further, because of the desire to increase operational efficiencies while reducing overall DPMO headcount, the IS burden is increasing while funding and staffing are contemplated to be reduced. Any effort to not replace and augment the IS staff or to continue its erosion will surely lead to the failure of this and subsequent goals.

A distinction must be made to government versus contracting IS staff. While much of the day-to-day support and future planning of the IS facilities of the DPMO can be accomplished utilizing contractors, some of this work cannot be executed by them.

Presently only one government employee (a trained computer specialist) is overseeing all DPMO IS functions. He has one military assignee to execute all government functional responsibilities. Contractors should not be assigned, nor should they be expected to perform budgetary responsibilities (tracking, purchasing, funding requirements, contracting, etc.) or ultimately high security functions for the government. A government agent must handle these functions. At a minimum three government employees should oversee the government responsibilities. A case could probably be made for an additional 2-3 government personnel. Much, if not the rest, of the IS support functions can most likely be performed by contractors.

Chapter 6 will detail existing manpower resource requirements as well as expand upon future needs.

## External Influences:

OSD(P) is the parent organization of the DPMO. A soft requirement by them has led to a need for DPMO to support a Lotus Notes facility to properly access their systems. Currently, only the DPMO secret LAN has had this requirement, but it is expected to expand to the unclassified network as well.

DPMO has no internal need to provide this function to its end users and can provide interfaces which will properly access the OSD(P) systems without major impact upon DPMO or OSD(P). If DPMO is required to provide an entire Lotus Notes system to support its internal mission, it will be an extremely burdensome and expensive task to accomplish. The projected workload to execute this task and its subsequent support effort will permanently increase the manpower to support this requirement. It will also place an unwelcome requirement and restriction upon other DPMO customers that are not OSD(P) (customers/users such as the general public, Capitol Hill, the Services, and other associated mission partners). It could seriously impact connectivity and data access for our internal and external customers that do not have Lotus Notes facilities.

It is highly recommended that DPMO not expand or convert its facility to Lotus Notes.

The overall DPMO strategic plan includes a proposal to evaluate the consolidation of PR/Accounting resources and missions. Currently, the IS strategic plan does not address this issue. Since the possible permutations of how an "ultimate" PR/Accounting mission could be assembled, it is far too premature to develop the multitude of possible combinations for IT/IS support or to select one possible scenario to the exclusion of others.

As part of the overall DPMO Strategic Plan, goals 1 and 3 are oriented towards a roll-up of resources and technology. Output from the strategy groups involved with addressing these goals will be applied to this goal of the DPMO IS Strategic Plan. This plan will be updated in a subsequent revision and will apply the outputs from the DPMO Strategic Plan goals 1 and 3 referenced in Chapter 2 of this document.

It is fairly presumed that a roll-up of resources could very likely result in an economy of scale for IT/IS function. It is also presumed that whoever absorbs this role will likely face a significant temporary budget impact as well as ongoing relative increased support costs.

**DRAFT**

## Strategic Goal 2:

### **Evaluate and implement Information Technology advances into operational and resource efficiencies by YEAR END 2004.**

#### *Desired outcome goals:*

1. Plan, develop, and execute an overall DPMO Business Plan. This plan should detail, provide data to support new, and/or re-engineer any and all DPMO related processes, procedures, or external functions.
2. Ensure that all Information Systems personnel are trained to support current and future IS resources.
3. Provide training resources for DPMO end-users to improve their data recording, analysis, and usage skills.
4. Select Information Systems resources that will or can provide operational improvement and/or efficiencies to DPMO.
5. Determine and provide DPMO performance measures that will indicate overall process improvement.

#### Relative Strengths:

- A forward thinking and supportive staff
- Cost conscious fiscal responsibility
- Internet/Intranet knowledge, policies, and procedures
- Current to leading edge IT facilities
- Knowledgeable IT staff

#### Relative Weaknesses:

- Current and supporting operational documentation
- Documented planning strategy
- Lack of clear definition for DPMO processes and interface responsibilities
- User community awareness
- Too few government staff
- Too few computer staff to properly execute DPMO's overall strategic plan and mission

#### Plan Inhibitors:

Once again a likely inhibitor to the achievement of this goal is the staffing of the IT activity and its eventual reflection upon funding. Further, because of the desire to increase operational efficiencies while reducing

overall DPMO headcount, the IS requirement burden is increasing while funding and staffing are contemplated to be reduced.

A distinction must be made to government versus contracting IS staff. While much of the day-to-day support and future planning of the IS facilities of the DPMO can be accomplished utilizing contractors, some of this work cannot be executed by them. Contractors should not be assigned, nor should they be expected to perform budgetary responsibilities (tracking, purchasing, funding requirements, contracting, etc.) or ultimately high security functions for the government. A government agent must handle these functions.

Planning for support and operation of the IS facilities must include contingencies for continuous operation should the contracting (or government) employees not be available for duty. In both cases, a small staff must be available to support continuous operation regardless of vendor support or non-support. To accomplish this task a minimum of two government employees must be in place, fully knowledgeable of the DPMO computing facilities, to tide over operational capabilities until normal course of business can be resumed. These personnel should not be IS management. The reason for this is simplistic. Virtually all of the managers technical skills and capabilities are eroded performing clerical/management functions required of the position. While they may offer temporary assistance in an emergency situation they cannot be counted upon to provide extended continuous support.

Another obstacle to full contractor support are security considerations. Contracting staff cannot be left unescorted in the SCIF. When they need to be on-site (which includes normal business hours as well as weekend or emergency call-in) they must be escorted. It is highly recommended that these escorts be IS knowledgeable, primarily for the reason that the contractor must be escorted in the first place. To substitute non-IS personnel for this type of escort duty severely exposes the organization to a security breach. Additionally, while not routine (at this time), weekend or off shift work by IS personnel does occur. This is done to minimize end-user work disruption by IS personnel during system maintenance or upgrade. If a government employee must work extended hours over/during a weekend or off-shift, it's assumed that that employee will be given similar time off. This in addition to sickness, travel, education, leave, or a myriad of other reasons virtually necessitates multiple government IS workers.

At a minimum three government employees should oversee the government responsibilities. A case could probably be made for an additional 2-3 government personnel. Much, if not the rest, of the IS support functions can most likely be performed by contractors.

A stumbling block for execution of a business process review and plan for the DPMO is skills, funding, and time. Clearly, an objective and detailed business process review for DPMO cannot be performed by DPMO personnel because of the lack of skills and objectivity of the involved parties. Ignoring these factors would present yet another problem; and that would be the interruption of normal work details to perform these duties. In order for a timely and accurate assessment of the DPMO office, trained personnel with a dedicated objective of evaluating the DPMO office, documenting its current capabilities, and recommendations for improvement are highly advocated.

OSD(P) undertook a similar effort several years back. The Policy Automation Directorate (PAD) of OSD(P) funded this effort and achieved a well documented and methodical result. A similar thorough external business process review of the DPMO should probably take no more than 6-9 months (this time frame does not account for a delay to implement due to contracting the effort which would probably add an additional 3 months to this projection). Its approximate cost would be 500-650 thousand dollars. Circumventing a perceived need for external evaluation would probably result in a superficial and narrowly focused evaluation. A business process review was recommended as a result of the last DPMO strategy planning session in September 1998. Should DPMO ultimately support this recommendation, it should fully support and execute nothing short of a full, accurate, review and evaluation of its business process.

DPMO could contract for a private sector commercial vendor to perform this task or include a government partner to assist in the tasking hopefully to reduce some costs and effort. An agency such as the Army Manpower Analysis Agency comes to mind.

The Business Process Review (BPR) executed by OSD(P) took about 3 months to complete and cost around \$250,000. Many of the improvements offered by the BPR are similar to what currently exist in DPMO. Overall, OSD(P) believes the results were positive and would probably execute a similar tasking once again.

From the viewpoint of DPMO Information Systems directorate, the OSD(P) effort was not highly successful. It did in fact produce a detailed and thorough evaluation. It also provided an impetus to implement Information System changes to OSD(P), but it appears to have had little long term effect (the plan has not been updated since September 1996). It did lead to implementing a number of different initiatives. But, reviewing what was proposed and what was implemented still leaves a number of proposals unfinished (after 30 months). Perhaps the resultant changes were worth their expenditure. It currently is not readily apparent that the changes would not have happened through due course, but I'm sure it has led to better budgetary planning and enhancing a documented plan of action.

#### External Influences:

The overall DPMO strategic plan includes a proposal to evaluate the consolidation of PR/Accounting resources and missions. Currently, the IS strategic plan does not address this issue. Since the possible permutations of how an "ultimate" PR/Accounting mission could be assembled, it is far too premature to develop the multitude of possible combinations for IT/IS support or to select one possible scenario to the exclusion of others.

As part of the overall DPMO Strategic Plan, goals 1 and 3 are oriented towards a roll-up of resources and technology. Output from the strategy groups involved with addressing these goals will be applied to this goal of the DPMO IS Strategic Plan. This plan will be updated in a subsequent revision and will apply the outputs from the DPMO Strategic Plan goals 1 and 3 referenced in Chapter 2 of this document.

It is fairly presumed that a roll-up of resources could very likely result in an economy of scale for IT/IS function. It is also presumed that whoever absorbs this role will likely face a significant temporary budget impact as well as relative increased ongoing support costs.

### **Strategic Goal 3:**

**Provide increased access to DPMO's mission and data repositories while fully protecting its secure, classified, and operational resources by YEAR END 2000.**

#### **Desired outcome goals:**

1. Provide readily accessible information to the public relative to the Prisoner of War, Missing in Action, and Missing Personnel activities of the DPMO.
2. Share DPMO data repository information with associated and dependent government agencies.
3. Protect DPMO Information Systems resources from Y2K exposures.
4. Ensure DPMO IS resources are protected against intrusion or corruption from any negative influences.

#### **Relative Strengths:**

- A forward thinking and supportive staff
- Security conscious and operative facility
- Internet policies and procedures
- Current to leading edge IT facilities
- Knowledgeable IT staff

#### **Relative Weaknesses:**

- Security
- Current and supporting operational documentation
- Documented planning strategy
- User community awareness
- Too few government staff
- Too few computer staff to properly execute DPMO's overall strategic plan and mission

#### **Plan Inhibitors:**

As in prior goals, once again a likely inhibitor to the achievement of this goal is the staffing of the IT activity and its eventual reflection upon funding. Depending upon the outcome of the overall DPMO Strategic Plan (reference chapter 2, goals 1 and 3) this particular goal could have far reaching consequences.

The current outreach program enabled by the DPMO utilizes the resources of the Defense Technical Information Center (DTIC) to post public information to the internet. This was enacted to minimize the increased resources required by such a standalone effort via the DPMO and to maximize the utilization of common resources of the DTIC. Further, exposure to DPMO retained information is minimized (if not fully isolated) to adverse or negative activity by hackers or other negative forces by not enabling an interface through which malicious activities could be implemented.

Thus, DTIC ensures an effective high speed interface through which the public as well as government facilities can obtain POW/MIA information. This activity is then successfully accomplished while protecting the overall integrity and security of the original databases of the DPMO and of the accessed facilities to enable this operation (pursuant to recent DoD policy).

Should the DPMO undertake an activity to directly support access by the general public to DPMO retained information, a significant workload increase will be placed upon DPMO. Likewise, if DPMO implements this avenue of access, a system which would be fully autonomous to the existing DPMO unclassified resources would likely be necessary (this again supports recent DoD policy regarding FOUO and privacy information). This would require some one-time charges to implement and ongoing charges for human resources, telephone communications, security features/functions, backup, and possibly, facilities to house such an activity.

**It is highly recommended that the DPMO continue further use and support of the DTIC to supply this function to the general public.**

### **External Influences:**

A primary external influence would be the current state of flux regarding DoD policy on World Wide Web presence. Recent unauthorized access and deliberate destruction/modification of government web sites has led to frequent changes in DoD web policy. Security policies and procedures to protect web hosted public information presents an ever increasing resource burden upon site hosts. Hackers and other negative forces are usually very technically capable individuals. To prevent their misdeeds, a substantial investment must be made to retain the integrity of information and keep the resource from compromise. This can be an expensive and avoidable burden to a small site trying to make public data available. Likewise, currently external POW/MIA sites that could conceivably be rolled under DPMO's purview, would add additional burden upon our already strained resources.

The Personnel Recovery issue, another DPMO responsibility of recent implementation, will also provide a significant workload addition to the DPMO IS staff. While DPMO's current mission for this effort is oriented towards policy and oversight, it spans the Services, other government agencies, and has multiple levels of unique security needs. Its ultimate resource requirements are not yet fully understood or estimated. Follow-up regarding this specific effort will be led by the team leaders and facilitators of the DPMO strategic Plan goals 1, 2, and 3, and will be included in subsequent updates to the DPMO IS Strategic Plan.

Another external influence to the DPMO IS Strategic Plan would be the expanding Korean Conflict effort. Over 8000 individuals remain unaccounted for from the Korean conflict. Conceivably, the increasing public interest following up on this data could quickly overwhelm DPMO resources should we directly support public access.

## Chapter 5 Performance measures

Pursuant to legislation (Government Performance Results Act of 1993 (GPRA) and the Information Technology Management and Results Act (ITMRA) of 1996), methods (performance measures) to measure expenditures to results (akin to Return On Investment, ROI) must be implemented by governmental agencies.

This will be a very difficult undertaking. "Traditional" Information Systems performance measures (response time, system uptime, cost per transaction, etc) cannot be readily assimilated into the new government mandates. Even well accepted measures (cost per produced action, reduced data input time, etc) don't lend themselves to DPMO's work activities. Specific measures for DPMO have not yet been established. We will be working with DPMO management, end-users, and stakeholders to determine measures for our organization.

**DRAFT**  
TBD

**Chapter 6 DPMO Project Plans & Resources**

*The attached pages offer a point in time view of the projected work load and plans of the DPMO Information Systems Directorate. All projections are estimated and may vary from both a cost and number of work hours perspective. They are provided as references only and are not commitments to execute the indicated tasks.*

*The projections are based upon inputs from the DPMO Action log, observation of employee actions, estimations, and extrapolations of historical documentation to provide the listed outputs.*

ID	Task No.	Cost	Work	January	February	March	April	May	June	July	August	September	October	November	December
1	Total Planned IS Resources	\$2,078,288	37,118.71h												
2	Gov Mgmt	\$34,180	700h												
3	gov appraisals	\$8,658	120h												
6	gov evals	\$2,828	60h												
8	daily mgmt	\$28,376	620h												
269	File backup/rest	\$30,108	627.14h												
270	Server/PC nightly	\$16,789	283.14h												
831	transport b/w Ft M	\$3,889	88h												
843	PC restores	\$8,438	168h												
888	IS Procurement	\$208,878	3,324h												
1134	Contract Admin	\$18,887	328h												
1138	gov	\$6,344	136h												
1388	contractor	\$13,883	198h												
1687	Special projects	\$27,422	614.6h												
1918	Graphic support	\$18,704	614.6h												
2178	PR Conf	\$28,788	654.4h												
2181	Casualty Conf	\$10,007	182.16h												
2188	Family Projects	\$10,788	198.02h												
2188	User Support	\$201,722	3,636.6h												
2187	Problems	\$88,144	1,248h												
2458	applications	\$42,800	780h												
2718	miscellaneous	\$88,458	982.8h												
2880	moves	\$8,183	164.44h												
3023	file xfers	\$28,780	448.28h												
3284	virus downloads	\$1,289	21.58h												
3307	LAPTOP Computers	\$32,880	658.4h												
3308	preparation	\$17,884	384h												
3413	virus updates	\$12,814	242.4h												
3428	repair	\$2,822	62h												
3478	Payroll	\$12,838	228.72h												
3480	up/download	\$7,828	164.44h												
3888	maint	\$4,111	71.28h												
3898	PTS Maint	\$4,140	72h												
3811	Training	\$87,832	1,838.84h												
3824	IS Dept Mtg	\$38,813	608.28h												
3877	WEB Support	\$188,788	3,422.6h												
3878	INTRANET	\$41,810	730h												
4044	Intranet	\$42,878	728h												
4409	HTML support	\$41,488	728h												
4482	WEB admin	\$41,488	728h												
4818	WEB Development	\$32,188	608.6h												
4880	Software/application S	\$220,872	3,841.6h												

Created by WF				Feb 3/24/89											
ID	Task No.	Cost	Work	January	February	March	April	May	June	July	August	September	October	November	December
4881	application dev	\$84,448	1,468h												
5248	application debug	\$84,448	1,468h												
5811	application reqs	\$81,778	1,028.6h												
8894	Documentation Mgmt	\$237,384	4,268h												
8885	doc/secn mgmt	\$24,880	628h												
8826	scanning1	\$88,894	2,088h												
8188	prep/deprep	\$88,840	2,088h												
8448	QA	\$74,880	1,668h												
6710	LANs	\$288,788	4,348.64h												
6711	admin/monitor	\$141,024	2,088h												
6872	maint	\$82,884	788h												
7233	team meetings	\$48,888	713.44h												
7288	PO upgrades	\$48,817	772.2h												
7847	System Maint	\$188,438	2,412.8h												
7848	install/upgrades	\$83,232	988h												
7888	testing	\$28,718	388h												
8070	security	\$16,888	284.8h												
8331	administration	\$17,134	268h												
8882	planning	\$88,484	828h												
8883	Database	\$168,888	3,128h												
8884	management	\$83,288	828h												
8118	admin	\$87,888	1,468h												
8378	planning	\$83,743	828h												
8837	db team meeting	\$34,888	628h												
8888	DNS Ping	\$12,418	188h												
8743	Y2K Ping/zero	\$24,781	488.8h												

# **External Outreach Plan**

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**Defense POW/Missing Personnel Office**

*A coordinated approach to more effectively reach internal and external audiences with targeted messages through outreach initiatives*

# External Outreach Plan

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## Defense POW/Missing Personnel Office

### I. INTRODUCTION

External outreach to various constituencies is critical to the mission accomplishment of the Defense POW/Missing Personnel Office, as well as to all other agencies committed to the fullest possible accounting of Americans who are missing as a result of hostile action.

The constituencies, or audiences, with a stake in the U. S. Government's commitment to this issue reside in individual family members, family groups, veterans groups, military associations, in the Congress, in the media, and others. The degree of confidence these groups have in the Government's efforts ultimately affect its ability to successfully account for missing Americans.

This plan addresses initiatives whereby the Defense POW/Missing Personnel Office (DPMO) will broaden and make more effective its outreach effort and that of the other members of the POW/MIA accounting team. *The Army's Casualty and Mortuary Affairs Operations Center (CMAOC) is a key member of the Department of Defense's POW/MIA accounting team. In addition to its Army-specific missions, it also serves as the Department of Defense Executive Agent for remains recovery and identifications, is the parent agency for the Central Identification Laboratory Hawaii (CILHI), and is the Army's casualty and mortuary affairs offices. CMAOC funds the Defense Department's Armed Forces DNA Identification Laboratory (AFDIL), and conducts the Armed Forces Identification Review Board (AFIRB). Other key team members include the Joint Task Force-Full Accounting (JTF-FA), the Life Sciences Equipment Laboratory (LSEL, the military services (the Navy, Marines, and Air Force) and other ancillary agencies.*

The plan seeks to restore confidence and credibility where it is lacking. It centers around three broad areas of outreach responsibility: Legislative and Concerned Citizens (LC); Family Support (FS); and Public Affairs (PA). The outreach plan requires the strong support and direct involvement of all agencies which are part of the wide spectrum of the POW/MIA accounting team to include the policy-making, operational, analytical and research sections of DPMO.

Uniformity and consistency of the outreach messages to each of the constituencies is but one underlying principle addressed in the plan to restore confidence and credibility. A "message" delivered to any one constituent indirectly reaches many other constituents. (see Communications Interaction diagram) The consistency of messages requires rigorous attention and close coordination among

these three outreach sections and the field agencies, with virtual constant and seamless consultation among all.

## II. BACKGROUND

Department of Defense (DoD) efforts to obtain the fullest possible accounting for Americans missing from those conflicts in which our nation has prosecuted war is unparalleled. DoD's commitment is to each service member and each Department civilian, as well as to their families.

The commitment is not only to apply all the resources of the U.S. Government in this effort, but also to communicate openly, honestly and with understanding to the families of missing Americans and to our nation.

DPMO leads and oversees the Government's efforts to locate, account for, and repatriate Americans captured or missing as a result of past, current, and future hostile actions. It is our mission to provide the expertise *and* technology, *ensure* resources necessary to uphold this commitment *are identified and procured*, and resolve uncertainties by illuminating the facts and informing the families, the Congress, and the American people.

## III. CONSTITUENCIES

- A. **External Audiences.** Families; family organizations; the Congress; veterans' service organizations (VSOs); military associations; national, regional, and local media; special interest groups; Department of Veterans Affairs (DVA); Department of State (DoS); the Intelligence Community; the White House; and concerned American citizens.
- B. **Internal Audiences.** DPMO employees; the Office of the Assistant Secretary of Defense for International Security Affairs (ASD/ISA); the Office of the Undersecretary of Defense for Policy (USD/P); the military services and their individual members.

## IV. INITIATIVES

The central focus of the following initiatives is to improve the confidence in and credibility of the POW/MIA accounting team – within various constituencies – through increased outreach, more innovative outreach and more effective outreach. These initiatives draw on the synergy and the close coordination among the outreach team communicating with the Congress, the families, and other internal and external audiences. These constituencies are so closely interrelated that a seamless and highly coordinated effort is the underpinning for success.

The following three sections are grouped by constituencies, yet it is clear that all initiatives are dependent on action and support from the other members of the outreach team.

## **CONGRESS and CONCERNED CITIZENS**

**Goal.** To expand a smoothly functioning and effective outreach program that aggressively increases the presence of DPMO on Capitol Hill and the knowledge of the prisoner of war (POW), missing personnel (MP), and personnel recovery (PR) issues among members of Congress and their staffs.

**Background.** The issues of POW/MP accounting and PR are not everyday issues of importance on Capitol Hill, and are not well known outside a very small contingent of members and staff. However, there are many members and staff on the periphery of these issues who could become supporters of DoD's mission if they can be identified, visited, and convinced of DoD's commitment to the fullest possible accounting. Ancillary to accomplishing these steps is that these members and staff, once made aware of the issue and convinced of DoD's sincerity of effort, must be kept in the knowledge loop through a concerted contact and information program. These members and staff could then be called upon to support DoD.

Heretofore, congressional affairs activities concerning POW, MP, and PR issues have been reactive. Only sporadic emphasis and effort have been placed on a proactive campaign to achieve a greater awareness of these issues by actively seeking to provide information to any one other than those members and staffs who have claimed oversight and/or personal interest in the issues. Even then, information was provided to those individuals only when they have demanded it. Regardless of the sense of urgency stressed for being responsive, most actions were delivered with less than the desired urgency. Such actions have not enhanced DPMO's credibility and have actually contributed to a lack of credibility of our agency by the requesting member(s) and staff(s).

Reducing this credibility gap can only be achieved by a unified, consistent, and intentionally applied campaign that is waged through increased presence on the Hill. It must be directed to enhance trust and reliability of DPMO key personnel and to increase overall knowledge of the POW, MP, and PR issues.

A program that increases our presence and delivers our message consistently and timely to our targeted audience can and will be achieved. It has been initiated and must be sustained and constantly improved to achieve the desired results. Those members seeking re-election, however, are consumed with campaigning at every possible opportunity. The outcome of this year's elections are critical to every member and to control of the House of Representatives. At this unique time in the congressional

calendar, members' attention and availability on any issues other than their own and their party's will not be high.

However, with the convening of the 106th Congress in January 1999, elections will be over and attention will once again turn to other issues for another solid year. This provides DPMO with windows of opportunity to advance an aggressive campaign to enlarge its presence on Capitol Hill. The probability for hearings on our issues may significantly increase, as will the probability for introduction of congressional language that will directly affect the DPMO missions.

This scenario makes it crucial to have in place a strategic plan and a well organized and functioning communications system between DPMO and Congress. DPMO will focus on other DoD agencies (JTF-FA, CILHI, LSEL, AFDIL, and the military services' casualty and mortuary affairs offices, etc.) to glean knowledge of potential congressional interests and direction.

Written communication traffic received from Capitol Hill and White House sources, coupled with input from DPMO-FS and -PA, will be closely monitored by the entire external affairs team. The ability to effectively monitor and chart correct courses of action on Capitol Hill will be achieved only when an all-encompassing external outreach program is functioning before the 106<sup>th</sup> Congress. These initiatives will ensure the channels of communication are in place and working both within DPMO's external affairs team, DPMO, and counterparts within DoD and other Government agencies. Following is the phased program for increasing DPMO's presence on Capitol Hill and for increasing congressional awareness and knowledge of our issues.

## **1. Increasing Congressional Awareness and Knowledge**

To achieve greater congressional awareness, and hence, an increase the potential for greater congressional support for DPMO's missions, the initial step is identify those key members of Congress and staff who are actively engaged in our issues at the present or who, at some future time, may be asked to support DPMO's requirements. The majority of these members and staff are members of committees and subcommittees that claim either direct or indirect oversight of the issues. Within any single committee/ subcommittee, there are only several members and staff who actually have and maintain an active interest in the issues.

(a.) **Initial Phase.** DPMO-LC, either directly, and/or with assistance from OASD/LA and other DPMO directorates, will identify before July 15, 1998, individuals to be contacted with updates to be conducted upon the seating of each new Congress. Once identified, DPMO-LC will schedule introductory meetings between the DASD and these key congressional members (i.e., chairpersons, ranking majority and minority and known influential members; committee/ subcommittee staff directors and senior majority, minority, and key influential staff members, DASD-level interface will be aggressively pursued until accomplished or denied. Once the initial meeting has been accomplished,

periodic follow-up visits and contacts will be accomplished routinely by DPMO-LC to ensure the key issues and currency of actions are placed before either the members and/or the staff.

(b.) **Second Phase.** Once key congressional members are identified and initial meetings are being scheduled for the DASD, DPMO-LC will identify members and staff considered to be on the periphery whose involvement has not been active in supporting DoD's mission, but whose potential for influencing others or providing their personal support to DPMO is adjudged to be important. Such members and staff will be identified by DPMO-LC from individual members and staff and from committees, coalitions, and caucuses that have agendas and issues that are based on issues peripheral to POW, MP, and/or PR (i.e., Korean and Vietnam War and War-era veterans; Veterans' Affairs; International and Foreign Relations; Vietnam War-era Caucus; etc.). DPMO-LC will initiate an aggressive program to arrange for DASD visits to these members and staff in an effort to build the second tier of support for our issues. Again, once initial meetings have occurred, periodic follow-up visits and contacts will be routinely accomplished to keep the issues before them.

(c.) **Third Phase.** The last segment from which the DPMO will seek to ally itself will be those members and staff who are known to be active in the issue, but whose history has been one of *less than supportive for DoD* and DPMO activities and positions. Audience will be sought with these individuals *to provide them with a more comprehensively explanation of* the policies and operations of the POW/MP team. The final effort will be to move them to a "no longer *concerned*" state. While the bottom-line goal with this phase is to move the opponent to a position of *pro-DoD*, such may simply not be achievable. However, gaining audience with these members and staff will at least provide the opportunity to advance dialogue and understanding.

(d.) **Fourth Phase.** The final stage is one of continuous follow-up with those members and staff previously addressed and the initiation of a systematic, routine Capitol Hill visitation program by DPMO-LC. A new program will be designed and initiated to get members of DPMO-LC on the Hill weekly to *conduct courtesy and information calls on* staff members of those members listed in Phases 1 through 3.

Initially, visits will be scheduled so that a minimum of 10 visits weekly by the LC staff (the number may increase or decrease depending on the congressional schedules and the team's workload, but it will always be maximized with a goal of reaching all considered staff on a bimonthly schedule, depending on their adjudged status in relation to mission issues). The purpose of the visits will be varied, but the underlying rationale will be two-fold (to build familiarity with certain staff members to earn their trust and confidence in order to acquire or pass pertinent information that will be useful to us, to them, or mutually to both). Visits will be scheduled to coincide with delivery of DoD press releases of interest to specific members *before* such releases are made public

(i.e., remains identification of formerly missing individuals; other areas of known interest to specific members; etc.), delivery of weekly updates, information papers, family update announcements, etc.

## **(2.) Briefing and Debriefing Congressional Delegations**

In addition to keeping Congress informed on POW, MP, and PR issues, a major opportunity is available to DPMO to assert influence, increase our presence and credibility, and increase congressional knowledge, understanding, and support when we seize the opportunity to brief members of Congress and/or staff members when they are most receptive. Such opportunities exist shortly before they depart to countries where we are working to assemble mission-related information. Providing briefings and/or background papers to members and staff are beneficial as these individuals are often in positions and situations to articulate and reinforce DoD's interests in the POW/MP issue during their meetings and discussions with foreign leaders. Additionally, these individuals gain a measure of respect for the difficulty of the mission DoD faces, and for DoD personnel involved in this mission.

Opportunities also exist to debrief members and/or staffs upon their return from trips abroad. Feedback from these trips can provide indicators of how the DoD's position is received by foreign leaders as well as enhance DPMO's credibility on the issue.

Executive agents for trips are rotated among the military services when Military Air assets are used, and commercially at the member's desire. There is no single DoD contact who is aware of all such travels. Therefore, DPMO-LC will develop and maintain close working relationships with each of the military services' legislative organizations as well as committees/ subcommittees and personal staff to obtain this information. Travel occurs most frequently during recess periods. DPMO-LC, in conjunction with OASD/LA, will actively query Capitol Hill contacts before recesses since this time provides the best opportunities to acquire congressional travel information. The following actions will be routinely taken by DPMO-LC to maximize opportunities presented by congressional travels.

- (a.) DPMO-LC will, within the period prior to scheduled recesses, contact committees/subcommittees with oversight of and interest in the POW, MP, and PR issues to determine if travel abroad is planned by members and/or staff. DPMO-LC will seek travel information from all sources deemed proper and appropriate such as a committee's travel office; key committee staff who follow the POW/MP issue; interested personal staff; OASD/LA for military air schedules; and military services' legislative liaison offices.
- (b.) DPMO-LC will contact the staff member who is preparing a member of Congress for a trip and/or the staff member who will accompany the member and offer to brief POW, MP, and PR issues and/or provide background papers relevant to the member's travel itinerary. DPMO-LC will schedule a date, time,

and location for the meeting, and assess the general topics of interests to be presented by DPMO's briefing team.

- (c.) DPMO-LC will inform the DASD, DPMO-PP, and OASD/LA of the meeting details.
- (d.) DPMO-PP and/or -RA will present the briefing; DPMO-LC will accompany the briefer(s) to Capitol Hill.
- (e.) DPMO-LC, DPMO-PP, and the subject matter expert(s) will back brief key DPMO senior staff following any briefing session with a congressional delegation. DPMO-LC will prepare and maintain memoranda for record of all such briefings and ensure any requested follow-on information is provided to the committee as required.
- (f.) DPMO-LC will contact key staff member(s) upon the return of the congressional delegation to schedule a member/staff debriefing on issues decided by DPMO leadership and DPMO-PP to be relevant to DPMO's mission.
- (g.) DPMO-LC and DPMO-PP will advise all affected DoD elements (*CMOAC*, *JTF-FA*; *CILHI*; *AFDIL*, *LSEL*; etc.) of pending CODELs and STAFDELs scheduled for their theaters of operation and provide information and coordination assistance. DPMO will request affected agency feedback upon the delegation's departure from an agency's area. As necessary and appropriate, any information gleaned from such feedback will be passed immediately to the next agency to be visited if such information is deemed to be of interest to that agency.
- (h.) **Congressional Interest in Family and Public Affairs Issues**

There are many routine issues for which DPMO-FS and DPMO-PA have the lead, but in which congressional interest can be assumed based on constituent or member interest. Such information must be recognized, captured, and provided as a routine action to members of Congress. Such action supports the External Affairs Team's goals of increasing both presence and congressional knowledge of our mission. Such proactive actions also will serve to create and foster good will with members and their offices by providing them with advance or timely information concerning issues that affect their constituents.

Events will be closely monitored and coordinated among the External Affairs Team to ensure consistent and timely delivery of pertinent information. The following activities will be carefully monitored, pertinent information extracted, affected members identified, and information forwarded to those members.

- (a.) Family Updates
- (b.) Identification of remains
- (c.) Information (news releases, family information, special events, etc.) concerning issues deemed to be of interest to specific members
- (d.) Information concerning both specific and general issues or events to those members of Congress who have been identified by DPMO/DoD as key players in our issues before such information is released to the public in general.

Additionally, DPMO-LC will work with members of Congress in an effort to link with them when they conduct congressional veterans' rallies within their home districts and states. Such settings will provide opportunities to address the member's large constituency of veterans while increasing the numbers of citizens who are usually interested in hearing information concerning DoD accounting efforts. Gaining a member of Congress' support to accept us in his program can backfire, if not well received by the audience. Such a reception would, in turn, harm a favorable relationship with the member and hinder any similar future endeavors. On the other hand, a positive reception will only serve to educate a wider client base

### **(3.) Interaction with Other DoD Agencies**

Other DoD agencies include CILHI, JTF-FA, AFDIL, LSEL, JCS, CINCPAC, the Military Services' casualty and mortuary affairs offices, legislative liaison offices, Public Affairs offices, etc.

- (a.) When a need or issue is identified or a request for action or assistance is received by DPMO's External Affairs Team, requisite services and/or support will be provided to the requesting agency (i.e., JTF-FA commander requests DPMO-LC to schedule Capitol Hill meetings for him during a mainland visit; an agency requests advise and/or assistance in seeking resource need(s); etc.)
- (b.) A working relationship with other agencies is established in which there is mutuality in information sharing (i.e., JTF-FA informs DPMO of an upcoming delegation, we contact the delegation, offer an information briefing, and provide feedback to JTF-FA; we ensure copies of DPMO responses to inquiries in which an organization *or military service family* is addressed is provided to that agency so any like inquiries can be addressed similarly thus maintaining consistency in responses and information provided to external entities; etc.).
- (c.) Periodic meetings are conducted in which representatives of these agencies can meet with representatives of DPMO-FS, -PA, and -LC:

(1.) matters of mutual concern and interests are discussed; DPMO policy and rationale are shared, and mutual understanding is achieved and maintained.

(2.) family support, legislative, and media issues of broad concern that affect all agencies within DoD are identified and mutual solutions are sought.

## FAMILIES

**Goal.** Family Support (FS) will improve the *coordination*, dissemination of *responses*, illumination of POW/MIA accounting facts, accessibility to meetings, effectiveness of publications, and timeliness of correspondence for families. FS will implement change using fairness, dignity, and understanding as guiding principles towards families to improve DPMO's overall credibility.

**Background.** FS projects and will continue to project several core messages to the families served directly and indirectly in each area of FS responsibility. Families always come first. FS seeks ways to enhance communications. FS maintains continuous and open dialogue while providing the availability of direct access to government officials working POW/MIA accounting. FS holds these core messages inviolate, because, human nature does not change. However, organizations do change. In fact organizations must change in order to take advantage of new technologies and techniques or lose credibility with their constituents. FS understands these facts and recognizes the opportunity to implement change with the support of our families.

**Initiatives.** FS divides its responsibilities into seven widely disparate and broad areas. FS will institute the following initiatives using a combined approach in the FS, LC and PA arenas to improve each area of FS responsibility towards the overall improvement of DPMO's public outreach:

### (1.) Annual Government Briefings.

(a.) Client Parity. FS will work to identify family-related areas where the Government treats like clients with disparity *and seek to ensure that all families, veterans, and wars/conflicts are treated equally.* Concurrent efforts by LC and PA will help cover legislative and media client bases. It is important that DPMO recognize the differences given in support to families of missing from different wars and the differences between accounting efforts within different theaters of operation. DPMO's goal must be parity in recognition and treatment involving DoD's accounting efforts. Differences weaken DPMO's credibility with the families and leads to associated problems with providing believable information to families.

(b.) Annual K/CW Family Briefings. FS will work in coordination with LC and PA to double public outreach in this area. FS coordinates briefings for family

organizations interested in the comprehensive accounting effort. With the success of the service casualty offices "K/CW outreach program," more of these families are becoming interested in their cases. K/CW families who come to DC in the summer for briefings have increased dramatically the last two years. K/CW families receive three hours of briefings historically. FS will expand these briefings over a full day to cover all aspects of the accounting efforts. Conduct these briefings concurrent with the League briefings.

**(2.) File Reviews.** FS will rewrite the policy for case file reviews, currently offered only to SEA cases, to include K/CW cases thus creating parity between like clients. FS will present this policy memorandum to the Services and State Department at the fall casualty conference. Additionally, the rewrite will clarify the impact the redaction has on the substance of the files. FS currently coordinates access to DPMO case files for SEA cases through the service casualty offices and the individual family members. FS mails redacted files to the appropriate family member or a "visual access" is conducted in DPMO offices for the primary next of kin or the authorized designate. FS will enhance the understanding of this program by actively publicizing it with the help of LC, PA and the service casualty offices. FS will publicize the File Review Policy at Family Updates.

**(3.) Correspondence/Inquiries.**

**(a.) Family Updates.** FS will take a laptop computer to family update meetings to "jump start" the "follow-up" letter writing to improve the timeliness of our correspondence resulting from family updates. DPMO, the Services and the families will benefit by quicker responses that maintain dialogue.

**(b.) Letters.** FS will generate a form letter that addresses the process of gathering information to acknowledge family inquiries that require longer than 30 days answering. FS will coordinate with CMT to develop a tickler file that prompts the sending of the form letter, from CMT, as an interim response to an inquiry as the 30-day mark is reached.

**(c.) Internet Homepage.** FS will coordinate with PA to expand the DPMO Homepage to include FAQs. FS will provide answers to common questions and post them on the Internet in an effort to enhance communications.

#### **(4.) Family Updates**

(a.) **Advertising.** FS will implement a process to send letters that will include the 1999 Family Update schedule from DPMO through the casualty offices and the State Department to all family members. FS will provide PA information on these meetings to highlight to the local media our efforts and generate articles for publication. Improved advertising benefits DPMO, FS and the Services by helping to heal and solve the uncertainties many families continue to face resulting in fewer congressional and family inquiries.

(b.) **Congressional Interest.** FS will provide LC attendance rosters to pass to congressional representatives thus heightening congressional interest.

(c.) **Veteran Updates.** FS with PA support will become more proactive in conducting informational briefings to veteran groups and subsequently reach more families through that venue.

**(5.) Casualty Conferences.** FS will conduct a pre-wash to ensure complementary briefings that remain consistent with DPMO's overarching vision. FS will provide more timely dissemination of agenda items and handouts. These changes will benefit all attendees and the conferences will become more efficient and effective.

#### **(6.) Information Handouts**

(a.) **POW/MIA ACCOUNTING.** FS will coordinate with PA to enhance communications with the families and other external groups through expanding the current POW/MIA ACCOUNTING booklet. FS will add a "how to" section addressing--research in the National Archives and the Library of Congress and where to go for additional resources regarding mental health and support groups.

(b.) **Congressional Interest.** FS will provide LC booklets to use in educating congressional representatives and heightening congressional interest.

(c.) **Internet Homepage.** FS will coordinate with PA to include the expanded POW/MIA ACCOUNTING information on the homepage.

**(7.) Casualty Liaison.** FS will address current structure and regulations governing Casualty/Mortuary Organizations at the fall 1998 casualty conference. Each service and the State Department operates under different rules and regulations leading to inconsistent support to the families. FS believes that the overall effort and efficiency of the combined service casualty offices and mortuaries would improve if operated from one "DoD Casualty Office."

## **PUBLIC AFFAIRS**

### **INTERNAL AND EXTERNAL AUDIENCES**

**Goal.** To expand contact with all constituent audiences through outreach programs using internal and external media, to include news organizations – both local and national – public speaking opportunities, and Internet communications. To capitalize on opportunities arising through family support events, and Congressional interest in local constituent matters as it relates to POW/MIA accounting. To provide communications support which increases the effectiveness of our contact with families and with Congress.

**Background.** The employment of traditional and high-tech media techniques to communicate the POW/MIA accounting messages offers important support to both the Congressional and Family Liaison initiatives. It is often a misperception that national media exercise greater impact on readers or viewers than do local media. Just the opposite is true. Communications research has consistently shown that hometown media are trusted, are respected, and are believed, whereas national media often suffer in credibility with many readers.

National media outlets cannot be ignored, however, as the proper placement of even one story can reach millions of readers or viewers at one airing. So a proper balance must be achieved in targeting both local and national media.

News stories surrounding the successes of the Government's efforts in the fullest possible accounting mission center on hometowns. Servicemen left those towns in answer to their nation's call. And, they return to their families for burial with full military honors, always cited as heroes by friends, families and media. The impact of this mission, as told through hometown press, is of great significance to members of Congress and their staffs as they monitor constituent interests. The careful exercise of media relations expertise reaches hundreds of thousands of readers, or millions of viewers, with a single story. Broadened impact can be great, if directed through targeted messages to targeted groups.

#### **Initiatives**

##### **(1.) Increasing Exposure and Support Through Hometown Media Initiatives.**

(a.) On at least a monthly basis, PA will seek out hometown press, both print and broadcast, and ensure all are fully informed of the success of the fullest possible accounting as it applies to the identification of a serviceman from that area.

(b.) To maximize the impact on congressional delegations, PA will first provide advance copies of the fully coordinated news announcements to LC for forwarding to members of Congress and their staffs. The members will be informed that this and other such announcements may be easily viewed on the Internet home page of DPMO.

Coordination will include the respective service casualty offices in order to accommodate any sensitivities expressed by local family members. On each monthly national and local announcement, PA will ensure that the full story of JTF-FA and CILHI involvement is highlighted, and will alert each agency for possible follow-up media queries.

(c.) Following the official national release through OASD/PA, DPMO/PA will post the announcement on its own web page, as well as the DoD "Defense Link" home page where as many as 730,000 viewers per week (including other local and national media) have access to the information.

## **(2.) Increasing Exposure Through National Media Initiatives.**

(a.) To further advance the credibility of the POW/MIA accounting team, PA will make "off-line" contact with high-level national media officials on a weekly basis. Purpose of these informal updates will be to highlight potential story ideas which may hold promise days or weeks in advance. The competition for news coverage is fierce, with thousands of story ideas flowing across editors' desks daily. Therefore, it is mandatory that the flow of "hard" news updates to PA from within DPMO as well as from other members of the POW/MIA accounting team be tasked as a priority requirement.

(b.) Every news media contact, both national and local, will be added to a special "fax-out" distribution list whereby the Weekly Update goes directly to reporters. This action will serve as additional "outreach" beyond what could be accomplished in face-to-face or personal contacts with media. Expected media responses and solicitations will undoubtedly generate additional requests for interviews, which must be honored on an expeditious basis.

(c.) DPMO/PA will set as a special outreach target the "newsmagazine" broadcast programs or cable "feature" outlets (ie. 20/20; Primetime; 48 Hours; Discovery or Learning Channel; NOVA; National Geographic Television, etc.) to seek placement at least twice annually of feature stories relating to the accounting team. The widest spectrum of the accounting mission, from personnel recovery to remains recovery, will be included in the story ideas highlighted to these national programs.

(d.) In "on the record" and background contacts with national media representatives, details on access to the DPMO Internet home page will be highlighted.

## **(3.) Expand Outreach of DPMO Internet Home Page.**

**Background.** The DPMO Internet home page was designed to allow access by worldwide readers to information about the U. S. Government mission to achieve the fullest possible accounting. It offers a wide range of information, however, most is related to activities, issues and policies emanating from DPMO, and has peaked

occasionally to 4,000 "hits" per week. A redesigned home page, and a concerted effort to advertise the home page, will greatly increase viewing by target audiences.

(a.) The home page will be redesigned by PA, with input and coordination from Legislative Liaison and Family Support, as well as from all directorates within DPMO. Target date for the completed redesigned format to be placed "on line" is September 30, 1998. However, redesign elements will be introduced incrementally on the home page as they are completed. Technical support for the redesign work will be from SP. The redesign will inform the viewer first of the worldwide mission of the fullest possible accounting, and will cite all the elements of the U. S. Government's team which carries out that mission. (ie. JTF-FA; CILHI; AFDIL; LSEL; military services casualty and mortuary operations). Mindful of our target audiences, the technical elements of the web page will avoid overuse of heavy graphics and devices which would prevent downloading by less powerful processors. One primary focus of the redesign will be to include documents which are frequently requested by families, Congressional staff members, media, veterans, military organizations, military associations and concerned citizens. These include, but are not limited to: the "Persons Missing, Korea" (PMKOR), the "Persons Missing, SEA" (PMSEA); "Frequently Asked Questions" grouped in broad areas of interest; fact sheets, mission statements, news releases and operations schedules of each of the team members; etc.

(b.) News announcements of the redesign effort will be disseminated to all of the major VSO publications, as well as those of all military associations and through other DPMO communications media (Weekly Update). The home page will be highlighted in all family updates, and attendees will be encouraged to follow the course of this issue through the Internet. Additionally, the home page will be advertised through the daily or weekly news services of each of the military services, as well as through the services' monthly magazine (Airman, Soldier, All Hands, Marine). Special emphasis will be added for active duty military readers in the area of personnel recovery.

#### **(4.) Expand Outreach Through Public Speaking Initiatives.**

**Background.** Although direct contact with target audiences through public speaking initiatives reaches fewer people than local and media contact, the members of these audiences focus on a single issue and have an opportunity to engage in interchange with the speaker to solidify their understanding. Support of public speaking events require a larger resource investment per audience member than through media contact. However, a proper balance of direct public contact can serve to increase DPMO's credibility with the leadership of veterans and special-interest organizations.

(a.) Through direct contact with each of the major VSOs and military associations, DPMO/PA will seek to garner invitations to speak at each national convention within one convention year/cycle.

(b.) The "Veterans Updates" will be expanded to coincide with each of the monthly family updates conducted in cities around the country. Directors of PP, RA, JCSD, PR and JCSD will provide policy and operations briefers for each of these updates. FS will coordinate with PP to establish direct contact with local VSO POC to arrange local meeting locations and time. PA will assist by providing background materials to national and local VSO publicity chairmen.

(c.) PA will also seek out opportunities for DPMO leadership and directorate chiefs to address local military associations while attending family update sessions. The goal for these directorate chiefs will be at least one speaking engagement associated with each family update. (Ex: Air Force Association luncheons; AUSA on-post events; Sergeants' Association and NCO Association local events.)

(d.) DPMO directors, key military (officer and enlisted) and civilian members of DPMO will be added to the "Speakers' Bureau" with their areas of expertise highlighted for response to public speaking opportunities at both local and national events.

(e.) Periodic advertisement of these "Veterans Updates" and "Speakers Bureau" initiatives will be placed with the major publication of the VSOs and military associations.

#### **(5.) Family Update Initiatives.**

**Background.** Monthly meetings in cities across the U. S. have met with resounding success in building credibility for the U. S. Government's POW/MIA accounting effort. That credibility will be further enhanced, and broader exposure achieved, through media reporting on these events. The potential of reaching hundreds of thousands of readers exists with each successfully-placed news story and/or editorial.

(a.) PA will initiate contact with city desk or news reporters 30-60 days prior to each family update. Where competing newspapers exist in major market areas, the same information will be provided to each. Reporters will be briefed by PA prior to the family update with encouragement to write news stories, with local ties, to the purpose of the family updates as well as the worldwide mission of the fullest possible accounting. Research on local or state servicemen who have been accounted-for, or who remain unaccounted-for, will be provided to the reporters in advance.

(b.) PA will also initiate contact with Editorial Page editors of the major newspapers in the areas of the Family Updates. Purpose of this contact will be to schedule a session with an editorial board after arriving in the host city, or if scheduling does not permit, to provide written material and conduct telephone interviews in order to inform these influential gatekeepers of opinion. While there is no consistent guarantee that a favorable editorial will be written, the background and contact given to these senior writers will often deliver a return in the months or years ahead.

(c.) The Family Update schedule will be covered at least monthly in PA's **Weekly Update**, on the DPMO Internet home page, and a copy of those media announcements will be provided to LC for transmitting to appropriate Congressional offices, either in the local area or in Washington, or both.

**(6.) Feedback Initiatives.**

(a.) On a daily basis, PA will screen more than **250 wire services, newspapers, magazines, broadcast outlets and transcript services** through the Current News and Research Service and assess the level of coverage in news outlets. This feedback will be shared with the senior DPMO leadership, with DPMO directors, and with other members of the POW/MIA accounting team.

(b.) On a periodic basis, PA will screen additional publications through the **Lexis/Nexis** system for similar feedback. Such screening will include outlets represented by reporters who deal with DPMO/PA on a daily basis.

(c.) On a monthly basis, if appropriate, PA will screen the publications of the **major VSOs** and military associations for similar feedback.

(d.) If a **rapid response** to an incomplete or inaccurate article is called for, PA will notify the appropriate DPMO director, or POW/MIA accounting team member, that a short-turn requirement has arisen. Directors will normally be expected to provide draft input items in less than one duty day. PA will assist with editing and placement with the news publication. PA will notify LC in the event that action may be necessary in the readership area of a member of Congress.

**(7.) PA Policy Initiatives.**

**Background.** Members of the POW/MIA accounting team (DPMO; JTF-FA; CILHI; LSEL; AFDIL, etc) fall under varied chains of command. However, each member is subject to the requirements of the Missing Persons Act, which directs that overall policy leadership and guidance be provided by DPMO. In order to facilitate that leadership, several initiatives within the public affairs communities will serve to better unify and coordinate public affairs policies and operations.

(a.) Uniform public affairs **policy guidance** and procedures will be drafted by each member of the team which has a fully-functioning public affairs office. Such guidance will capitalize on the unique contributions each team member makes, while still respecting the prerogatives of the military chain of command. The guidance will take the form of a memorandum of agreement, and will be approved by the leadership of each organization. DPMO/PA will provide assistance in formulating this guidance to those agencies who have no full-time PA staff. This policy guidance will include commitments to the comprehensive Internet web site, and will outline how each agency will deal with media and coordinate with the other members. Target date for the draft of this comprehensive policy guidance will be December 31, 1998.

(b.) DPMO/PA will initiate planning for a series of periodic public affairs policy conferences for 1999 and beyond. These conferences will be held to further the exchange of information, coordinate public affairs concerns, focus on visions for the out years, and to increase professional development. They will not be calendar-driven, but issue-driven. Each member of the POW/MIA accounting team will participate in these conferences, whether represented by a full-time public affairs officer or not. Requirements for these conferences will be included in the above policy guidance. One of the primary focuses of such conferences will be the continued improvement and broadening of the outreach "footprint," to include interface with family liaison and congressional liaison issues.

## V. KEY COMMUNICATION MESSAGES

Consistency of messages is important as information is shared with the various constituencies. While these messages are grouped according to their most likely audiences, there should be no reluctance to share all of these messages with all audiences.

### General Audiences

- The U.S. Government is committed to rescuing survivors, or recovering, identifying, and repatriating service members lost in all conflicts.
- DoD efforts to account for every American service member are unprecedented in the history of warfare.
- DoD has achieved successes that otherwise would not have been obtained if it were not for its efforts to account for Americans missing in action.
- DPMO is the DoD agency responsible for developing, coordinating, and overseeing the dispatch of coordinated, consistent information that addresses each issue – "one voice."
- President Clinton, like Presidents Reagan and Clinton, has affirmed the issue of obtaining the fullest possible accounting for Americans POWs and MIAs to be a matter of the highest national priority.
- DoD has more than 500 men and women, military and civilian, who work this issue full-time in support of the President's affirmation. In addition to those assigned to the Washington office, others are assigned to Hawaii, Thailand, Vietnam, Laos, and Cambodia.

- **DPMO is responsible for overseeing and assisting the military services in their efforts to work with, assist as possible, and keep informed families of unaccounted-for Americans.**
- **More than 20 years of all-source intelligence collection and analysis, when studied collectively, has produced no evidence that Americans were knowingly abandoned during the Vietnam War and/or remains in captivity today. Likewise, we lack confirmed evidence that Americans were abandoned during other wars, and remain in captivity today.**
- **The answers to key questions concerning the fates of many of America's unaccounted for men may lie in the archives of those countries where the men fought. Only by gaining access to these archives can the U.S. Government exploit opportunities to learn of the fate of many heretofore unaccounted-for Americans.**
- **Tenacity and mission focus through many years of frustrating negotiations with the North Koreans have resulted in our successful achievement of reaching agreements with North Korea to permit joint U.S.-North Korea investigative and recovery operations. Additionally, and equally important, we have gained initial entrance into their wartime archives by our researchers.**

#### **Family Audiences**

- **Families of unaccounted-for Korean War servicemen are encouraged to contact their respective military service casualty offices to ensure they are entered into that services database so that any information recovered that may pertain to their missing family member can be provided to them. Likewise, families are strongly encouraged to request information on DNA reference sampling which is vital to our identification process should we recover the remains of their loved ones. The service casualty offices will provide detailed information on this issue, determine who the families most likely candidate is to provide the essential reference sample, and provide a reference kit to that member with full instructions for its use and disposition. These steps are critical to the success of the Department's outreach program to families.**
- **Every individual who contacts our office is important to us. We are sincerely grateful for their interest, support, and concern for those Americans for whom we are seeking to account.**

## **To the Congress**

- DPMO will provide information and assistance in an honest, open, and timely manner in addressing the questions and issues presented by the member of Congress and their constituents.
- A member's support of DoD's efforts is gratefully acknowledged and appreciated by all that work these important issues.
- DPMO seeks to meet with any member of Congress at any time to provide information on the accounting mission.
- The Government's first priority in seeking to resolve this issue is investigating reports of live Americans. We apply demanding standards on reliability and credibility of evidence as we seek to investigate each and every such report.

### **• To Veterans Service Organizations**

- Veterans, more than any other citizen in our nation, must understand that the U.S. Government is truly committed to finding and returning to America any American who is lost in harm's way for this country and its Government.
- Veterans and VSOs can greatly assist U.S. Government efforts to account for missing Americans through their support for the Government's efforts and initiatives.
- Veterans and VSOs can provide needed assistance to our efforts by helping to spread the word that we are looking for and attempting to find families of unaccounted for Korean War soldiers for location information and DNA reference sampling.

## **VI. ASSESSMENT**

- (1.) In conjunction with routine day-to-day interface on all external issues, review sessions will be held between the Special Assistants for Family Support, Legislative and Concerned Citizens Affairs, and Public Affairs every **Monday, Wednesday and Friday**. The purposes of such meetings will be coordination, on-going status and in-progress reviews, and horizon and future trend issues.
- (2.) Additionally, the outreach team will assess the effectiveness of this plan quarterly and will provide their review to the DASD.
- (3.) Assessments may dictate modifications to this plan.

## VII. APPENDICES

Fact sheets and statements of policy serve to ensure uniformity of public communication. Most of the documents listed here will require significant input from other members of the accounting team (CILHI, JTF-FA, AFDIL, LSEL, etc). These serve as guidelines in communicating public and internal messages.

### Fact Sheets:

1. Fullest Possible Accounting (PP, RA, Opns, JCSD)
2. Level of cooperation in SRV, Laos, Cambodia (PP)
3. Access to Information Policy (PP)
4. Access to Crash Sites by Families and Private Citizens Policy (PP)
5. Joint Excavations Participation by Family and Private Citizens Policy (PP)
6. Overhead Imagery (RA)
7. Live Sightings Investigations Policy (PP and RA);
8. Cooperation by SRV, Laos, and Cambodia (PP);
9. Cooperation on POW/MIA Issues by Poland, Hungary, Czech Republic (JCSD and RA)
10. North Korea Cooperation (PP and RA)
11. History of the Korean War Joint Recovery Operations (PP and RA)
12. PMKOR (SP)
13. Disposition of Artifacts (PP)
14. Missing Personnel Act (PP)
15. Remains Study (RA and PP)
16. Underwater Recovery Operations in SEA Policy (PP)
17. Personnel Recovery (Opns)
18. Declassification and Public Law 102-190 (RD)
19. Archival Research (SP)
20. U.S.-Russia Joint Commission on POW/MIA Affairs (JCSD)
21. Family Updates (FS)
22. PNOK File Review Policy (FS, PP, RD)
23. Korean War Family Outreach Program (FS, PP)
24. Documents Declassification for Public Review (RD)
25. Cambodian Archival Project (SP)
26. HAC Million Dollar Plus-Up (SP and CEA)
27. Debriefs Review Policy (PP, FS)
28. The "1205" Document (PP, RA, JCSD)
29. The "559" Document (PP, RA)
30. Payments for Remains (PP, RA)

### Other

DoD Principles of Information

**WORKING DRAFT**

**DEFENSE POW/MISSING PERSONNEL OFFICE  
RESOURCE STUDY SUMMARY AND FINDINGS**

**I. INTRODUCTION**

Immediately upon his appointment as Deputy Assistant Secretary of Defense (DASD) for POW/Missing Personnel Affairs, Mr. Robert L. Jones requested a comprehensive assessment of the DPMO's current and projected staffing needs. The current and projected staffing needs were measured against the DPMO mission requirements and projected growth areas.

The DPMO Resource Study objectives were developed and designed to provide the DASD:

- An assessment of DPMO current resources
- A report on the DPMO current mission requirements
- Recommendations to enhance the efficiency and effectiveness of the DPMO internal resources
- Projected resources into the year 2000

The DPMO mission is to obtain the fullest possible accounting for Americans who sacrificed their freedom and, in many cases, their lives while serving the United States. This has been and continues to be one of America's highest national priorities. The current President and several of his predecessors pledged this commitment.

Several functional responsibilities have increased since the DPMO's inception in July 1993. These mission functions include, but are not limited to:

- The mandatory requirements set forth in P.L. 105-85 (The Missing Persons Act)
- Increased external outreach to constituencies
- Increased ability to pursue over 8,100 unaccounted for Americans from the Korean conflict
- Implementation of an integrated, unified, strategic planing effort which will incorporate all functions of organizations involved in the POW/Missing Personnel issue
- Continued analysis on the Southeast Asia region and new information gained from the 1995 Comprehensive Review, as well as increased complexity of the unresolved cases
- The continuation of the U.S. - Russia Joint commission and expanded access to archives in Eastern Europe.

A resource analysis considers a variety of external and internal variables. The DPMO Resource Study Team considered the internal factors of the overall mission with the external reality of an environment of constrained resources. This organization continues to be bound by the Secretary of Defense and Deputy Secretary of Defense (DEPSECDEF) mandated reductions set for field activities. In addition to the Department's guidance, there is a government-wide trend toward downsizing, rightsizing, and re-engineering. These external factors make resource decisions more

**WORKING DRAFT**

difficult and more complex. The Secretary's mandated reductions for DPMO through FY 01 are summarized below:

<b>FISCAL YEAR</b>	<b>MILITARY</b>	<b>CIVILIAN</b>
98	46	82
99	19	78
00	19	74
01	19	69
02	19	69

Together with reductions already built into the defense budget, there will be 18% fewer personnel assigned to defense agency and defense-wide infrastructure activities in FY 2003 than there were in FY 1997. Recognizing the need for continued re-engineering of the defense infrastructure; the Secretary of Defense commissioned a Task Force on Defense Reform to examine the entire Department. The Defense Reform Initiative (DRI) was released in November 1997 and continues to implement changes through Defense Reform Initiative Directives (DRID). These initiatives are continuing to evolve as the DRIDs are implemented.

A request to extend 27 temporary military billets for continued support to the U.S. - Russia Joint Commission currently rests with the DEPSECDEF. The DEPSECDEF staff recommended approval for the extension; however, no official documentation has been submitted to date.

**II. DPMO RESOURCE STUDY TEAM METHODOLOGY**

The Resource Study Team conducted a "Manpower Analysis" through structured interviews with the DPMO Directors, members of the DASD Special Staff, the Deputy Director, and the Chief of Staff. Each interview covered the following topics:

- Current number of staff operating in the Directorate
- Directorate mission and functions, including growing requirements
- Staff utilization
- Workload definition, validation, and estimated hours needed to accomplish the essential mission requirements
- Desired staffing requirements
- Comments on functional or organizational restructuring
- Impact of previous staffing changes or studies

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**DEFENSE POW/MISSING PERSONNEL OFFICE  
RESOURCE STUDY SUMMARY AND FINDINGS**

**I. INTRODUCTION**

Immediately upon his appointment as Deputy Assistant Secretary of Defense (DASD) for POW/Missing Personnel Affairs, Mr. Robert L. Jones requested a comprehensive assessment of the DPMO's current and projected staffing needs. The current and projected staffing needs were measured against the DPMO mission requirements and projected growth areas.

The DPMO Resource Study objectives were developed and designed to provide the DASD:

- An assessment of DPMO current resources
- A report on the DPMO current mission requirements
- Recommendations to enhance the efficiency and effectiveness of the DPMO internal resources
- Projected resources into the year 2000

The DPMO mission is to obtain the fullest possible accounting for Americans who sacrificed their freedom and, in many cases, their lives while serving the United States. This has been and continues to be one of America's highest national priorities. The current President and several of his predecessors pledged this commitment.

Several functional responsibilities have increased since the DPMO's inception in July 1993. These mission functions include, but are not limited to:

- The mandatory requirements set forth in P.L. 105-85 (The Missing Persons Act)
- Increased external outreach to constituencies
- Increased ability to pursue over 8,100 unaccounted for Americans from the Korean conflict
- Implementation of an integrated, unified, strategic planning effort which will incorporate all functions of organizations involved in the POW/Missing Personnel issue
- Continued analysis on the Southeast Asia region and new information gained from the 1995 Comprehensive Review, as well as increased complexity of the unresolved cases
- The continuation of the U.S. - Russia Joint commission and expanded access to archives in Eastern Europe.

A resource analysis considers a variety of external and internal variables. The DPMO Resource Study Team considered the internal factors of the overall mission with the external reality of an environment of constrained resources. This organization continues to be bound by the Secretary of Defense and Deputy Secretary of Defense (DEPSECDEF) mandated reductions set for field activities. In addition to the Department's guidance, there is a government-wide trend toward downsizing, rightsizing, and re-engineering. These external factors make resource decisions more

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difficult and more complex. The Secretary's mandated reductions for DPMO through FY 01 are summarized below:

<b>FISCAL YEAR</b>	<b>MILITARY</b>	<b>CIVILIAN</b>
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- Desired staffing requirements
- Comments on functional or organizational restructuring
- Impact of previous staffing changes or studies.

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**III. CURRENT ORGANIZATIONAL ISSUES and DPMO MISSION REQUIREMENTS**

**A. Military Billets**

The 27 military billets and the request to extend them have a significant impact on the DPMO future. Currently the DPMO is authorized 19 military billets through FY 01. The DPMO currently operates with 46 military positions.

In July 1993, then Deputy Secretary of Defense, William Perry, approved the creation of the DPMO and mandated the Department of the Army provide support to the U.S. - Russia Joint Commission (USRJC) until its termination. The Commission work continues with the Administration's full support and endorsement.

If the USRJC work diminishes and/or ends which is unlikely in the short term, the resources could be shifted to support the growing DPMO mission requirements. The ultimate military resources needed for the DPMO continues to be 46 positions. It would be best to have all 46 positions authorized with the understanding that 27 will continue to support the USRJC until its termination and DPMO will turn in cuts, as it is able.

The majority of the twenty-seven positions are directly assigned within the Joint Commission Support Directorate and to the U.S. Embassy, Moscow, to ensure close coordination with Russian counterparts and timely follow-up on unresolved issues. In addition, personnel working in other parts of the DPMO organization routinely support the USRJC. The following examples are provided:

- the Korea Division of the Research and Analysis Directorate analyzes information on MIA's from the Korean War who may have passed through the former Soviet Union
- Special Project officers within the Headquarters conduct archival research for new and additional information regarding POWs and MIAs
- the Communications and External Affairs Directorate handles correspondence concerning inquiries about the Commission's work
- The Family Support Division sponsors informational meetings across the country for family members of those missing from the Korean or Cold Wars.

**B. Civillian Cuts Through FY 2001**

As noted in the introduction, DPMO is still required to "draw down" to 69 civilians and 19 military. These are extremely strained numbers if we continue to be held accountable for completing the legislatively mandated mission requirements. The Department of Defense environment continues to emphasize its downsizing and outsourcing initiatives.

It is critical for the DPMO to conduct a significant and comprehensive study on what functions are appropriate for outsourcing. A complete study may reveal that some

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functions are not suited for competition although the functions can be considered commercial in nature according to government guidelines.

The Secretary of Defense continues to support reductions and outsourcing even with the \$112 billion increase proposed in the FY 2000 – 2005 defense budgets. The increases are based, in part, upon projected savings from the current downsizing and privatization initiatives.

### C. Growing Korean Mission

In addition to the increased demands of the Joint Commission, the growing Korean War Accounting Efforts have become a true challenge. The growth in this mission affects each Directorate in the DPMO.

The most recent successful negotiations with the North Koreans allow several Joint Recovery Operations (JRO) in 1998 and 1999. In addition to the JRO, archival searches have been increasing. DPMO researchers have been to many library archives to review documents related to the Korean conflict. Each member of the DPMO Outreach Team consisting of the LAO, PAO, and FA has also experienced a substantial growth in their workloads due to increased access to information on the Korean conflict.

In addition, the DPMO is working with the U.S. Russia Joint Commission on POW/MIAs to search the records of the former Soviet Union for information on American POWs whose fates remain unresolved. As a result of the increased availability of records and documents, the DPMO is in the process of designing a database of unaccounted for servicemen from the Korean War, known as "Persons Missing – Korea" (PMKOR).

The Korea mission has the attention of the White House, Congress, family members, and other interested organizations. President Clinton reaffirmed the U.S. Government's commitment to the fullest possible accounting for our Korean missing in 1995. Former Secretary of Defense William Perry signed a Department of Defense Policy Statement emphasizing the Department's priority and commitment to the Korean War accounting effort. This mission requires a serious devotion of our available resources.

### D. Implementation of the Missing Persons Act

Implementation of the Missing Persons Act (10 United States Code 1501 – 1513) is a major DPMO initiative. DPMO is in the process of preparing a comprehensive policy that addresses all aspects of this legislation. The implementation process requires formal coordination with DoD organizations that will be directly affected by this policy. Those organizations include DPMO, Joint Task Force – Full Accounting (JTF – FA), Geographical Combatant Commanders, Service Secretaries, Central Identification

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Laboratory - Hawaii (CILHI), Armed Forces DNA Identification Laboratory (AFDIL) and DoD's Executive Agent for Mortuary Affairs, U.S. Army.

The continued DPMO mission together with the expanding missions require an intense strategic planning effort to ensure the policy guidance initiated and overseen by the DPMO is communicated accurately to the constituencies involved. Policy and oversight responsibility will rest with the DPMO as it is legislatively mandated.

**E. External Outreach Plan**

External outreach to constituencies is critical to the mission accomplishment of the DPMO, as well as to all other agencies committed to the fullest possible accounting of Americans who are missing as a result of hostile action.

The constituencies, or audiences, with a stake in the U. S. Government's commitment to this issue reside in individual family members, family groups, veterans groups, military associations, in the Congress, in the media, and others. The degrees of confidence these groups have in the Government's efforts ultimately affect its ability to successfully account for missing Americans.

The External Outreach Plan addresses initiatives whereby the DPMO will broaden and make more effective its outreach effort and that of other members of the POW/MIA accounting team, to include the CILHI, JTF-FA, AFDIL, the Life Sciences Equipment Laboratory (LSEL); the military services and other agencies. The plan seeks to restore confidence and credibility where it is lacking. The plan centers around three broad areas of outreach responsibility: Legislative and Concerned Citizens, Family Support, and Public Affairs. These initiatives reiterate the necessity of a comprehensive strategic planning effort so that all constituencies receive accurate DoD policy information about these issues.

**F. Continued Work In Southeast Asia**

The DPMO, in conjunction with the JTF-FA, the Intelligence Community, and other Defense agencies is continuing to investigate leads developed from a 10-month comprehensive review of all 2,202 unaccounted-for cases from the Vietnam War. The Comprehensive Review is a dynamic program involving a continuation of analysis, investigation, coordination, and case resolution. The governments of Vietnam, Cambodia, and Laos are presented requests for action by DPMO to investigate cases based on the results of the study. The DPMO frequently meets with all three governments to provide responses on unilateral work, give updated guidance, and reiterate the importance of the effort. DPMO and JTF-FA have developed further pursuit mechanisms for 350 cases based on investigation results from the FY 97 executed joint filed activities.

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### G. Language Requirements

In addition to items A – F listed above, DPMO has a growing requirement for qualified linguists in a number of languages. DPMO is currently conducting operations in Vietnam, Cambodia, Russia, China, North Korea, Burma, Laos, and Papa New Guinea and is providing assistance in Kuwait. Each of these missions demands that supporting linguists have high levels of competency in their languages. DPMO has twenty-six personnel with varying degrees of fluency in nine languages. As its operations continue to expand, DPMO's need for personnel with additional languages will increase. The DASD approved a DPMO Command Language Program in March 1999 and appointed a Command Language Program Manager. The DPMO Command Language Program Manager is responsible for creating a Language Resource Facility to provide linguists with information and training resources required to maintain and improve proficiency. This program will be ongoing and may necessitate additional changes to civilian and military position descriptions. The DPMO is in the process of setting up the Language Resource Facility and developing the procedures for civilians to certify their levels of language proficiency.

### IV. NOTIONAL DPMO 2000

The resource study assessment forces the organization to look closely at the mission essential requirements and work toward organizing the DPMO resources along those functional lines. The planning assumptions remain:

- DPMO will not gain any additional personnel spaces
- DPMO must focus on mission essential tasks
- DPMO must examine the outsourcing options and begin a comprehensive study of the appropriate functions to outsource
- The U.S. – Russia Joint Commission work continues with Executive and Congressional support

Given these assumptions the DPMO 2000 structure will achieve the following:

- **COMBINE SIMILAR FUNCTIONS TO REDUCE DUPLICATION**
  - Support Functions
  - Information Gathering
  - Policy and Oversight
- **INCREASE STAFF IN CRITICAL CORE AREAS**
  - Outreach
  - Policy and Oversight (including Personnel Recovery)
  - Northeast Asia
- **CREATE GRADE/CAREER FIELD STRUCTURE**
- **REDUCE HIGH GRADES (GS-15) by 61%**

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**V. IMPLEMENTATION PLAN**

There are several action items required to implement the proposed new structure. Each item involves careful planning and coordination among the various constituencies. The projected timeline estimates the necessary steps upon final approval from the DASD and the chain of command:

- Coordinate the DPMO Notional Plan into the overall "Personnel Recovery and Accounting" Strategic Planning effort (Ongoing)
- Brief the DPMO Notional Plan and overall "Personnel Recovery and Accounting" Strategic Planning effort (March – April 1999)
  - OUSD (Policy) Chain
  - OSD Management
  - DPMO Directors and Employees
- Brief appropriate members of Congress (April – May 1999)
  - House National Security Committee Subcommittee on Military Personnel
  - US-Russia Joint commission
  - Other Committees as necessary
- Using current operational structure as a baseline, set up the structure on the "Official" OSD staffing documents (June – August 1999)
- Develop comprehensive DPMO Corporate Training Plan to include language training and a systematic plan to develop a common framework for supervisors to design training goals and objectives to meet the growing mission requirements (March – July 1999)
- Implement DPMO Command Language Program and design Language Resource Facility (March – August 1999)

**FY 00**

- Realign current Incumbents into new structure
- Update and classify position descriptions as incumbents leave
- Begin Comprehensive Outsourcing/Privatization Study
  - Request Most Efficient Organization Study
  - Specify Statements of Work
  - Identify Resource requirements
  - Assess feasibility of contracting the functions

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**THE NEXT STEP FORWARD**  
A STRATEGIC PLAN FOR THE  
ACCOUNTING PROCESS FOR SOUTHEAST ASIA

I. Introduction

A. We believe that the accounting process for Southeast Asia is far from over, and that a large number of the 2,065 American personnel, who remain unaccounted for from the Vietnam War, will be accounted for over the next five years. To reach this conclusion, we reviewed the cases of all persons who did not return from the Vietnam War. Of these individuals, remains possibly associated with as many as 215 are currently at CILHI undergoing forensic analysis. The incident sites for 252 additional persons have been located and are scheduled for excavation. Six hundred and one individuals have been put in the No Further Pursuit category due to a determination that their remains are not recoverable. This leaves us with 997 individuals whose cases are being aggressively pursued. We project that the current pace of operations, and current manpower and funding requirements, will remain constant through the year 2004.<sup>1</sup>

B. This appendix shows why we expect the recovery rate to remain constant over the next five years. The plan does not attempt to predict a drawdown date for Southeast Asian recovery operations, which would be beyond the year 2004. However, the plan does attempt to highlight circumstances that will, over time, reduce our ability to locate additional remains in Southeast Asia, thereby decreasing our accounting efforts in that region. In the meantime, the plan emphasizes that any decrease in effort over the next five years will only prolong the time it will take to achieve a fullest possible accounting for persons still missing from the Vietnam War. Finally, the appendix suggests several steps, which, if taken, would accelerate the accounting process in Southeast Asia.

II. Past Efforts

A. We have made significant progress in the fullest possible accounting process in Southeast Asia since the cessation of hostilities in 1973. At that time, 2,583 Americans were unaccounted for as a result of the Vietnam War. Of these 1,921 were believed lost in Vietnam, 571 in Laos, 81 in Cambodia, and 10 in China. To date a total of 518 remains have been located, recovered, identified, and returned to their families, leaving a total of 2,065 still unaccounted for.

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<sup>1</sup> All numbers in this report are current as of 12 March 1999.

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Country	Unaccounted For March 1973	JFAs 1983 - Present	Remains Identified	Remains Unaccounted For	No Further Pursuit (NFP)	Percent Identified or NFP
Vietnam	1921	55	382	1539	569	49.51%
Laos	571	63	127	444	14	24.69%
Cambodia	81	22	7	74	13	24.69%
China	10	3	2	8	5	70.00%
<b>Total</b>	<b>2583</b>	<b>143</b>	<b>518</b>	<b>2065<sup>2</sup></b>	<b>601<sup>3</sup></b>	<b>43.32%</b>

Figure 1. SEA Accounting

B. Attempts to account for those who did not return at the end of hostilities began immediately after the war. The January 1973 Paris Peace Accords called for a cooperative effort to deal with this issue, and established a collection of teams and commissions to implement and oversee the effort. At Operation Homecoming in 1973, 591 POWs returned to the United States. From 1973 to 1992 the Joint Casualty Resolution Center led the U.S. side of the accounting effort, first out of Thailand and later from Hawaii. Despite the call for a cease-fire set forth in the Paris accords, resolution efforts were greatly hampered by an immediate resumption of hostilities throughout Southeast Asia, culminating in the communist takeover of the region in early 1975. During the 1973-1975 time period, a small number of casualties were resolved as a result of the repatriation of the remains of 23 American servicemen who had died in captivity in North Vietnam. Another small number resulted from remains recoveries in uncontested territory in South Vietnam.

C. Unfortunately, with the communist takeover of Indochina in 1975 and the evacuation of American personnel from the area, efforts by U.S. personnel to recover remains came virtually to a halt. On occasion, usually motivated by a desire to obtain some form of concession from the U.S., Vietnam repatriated groups of "recently found" remains. Once, in 1978, Laos also turned over American remains. On very rare occasions, JCRC members were permitted to participate in excavations of crash sites in an attempt to recover identifiable remains.

D. Only after nearly a decade and a half, as wartime memories faded, and as more progressive points of view took hold, did the governments of Indochina begin to acknowledge that it was in their own best interests to cooperate seriously in the casualty resolution effort. A major milestone was passed in late 1988 when the Vietnamese agreed to permit U.S. participation in joint investigations throughout the countryside, and to conduct joint excavations of crash sites. These joint activities, tentative in their beginnings, increased in tempo and expanded in scope to the countries of Laos and Cambodia. This dramatic upturn in activity led in early 1992 to the establishment of the Joint Task Force-Full Accounting, which subsumed the Joint Casualty Resolution Center and expanded its role. The momentum of activity on the casualty resolution issue has continued as the U.S. has normalized diplomatic relations with Vietnam, Laos, and Cambodia. Throughout the year U.S. personnel now routinely spend up to a month

<sup>2</sup> Vietnam-Era Unaccounted For Statistical Report, 9 March 1999

<sup>3</sup> DoD Analytic Process, 12 March 1999

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at a time investigating losses and excavating crashsites and gravesites. This level of activity stands in stark contrast to the many years of distrust and meager progress that marked the early history of U.S. dealings with the Indochinese states on this issue.

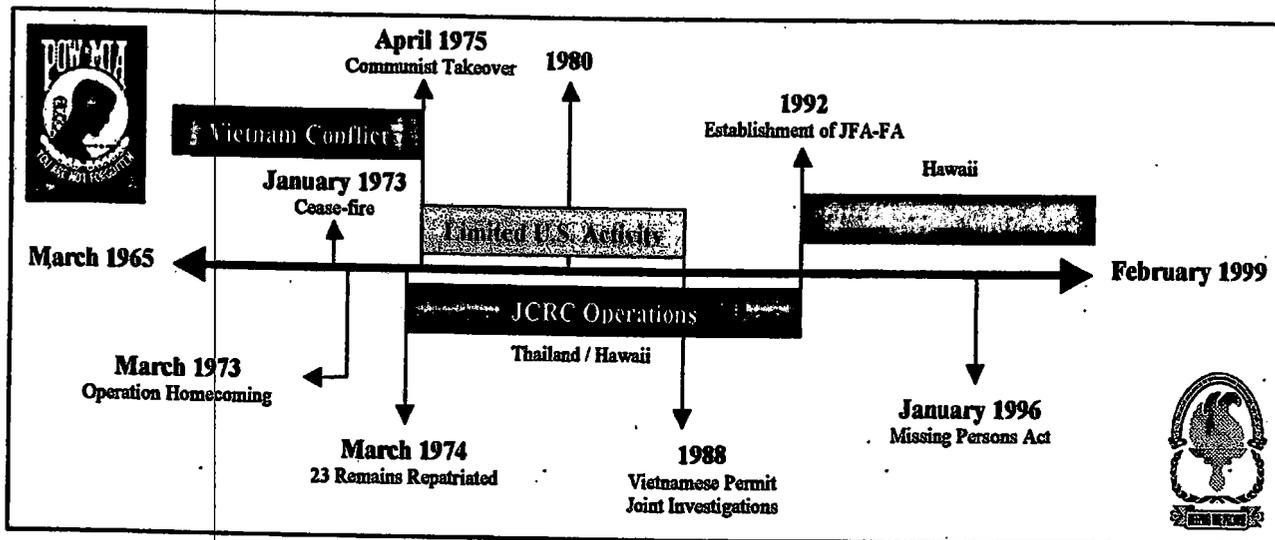


Figure 2. SEA Timeline

### III. Methods of Accounting

A. **The Fullest Possible Accounting Process:** Persons may only be accounted for in two ways. They either return alive to the United States, or their remains are returned to the United States. Persons not falling into either of these categories remain unaccounted for. Thus, the primary focus of the accounting effort is the resolution of any live sightings, and the recovery of the remains of those known to have died in Southeast Asia.

B. **The Live Prisoner Issue:** The highest priority of U.S. Government accounting efforts is to make certain that an American POW is not still being held captive. This is principally accomplished through the investigation of sightings and last known alives.

1) **Sightings:** Although there is no evidence of any American still being held captive in Southeast Asia, 1,897 firsthand livesighting reports concerning American POWs in Southeast Asia have been received since the end of the war. All reports are thoroughly investigated, and to date no reports have proven valid. Nonetheless, it can be expected that such reports will continue to be received, and that the highest priority and numerous hours will be expended investigating these reports.

2) **Last Known Alives:** Persons who were alive when last seen or heard from by friendly forces, and who were in close proximity to enemy forces and may have been captured, are the focus of additional effort. Although all of these individuals have since been declared dead, and there is no evidence that any was held captive beyond

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Operation Homecoming, they nonetheless represent the best candidates for Americans who might have survived and become POWs. The list of persons for whom there are still compelling questions of fate has declined from 296 to 135. Priority efforts aimed at confirming what happened to them continue.

C. **Remains Recovery and Identification:** Remains recovery and identification is one of our top priorities. However, years of field activity and laboratory work precede that ultimate objective.

Country	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	Total
Vietnam	0	0	1	0	0	3	5	4	3	5	6	6	6	5	5	5	1	55
Laos	1	0	2	1	0	4	4	3	6	8	7	6	5	6	4	5	1	63
Cambodia	0	0	0	0	0	0	0	0	1	5	4	1	3	2	4	1	1	22
China	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	0	3
Total	1	0	3	1	0	7	9	7	10	18	18	14	14	13	14	11	3	143

**Figure 2. SEA Joint Field Activities**

1) **Field Activities:** At present, field operations occur five times each year, 30 days at a time, in both Vietnam and Laos. In Vietnam, six excavation teams and three investigation teams are fielded during each joint field activity. Although Vietnam has certain limitations concerning the amount of U.S. POW/MIA activity it will approve at any given time, the U.S. is primarily limited in Vietnam by its inability to field more than nine teams at once, given its current funding and manpower. In Laos, only four teams are fielded during each joint field activity because the Government of Laos has limited the number of Americans entering the country to pursue this activity to 40 persons at any given time. Historically it has been the U.S. decision to favor investigation teams over excavation teams in Laos due to the large number of leads developed which need to be pursued before the leads grow cold. However, this has led to a debilitating backlog in cases to excavate. Cambodia, with far fewer cases, is visited once or twice each year as leads are developed for investigation, or excavation sites are located.

2) **Joint Investigations:** Joint investigations are a pivotal element of the remains recovery process. More than 26,350 individual case investigations have been conducted in Southeast Asia since the establishment of JTF-FA in 1992. At present, these efforts are paying huge dividends, especially in Vietnam and Laos. Due to the fact that the sites pertaining to almost 1,000 individuals are still unlocated, the investigative effort is expected to continue beyond the year 2004.

3) **Joint Excavations:** More than 422 excavations have taken place since the establishment of JTF-FA in 1992. An additional 139 sites pertaining to 252 individuals are currently on the excavation list for Southeast Asia. Excavations on these sites are projected to continue beyond the year 2004 and, due to the fact that new sites will continue to be located over the next five years, it is anticipated that a substantial number of sites will still be on the excavation list at the close of the year 2004.

4) **Unilateral Turnover of Remains:** The Governments of Vietnam, Laos, and China have unilaterally repatriated American remains. During and after the war,

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6) **From:** [REDACTED]  
**Sent:** Monday, October 18, 1999 4:15 PM  
**To:** 'simpsonl@osd.pentagon.mil'; 'richmondm@osd.pentagon.mil'; 'gilkc@osd.pentagon.mil'; 'nasarenkoj@osd.pentagon.mil'; 'holly.carr@gsa.gov'  
(b)(6) **Cc:** [REDACTED]  
**Subject:** DPMO MAA/BPR, BIWeekly #1 minutes



DPMO-BIWeekly#1 (Rev  
v18Oct1999)....

Attached markups to the agenda reflect this morning's discussion, and  
comprise minutes for BIWeekly #1.

(b)(6) **Thanks.....** [REDACTED]

<<DPMO-BIWeekly#1 (Rev18Oct1999).doc>>

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6)

**From:**

**Sent:**

**To:**

**Cc:**

(b)(6)

**Subject:**

[Redacted]  
Monday, October 25, 1999 12:51 PM

'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk' 'talabera@osd.pentagon.mil'; 'nasj@lbnc.com';

[Redacted]  
DPMO MAA/BPR: Biweekly #2 ( virtual )



DPMO-BiWeekly#2(25  
Oct1999).doc...



MAA Travel Plan  
Prioritized.xls...

Files for BiWeekly #2 are attached. (There were a few minor corrections on the travel spreadsheet, but nothing significant.)

(b)(6)

Thanks..... [Redacted]

<<DPMO-BiWeekly#2(25Oct1999).doc>> <<MAA Travel Plan Prioritized.xls>>

**DPMO MAA/BPR – Bi-Weekly Review #2**

**October 25, 1999**

**Reporting Period:**

**[Activity: October 18-24, 1999]**

**[Funds (Estimated): October 11-24, 1999]**

**Contract: GS-10F-0026J, TO# T0099AJ3876**

**ANSER**

**GSA/FEDSIM**

## DPMO MAA/BPR – Bi-Weekly Review #2

### 1. PR and Personnel Accounting Analysis Progress

#### ▪ Conference Coordination (Pearson)

Assisted Maj Gilk in preparing for PR Conference, Kosovo Panel. Hosted/facilitated advance planning session on October 18; panel member preparation on October 20-21; and dry-run on October 22 [redacted]

(b)(6)

Contacted Government facilitators for each PR Conference working group and made arrangements to provide support by capturing issues and building next-day briefbacks [redacted]

(b)(6)

Arranged to provide laptop computers in support of PR conference working groups [redacted].

(b)(6)

Prepared abbreviated version of MAA briefing for PR Conference, opening session [redacted]

(b)(6)

Scheduled conference space for December 10 PR Advisory Group (PRAG) meeting [redacted]

(b)(6)

#### ▪ Stakeholder/Issues Identification (Pearson)

Met with DPMO strategic planner on October 18 to discuss accounting functions/issues related to the MAA [redacted]

(b)(6)

Began reviewing draft DPMO strategic plan, CSIS study, and other documents provided by DPMO strategic planner [redacted]

(b)(6)

Observed baseline process for information flow to/from families by attending Family Update in Birmingham, AL, on October 23 [redacted]

(b)(6)

Drafted text for DASD letter of introduction, to facilitate data-collection visits [redacted]

(b)(6)

Scheduled an October 29 working session with JPRA and IDA to deconflict/coordinate MAA with other ongoing study efforts [redacted]

(b)(6)

(b)(6)

#### ▪ Methodology [redacted]

No activity this period

(b)(6)

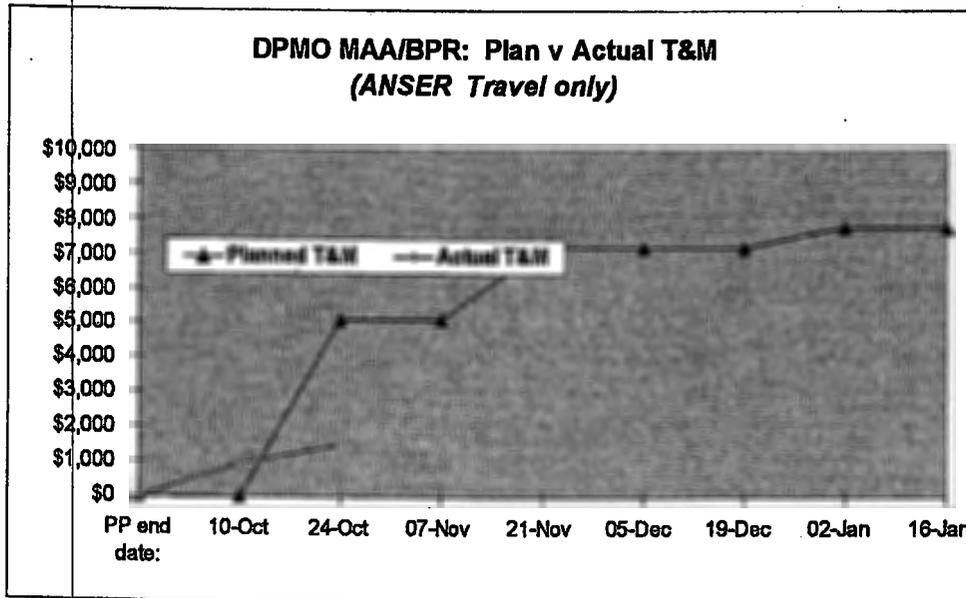
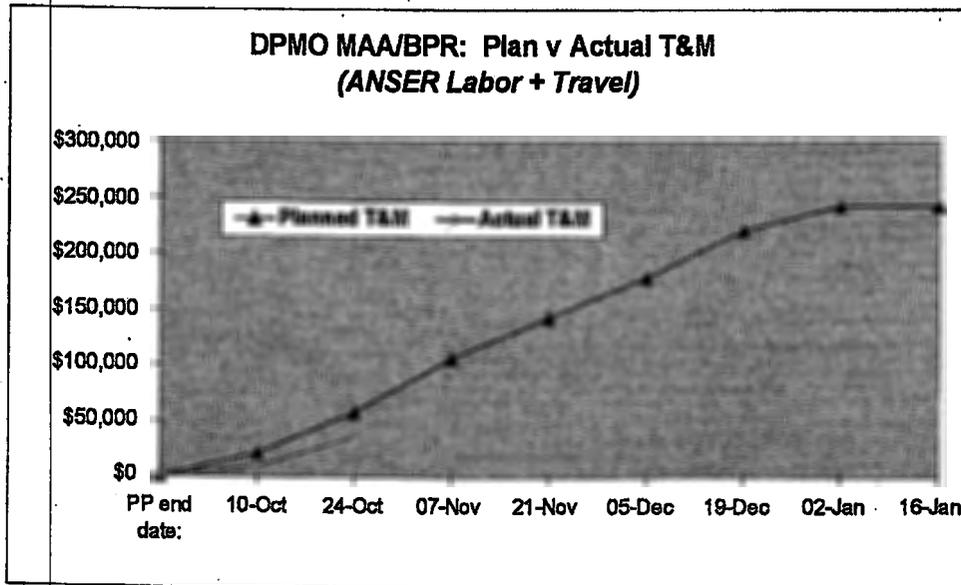
#### ▪ JMETL Planning [redacted]

No activity this period

(b)(6)

#### ▪ Phase II WBS and Plan [redacted]





**4. Planned Travel**

- November 16-18 (Tampa, FL: USCENTCOM PR Council; USCENTCOM, USSOCOM staff visits)

## 5. Issues

### ▪ Project Manpower

- Contingent hire (for on-site analyst position) is in progress.
- Action required: none; for information only.

### ▪ Travel Schedule and Budget

- A coordinated DPMO / ANSER listing of anticipated travel is at attachment 1.
- Summary of travel budget vs estimated trip costs:

(\$ in thousands)	Phase I	Phase II	Total
Budget	7.8	35.3	43.1
Estimated Cost			
(High priority only)	12.3	49.3	61.6
(All travel)	12.3	82.1	94.4

#### – Assessment, Phase I:

- By far the largest item in Phase I (\$7.4K of the estimated \$12.3K) is the initial contact with USPACOM, CILHI, and JTF-FA.
- The planning estimates for this and other trips are “conservative” (i.e., pessimistic); actual costs will be known with greater accuracy once the trip is scheduled.
- Aggressive management (e.g., careful advance planning, deep discounts, reduction in number of travelers from 3 to 2) may result in actual costs that are somewhat lower than the estimate.
- Recommendation: proceed to schedule all Phase I trips. Assume no increase in total contract costs – ANSER will manage actual travel costs aggressively to remain within Phase I budget if possible. If this is not possible, ANSER will identify funds that can be transferred from labor to travel through a “no-cost” modification.

#### – Assessment, Phase II

- Budgeted funds should cover highest priority trips—again, with careful advance planning and aggressive use of discounted fares.
- Recommendation: trips other than those identified as highest priority in the attachment to be considered on a case-by-case basis during the course of Phase II. Again, the assumption is no increase in total contract costs.

Priorities  
 Blue shading = High  
 Yellow shading = med  
 Green shading = low

### Out-of-Town Travel

### Personnel Recovery and Accounting

Phase I	Phase II	Location	Purpose	Number of Trips	Number of People	Days	Single Air Fare	Daily Per Diem	Nightly Lodging	Daily Car	Total Air Fare	Total Per Diem	Total Lodging	Total Car	Total	Total (Burdened)	Cumulative
X		Camp Smith, HI	Visit USFACOM, CILNI & JTF-FA	1	3	1	\$1,250	\$87	\$110	\$50	\$3,050	\$237	\$1,220	\$200	\$4,507	\$7,252	\$7,252
X		Langley AFB, VA	Visit USFACOM, USAF Rescue Coordination Center	1	3	1	\$1,250	\$87	\$110	\$50	\$3,050	\$237	\$1,220	\$200	\$4,507	\$8,759	\$8,759
X		Langley AFB, VA	Visit USFACOM, USAF Rescue Coordination Center	1	3	1	\$1,250	\$87	\$110	\$50	\$3,050	\$237	\$1,220	\$200	\$4,507	\$13,266	\$13,266
X		MacDill AFB, FL	Visit USFACOM and USCENTCOM 16-18 Nov 89	1	2	3	\$140	\$36	\$105	\$45	\$720	\$228	\$630	\$135	\$1,724	\$2,059	\$12,290
X		San Antonio, TX	Visit AF Missing Persons Branch, AF Mortuary Affairs & AF Life Balances Equip Lib	1	2	2	\$744	\$42	\$81	\$40	\$1,500	\$150	\$364	\$50	\$2,130	\$2,490	\$14,779
X		Millington, TN	Visit Navy Personnel Command Casualty Assistance Branch	1	2	2	\$1,050	\$38	\$70	\$40	\$2,160	\$152	\$215	\$50	\$2,757	\$3,195	\$17,974
X		Miami, FL	Visit USSOUTHCOM	1	2	2	\$150	\$42	\$75	\$45	\$4,020	\$168	\$300	\$50	\$4,538	\$4,051	\$18,025
X		Camp Smith, HI	Visit USFACOM, CILNI & JTF-FA, and Asia Pacific Center	1	3	4	\$1,250	\$61	\$110	\$50	\$4,450	\$752	\$1,350	\$200	\$6,352	\$7,302	\$27,116
X		Sunderland, Germany	Visit USEUCCOM	1	2	3	\$1,540	\$84	\$123	\$50	\$3,050	\$384	\$738	\$150	\$4,420	\$5,198	\$32,412
X		Langley AFB, VA	Visit USFACOM, USAF Rescue Coordination Center, Joint Wrecking Center	1	2	3	\$0	\$38	\$87	\$40	\$0	\$276	\$692	\$125	\$345	\$1,103	\$33,515
X		Yorktown, VA	Visit USCG Training Center	1	2	1	\$0	\$38	\$81	\$40	\$0	\$76	\$102	\$40	\$302	\$366	\$33,881
X		MacDill AFB, FL	Visit USFACOM and USCENTCOM	1	2	3	\$280	\$28	\$105	\$40	\$760	\$228	\$630	\$150	\$1,772	\$2,080	\$35,961
X		Norfolk Isl, PL	Visit AFSOC	1	2	2	\$400	\$38	\$61	\$40	\$800	\$152	\$244	\$50	\$1,250	\$1,508	\$37,469
X		Fort Bragg, NC	Visit USA GERE Facility, USFACOM, USASOC, USS	1	3	3	\$0	\$34	\$55	\$40	\$0	\$305	\$455	\$135	\$335	\$1,089	\$38,558
X		Kaiparua AFB, WA	Visit USAF SERE School and JPRA Training Facility	1	2	3	\$1,170	\$28	\$81	\$40	\$2,360	\$220	\$288	\$100	\$3,068	\$3,810	\$42,368
X		San Diego, CA	Visit Navy SERE School West and USMC Training Center (TRAF)	1	2	3	\$1,000	\$46	\$85	\$40	\$3,000	\$276	\$575	\$135	\$4,087	\$4,677	\$47,045
X		Falken NAS, NY	Visit Naval Strike and Air Warfare Center	1	2	2	\$840	\$30	\$50	\$40	\$1,160	\$120	\$200	\$50	\$1,530	\$1,842	\$48,887
X		Nellis AFB, NV	AF Fighter Weapons School	1	2	2	\$810	\$58	\$55	\$45	\$1,220	\$152	\$220	\$50	\$1,692	\$1,673	\$50,579
X		Fort Rucker, AL	Visit US Army Aviation School	1	3	2	\$822	\$30	\$50	\$40	\$812	\$50	\$150	\$50	\$372	\$1,013	\$51,592
X		Seoul, South Korea	Visit USFK and US Air Force, and the Combined Air Operations Center in Osan (side trip to Madam BRCC)	1	3	4	\$1,770	\$40	\$154	\$50	\$5,210	\$1,008	\$1,800	\$200	\$8,477	\$9,843	\$61,435
X		SEA Countries	JFA Site Visit (w/ CILNI & JTF-FA)	1	1	2									\$0	\$0	\$61,435
X		Chicago, IL	Navy Mortuary Affairs	1	1	1	\$380	\$48	\$78	\$50	\$350	\$48	\$75	\$50	\$523	\$523	\$61,958
X		Lewesworth, Md	Center for Military History	1	1	1	\$1,000	\$34	\$78	\$50	\$1,000	\$34	\$75	\$50	\$1,160	\$1,273	\$63,231
X		Maxwell AFB, AL	AWCH Historical Research Agency	1	1	1	\$631	\$38	\$81	\$44	\$893	\$38	\$81	\$48	\$1,060	\$1,243	\$64,474
X		Moscow, Russia	JCRD Office	1	1	1	\$880	\$105	\$140						\$0	\$0	\$64,474
X		Pensacola, FL	Navy Helo Training	1	2	2	\$400	\$34	\$62	\$48	\$800	\$138	\$208	\$50	\$1,238	\$1,447	\$65,921
X		Kirtland AFB, NM	AF Helo Training	1	2	2	\$612	\$34	\$70	\$48	\$1,024	\$138	\$280	\$50	\$1,530	\$1,790	\$67,711
X		Brunswick NAS, ME	Visit Navy SERE School, East	1	2	2	\$788	\$38	\$82	\$48	\$1,612	\$162	\$328	\$50	\$2,092	\$2,442	\$70,153
X		Vicenza, Italy	Visit Personnel Recovery Coordination Center, observe CPX 2000	1	2	4	\$1,880	\$48	\$88	\$50	\$3,778	\$388	\$544	\$200	\$4,890	\$5,733	\$75,886
X		Carlisle Barracks, PA	Visit Army War College	1	1	2	\$0	\$34	\$78	\$48	\$0	\$88	\$188	\$50	\$310	\$371	\$76,597
X		Newport, RI	Visit Naval War College	1	1	2	\$580	\$42	\$110	\$48	\$580	\$84	\$220	\$50	\$934	\$1,107	\$77,704
X		Belgium	Visit NATO Headquarters/SHAPE	1	2	4	\$1,680	\$50	\$101	\$48	\$3,700	\$840	\$1,048	\$180	\$5,568	\$5,631	\$83,335
X		Kuwait City, Kuwait	Observe CENTCOM JSRC	1	2	4	\$2,930	\$87	\$227	\$50	\$5,950	\$888	\$1,816	\$200	\$8,872	\$10,064	\$94,399
Blue = Accounting only										Budget	Phase I	\$7,600			Totals	Phase I	\$12,280
Black = Recovery only											Phase II	\$35,316				Phase II	\$82,091
Green = both Accounting and Recovery											Total	\$43,116				TOTAL	\$94,381

(b)(3):50 USC  
§403(g) Section  
6

**Local Visits**

**Personnel Recovery and Accounting**

(b)(3)

Location	Purpose	Dates	FCC	Telephone
National Security Council, Director of Defense Policy and Director for SEA Affairs				
Deputy Director For Policy, United States Coast Guard				
Department of State, Principal Deputy Assistant Secretary of State for Political/Military Affairs				
Central Intelligence Agency, [REDACTED]				
Defense Intelligence Agency				
National Imagery & Mapping Agency				
National Security Agency				
Office of the Under Secretary of Defense for Policy				
Office of the Assistant Secretary of Defense for International Security Affairs				
Office of the Assistant Secretary of Defense for Strategy & Threat Reduction	Defense Planning Guidance, Contingency Planning Guidance, Theater Engagement Plans			
Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence				
Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict				
Office of the Under Secretary of Defense for Personnel & Readiness				
Office of the Assistant Secretary of Defense for Public Affairs				
Office of the Deputy Under Secretary of Defense for Advanced Technologies & Concepts				
Office of the Assistant Secretary of Defense for Reserve Affairs				
Office of the Assistant to the Secretary of Defense for Intelligence Oversight				
General Counsel, Office of the SecDef				
Air Staff, AFPOCP				
Army Staff, MOSO-SOD				
Navy Staff, NSNS				
USMC Staff				
Joint Staff - J3 (Special Operations Division)	Joint Staff entry point for personnel recovery			
Joint Staff - J7	Doctrine			
Joint Staff - J5				
Executive Support Center, OSD				
Joint Staff - H				
Joint Staff - JS				
Armed Forces DNA Identification Laboratory (Rockville, MD)				
CMAOC and Army Casualty (Alexandria, VA)				
Dept of State (EAP/BCLTY, NEA/Northern Gulf Area, and CAOC/SAC/NEAP)				
ADS/Asia Pacific Affairs				
PDAS/DIA				
Army Staff (EPW Issues)				
CIA International Point Bldg, Chantilly, VA				
Joint Personnel Recovery Agency, Fort Belvoir				
Blue = Accounting Black = Personnel Recovery	Green =			
Both Accounting and Personnel Recovery				

Blue = Accounting  
 Black = Personnel Recovery  
 Green = Both

## Conferences and Meetings

## Personnel Recovery and Accounting

<i>Event</i>	<i>Host</i>	<i>Location</i>	<i>Dates</i>
Evasion & Recovery Conference	JPRRA	Fort Belvoir, VA	19-21 Oct 1999
1999 DoD Personnel Recovery Conference	DPMO	Fort Belvoir, VA	26-28 Oct 1999
USPACOM Personnel Recovery Council Meeting	USPACOM	Hickam AFB, HI	
USEUCOM Personnel Recovery Council Meeting	USEUCOM	Patch Barracks, Stuttgart, Germany	
USSOUTHCOM Personnel Recovery Council Meeting	USSOUTHCOM		
USSOCOM Personnel Recovery Council Meeting	USSOCOM	MacDill AFB, FL	
USCENTCOM Personnel Recovery Council Meeting	USCENTCOM	MacDill AFB, FL	16-18 Nov 99
World-wide Casualty Conference	DPMO	Honolulu, HI	Jan-00
Monthly Family Update	DPMO	Houston, TX	Nov-99
MOU Conference	DPMO	Crystal City, VA	16-17 Nov 1999
USFK Personnel Recovery Council Meeting	7th Air Force	Osan, South Korea	

Current as of 10/21/99  
 1220 EST

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6) **From:** [REDACTED]  
**Sent:** Tuesday, November 09, 1999 11:10 AM ✓  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'caswellj@osd.pentagon.mil'  
(b)(6) **Cc:** [REDACTED]  
**Subject:** Bi-Weekly #3 (amended)



DPMO-BiWeekly#3(Rev  
v08Nov1999)....

As usual, here are the minutes from the bi-weekly, amended to reflect yesterday's discussions.

(b)(6) **Thanks .....** [REDACTED]

<<DPMO-BiWeekly#3(Rev08Nov1999).doc>>

**DPMO MAA/BPR – Bi-Weekly Review #3**

**November 8, 1999**

*(amended)*

**Reporting Period:**

**October 25 – November 7, 1999**

Contract: GS-10F-0026J, TO# T0099AJ3876

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13B

## DPMO MAA/BPR – Bi-Weekly Review #3

### 1. PR and Personnel Accounting Analysis Progress

#### ▪ Conference Coordination (Pearson)

- (b)(6) – Worked with the members of the “Kosovo panel” on Monday October 25 to help orchestrate that group’s presentation to DPMO’s 1999 PR Conference. Noted issues raised during panel preparations, for purposes of the MAA [REDACTED]
- (b)(6) – Assisted DPMO during the conduct of the 1999 PR Conference. Provided personnel to each of the four working groups to aid in identification and documentation of issues [REDACTED]
- (b)(6) – Presented abbreviated version of MAA briefing to PR Conference, opening session [REDACTED]
- Obtained PRAG historical documents from DPMO; began drafting letter of invitation and package for distribution to PRAG members [REDACTED] – see (b)(6) “Issues,” below

#### ▪ Stakeholder/Issues Identification [REDACTED]

- (b)(6) – On 29 Oct, met with DPMO (COL Richmond), JPRA (*represented by Mr Beres of Marc, Inc*), and IDA (LtGen (ret) Brett and Dr Burlein) to deconflict/coordinate MAA with other ongoing study efforts [REDACTED]
- (b)(6) – Continued reviewing draft DPMO strategic plan, CSIS study, and other documents provided by DPMO [REDACTED]
- (b)(6) – Met with DPMO Plans and Policy (Mr Caswell & Ms Nasarenko) on 5 Nov to discuss accounting functions/issues related to the MAA [REDACTED]
- Coordinated with CENTCOM for ANSER [REDACTED] to attend and present MAA overview brief at PR Council 16-17 Nov at MacDill AFB (Pearson). (b)(6)
- Coordinated with DPMO (Jo Anne Travis) to have ANSER attend DIA / JTF-FA / DPMO MOU Conference 16 Nov [REDACTED] (b)(6)
- (b)(6) – Contacted DPMO liaison to CINCPAC (Mr. Gillespie) to arrange initial visit to CILHI and JTF-FA [REDACTED]

#### ▪ Methodology [REDACTED]

- No activity this period

(b)(6)

- JMETL Planning [REDACTED]

- No activity this period

(b)(6)

- Phase II WBS and Plan [REDACTED]

- No activity this period

**2. Schedule and Milestones**

	Oct	Nov	Dec
Stakeholder/Issues Analysis	[Gantt bar spanning Oct, Nov, and Dec]		
Methodology		[Gantt bar spanning Nov and Dec]	
JMETL Planning		[Gantt bar spanning Nov and Dec]	
Phase II Plan		[Gantt bar spanning Nov and Dec]	

- Overview is shown in the following figure:

- Scheduled events:

- 16-17 Nov: DPMO/JTF-FA/Stony Beach MOU Coordination Conference (at DPMO facility)
- 16-17 Nov: USCENTCOM PR council (at HQ USCENTCOM, MacDill AFB, FL)
- 29Nov - 2 Dec: CILHI, JTF-FA (Camp Smith, HI) — tentative (*travel schedule to be coordinated with Maj Gilk*)

- Phase I contacts not yet scheduled:

- USJFCOM
- JPRA
- ACC, AF RCC

- Informal milestones:

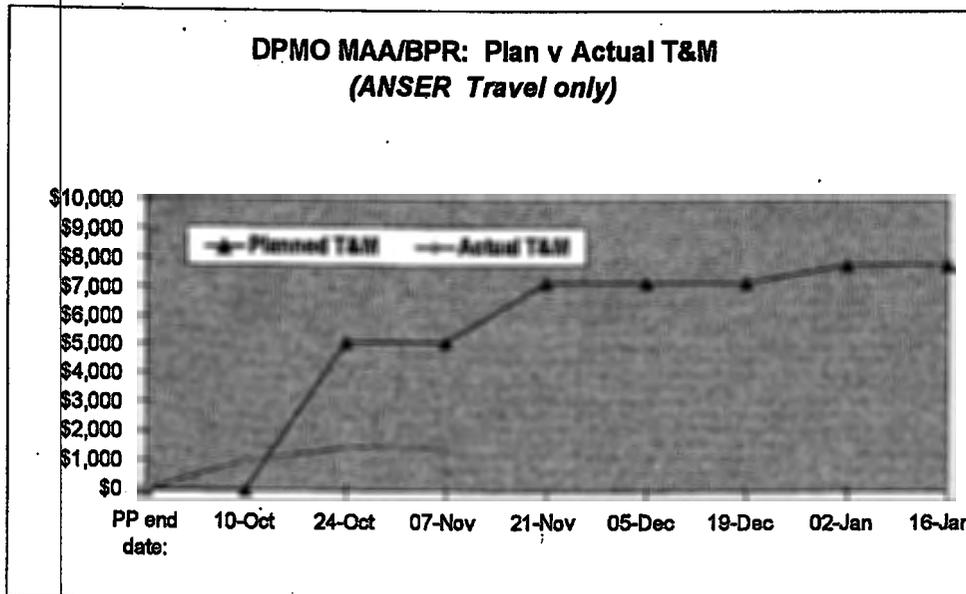
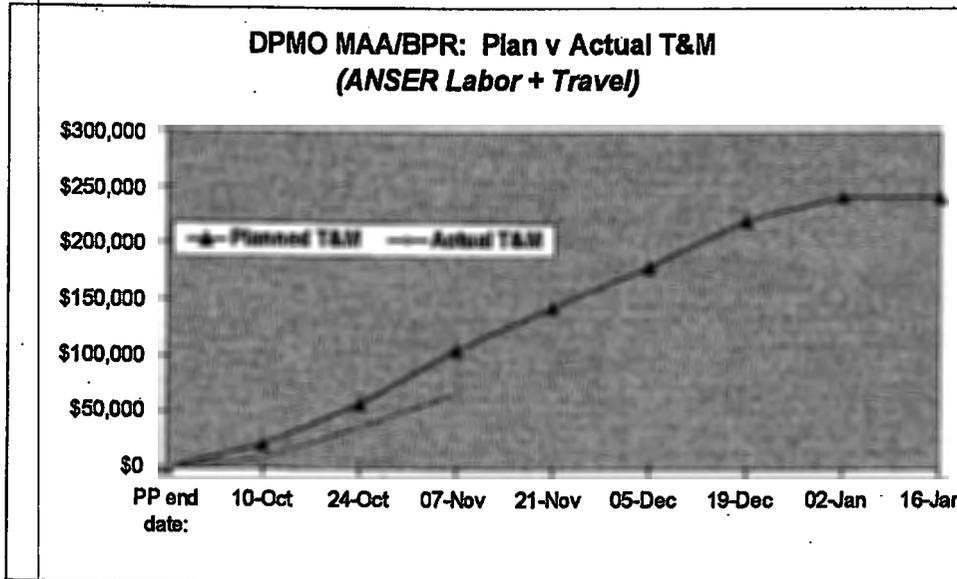
- ~~Late November~~ *Early December (on or before December 8): confer with DPMO to identify issues inside/outside study scope*

- Formal milestones:

- 16 December, 1000: draft of Phase II plan due to DPMO (rescheduled from 8 Dec at DPMO request)

3. Funding Status (Estimated)

- The following graphs show estimated status of budgeted funds for this project.



#### 4. Planned Travel

- November 16-18 (Tampa, FL: USCENTCOM PR Council; USCENTCOM, USSOCOM staff visits)
- November 29 – Dec 1 (tentative) (Camp Smith, HI: visit to CILHI, JTF-FA) – *travel schedule to be coordinated with Maj Gilk*

#### 5. Issues

- Invoicing/TOS Database
  - Invoice #1 is delayed due to technical problems with ANSER accounting system. These problems are expected to be resolved shortly.
  - ANSER has contacted TOS to re-enter data into the upgraded system.
  - Action required: ANSER to provide invoice to Ms. Simpson as soon as possible.
- Project Manpower
  - Contingent hire (for on-site analyst position) delayed due to personal/family problems.
  - ANSER is exploring other options.
  - Action required: ~~none; for information only~~ ANSER to provide name/resume to DPMO in advance, if another individual is identified for this position.
- Labor Categories
  - ANSER plans to request a no-cost modification to add the labor category Support Specialist 4.
  - Action required: ANSER to provide additional details through normal contracting channels.
- Budget
  - Budget for Phase I of this project is \$242,775.
  - Use of ANSER conference facilities, when requested, is provided on a space-available basis, at no additional cost.
  - [Additional discussion]
  - Action required: none; for clarification only.
- Communication

(b)(6)

- Copies of all ANSER correspondence with organizations and individuals outside DPMO, related to this project, are to be provided to Ms. Simpson, Mr. Caswell, COL Richmond, Maj Gilk, Ms Nasarenko, and Ms Carr.
- Action required: [REDACTED] to make all ANSER project staff aware of this requirement.

▪ December PRAG

- ~~[Discussion]~~ *DASD states that he will review the Phase II plan before it is presented to others, including the members of the PRAG*
- *If there is a December PRAG, it would need to occur after the 16<sup>th</sup>*
- *ANSER has tentatively reserved conference space for December 20, pending a decision on whether/when to brief the MAA at a December PRAG.*
- *Action required: COL Richmond to provide clarification on PRAG (date, if any, and "Rules of Engagement" for briefing MAA)*

▪ Other

- *ANSER is invited to submit "outreach" materials pertaining to the MAA (e.g., on-line questionnaire) for posting to the DPMO web page. Suspense: approx 22 Nov.*
- *ANSER is requested to provide a short (approx ¼ to ½ page) writeup on the MAA suitable for inclusion in the PR newsletter.*
- *Action required: ANSER to provide the above materials.*

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6)

**From:**  
**Sent:**  
**To:**

[Redacted]  
Tuesday, November 23, 1999 2:52 PM  
'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'

(b)(6)

**Cc:**  
**Subject:**

[Redacted]  
DPMO MAA Bi-Weekly #4 (amended)



DPMO-BiWeekly#4(Rev  
v22Nov1999)....

Bi-Weekly report #4 attached (amended to reflect 22 Nov discussion).

(b)(6)

Thanks..... [Redacted]

<<DPMO-BiWeekly#4(Rev22Nov1999).doc>>

13c

**DPMO MAA/BPR – Bi-Weekly Review #4**

**November 22, 1999**

*(amended)*

**Reporting Period:**

**November 8 - 21, 1999**

Contract: GS-10F-0026J, TO# T0099AJ3876

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## DPMO MAA/BPR – Bi-Weekly Review #4

### 1. PR and Personnel Accounting Analysis Progress

- Conference Coordination (Pearson)
  - No Activity
- Stakeholder/Issues Identification (Pearson)
  - Completed initial document review and compiled list of issues and essential elements of information. Organized issues according to Policy/Doctrine, Operations, Organization, Training, Force Structure, and Communication/Coordination. Aggregated issues hierarchically and identified “missing” issues not articulated but also needing to be addressed.  
(b)(6) [redacted]
  - Attended DoD-DoS PR Memorandum of Agreement Working (MOA) Group Meeting, 2 Nov 99, held at DPMO [redacted] (b)(6)
  - Attended MOU Coordination Conference 16-17 Nov 99 involving DPMO, DIA and JTF-FA [redacted] (b)(6)
  - Attended CENTCOM PR Council 16-17 Nov 99 at MacDill AFB, FL and presented ANSER MAA overview brief [redacted] (b)(6)
  - Coordinated with USPACOM (DPMO liaison Mr Gillespie, and J311 Lt Col Carbaugh) regarding itinerary for CILHL JTF-FA visit [redacted] (b)(6)
  - Scheduled meeting with DPMO Research and Analysis Directorate [redacted] (b)(6)
  - Drafted short MAA-focused article for DPMO Newsletter [redacted] (b)(6)
  - Prepared MAA questionnaire for posting on DPMO Web Page [redacted] (b)(6)
- Methodology [redacted] (b)(6)
  - Began reviewing list of issues / essential elements of information and identifying appropriate analysis techniques to address each issue. [redacted] (b)(6)
- JMETL Planning [redacted] (b)(6)
  - No activity this period
- Phase II WBS and Plan [redacted] (b)(6)
  - Built “shell” for necessary plan elements and began assigning responsibilities. [redacted] (b)(6)

**2. Schedule and Milestones**

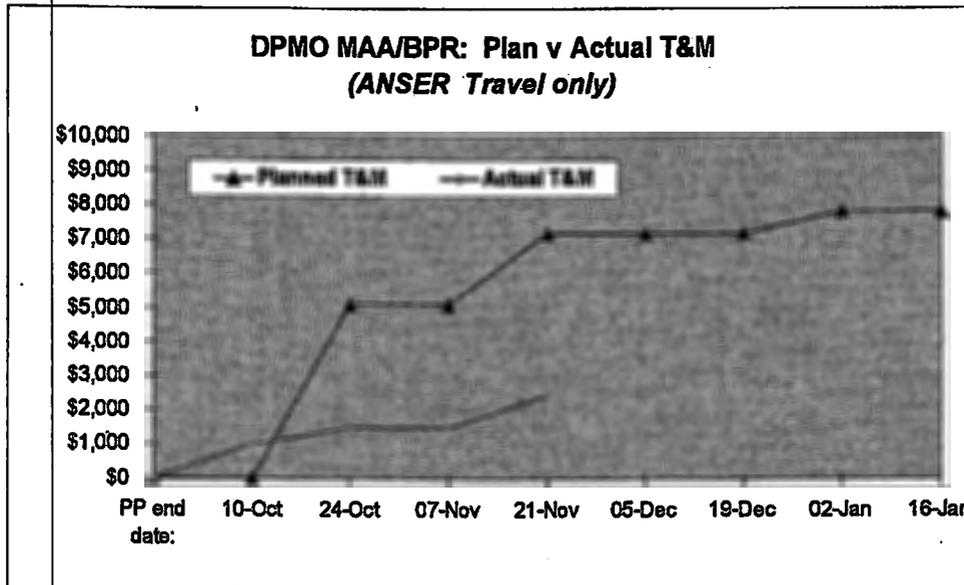
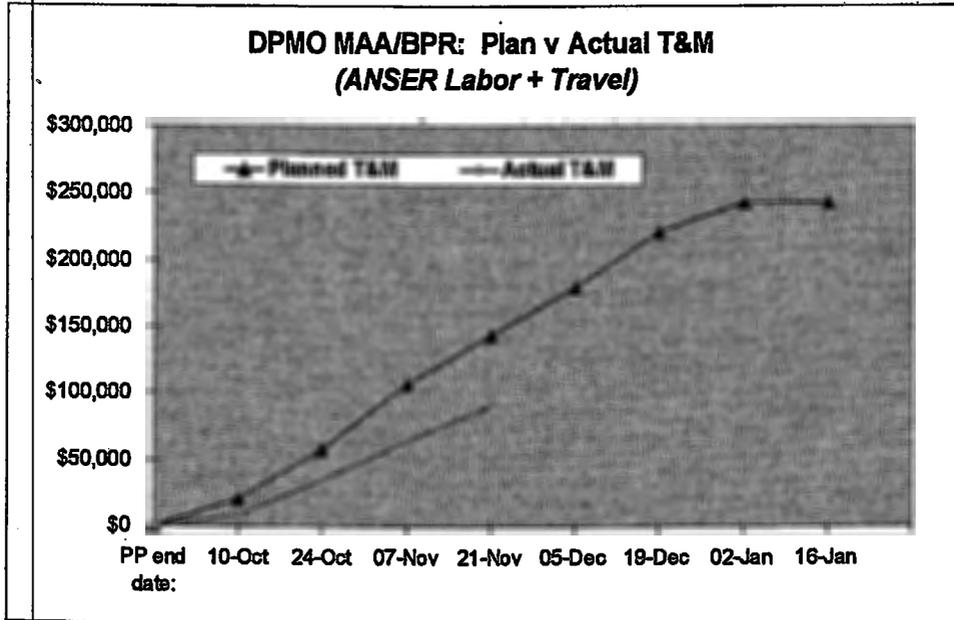
- Overview is shown in the following figure:
- Scheduled events:
  - 29 Nov - 1 Dec 99: CILHL, JTF-FA, RCC Honolulu, USPACOM J311 (Camp Smith, HI)

	Oct	Nov	Dec
<b>Stakeholder/Issues Analysis</b>	[Hatched bar spanning Oct, Nov, and Dec]		
<b>Methodology</b>		[Hatched bar spanning Nov and Dec]	
<b>JMETL Planning</b>		[Hatched bar spanning Nov and Dec]	
<b>Phase II Plan</b>		[Hatched bar spanning Nov and Dec]	

- 6 Dec 99: PR MoU meeting at DoS (rescheduled from 30 Nov)
- 16 Dec 99 (1000): Phase I Study Outbrief to DASD and staff.
- 20 Dec 99 (1100-1300): PRAG at ANSER.
- Phase I contacts not yet scheduled:
  - USJFCOM
  - JPRA
  - ACC, AF RCC (see "issues")
- Informal milestones:
  - ~~On or before 8-13 Dec, 0800:~~ confer with DPMO to identify issues inside/outside study scope. (OK for ANSER to send items piecemeal beforehand, if needed)
- Formal milestones:
  - 16 December, 1000: draft of Phase II plan due to DPMO.

### 3. Funding Status (Estimated)

- The following graphs show estimated status of budgeted funds for this project.



**4. Planned Travel**

- November 29 – Dec 1 (Camp Smith, HI: visit to CILHI, JTF-FA, RCC Honolulu, USPACOM J311)

**5. Issues**

▪ Invoicing/TOS Database

- Invoice #1 is expected shortly.
- Action required: ANSER to provide invoice to Ms. Simpson as soon as possible.

▪ Project Manpower

- ANSER to provide resume to DPMO for potential on-site analyst.
- Opportunity to leverage time of ANSER analyst in-place at Langley AFB (CSAR AoA).

(b)(6)

- Action required: ~~information only.~~ ANSER to provide resumes for [REDACTED]

▪ Labor Categories / No-Cost Modification

- No-cost modification in process to add the labor category Support Specialist 4.
- Related issue/action: Other Direct Charge (ODC). *Recommendation: to be combined with labor category mod, also on a no-cost basis.*
  - PR Conference Fees
  - Miscellaneous materials (e.g., C-Span tape) (*Note: this particular item available through DPMO PA office*)

▪ Clearances

(b)(6)

- [Discussion] Paperwork in progress for [REDACTED]

- Action required: L Simpson will follow up with L McKinney

▪ Handling of Classified Documents

- [Discussion] Transfer of classified material to ANSER should be based on need-to-know, and handled per DD254 IAW NISPOM and applicable procedures.
- Action required: none; for emphasis only.

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6)

**From:** [REDACTED]  
**Sent:** Thursday, December 16, 1999 5:28 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'

(b)(6)

**Cc:** [REDACTED]  
**Subject:** FW: Bi-Weekly Report #5



'DPMO-BIWeekly#5 (Re v06Dec1999)....

I neglected to issue the revised bi-weekly #5 (probably because there were very few revisions). But here it is.

(b)(6)

Thanks! ..... [REDACTED]

-----Original Message-----

**From:** Nasarenko, Jennifer, Ms., OSD/DPMO  
[mailto:nasarenkoj@osd.pentagon.mil <mailto:nasarenkoj@osd.pentagon.mil> ]  
**Sent:** Wednesday, December 15, 1999 12:20 PM

(b)(6)

**To:** [REDACTED]  
**Subject:** Bi-Weekly Report #5

(b)(6)



For some reason I did not get the electrons for the Bi-Weekly meeting of 6 Dec (I was in SEA at the time of the meeting so I didn't get hard copy either). Would you please forward them to me. I have # 1-4 so I think I am only missing #5.

Thanks,  
Jen

**DPMO MAA/BPR – Bi-Weekly Review #5**

**December 6, 1999**

*(as amended)*

**Reporting Period:**

**November 22 – December 5, 1999**

Contract: GS-10F-0026J, TO# T0099AJ3876

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GSA/FEDSIM

## DPMO MAA/BPR – Bi-Weekly Review #5

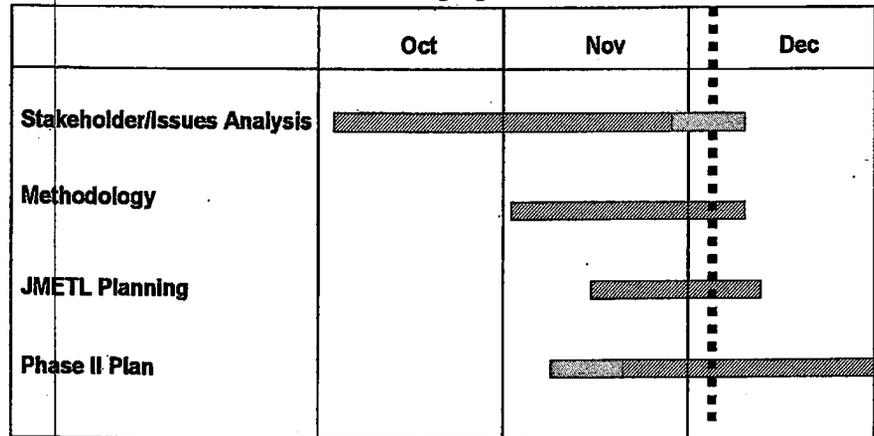
### 1. PR and Personnel Accounting Analysis Progress

- (b)(6) ■ Conference Coordination [redacted]
  - Met with representatives of National Defense Industrial Association (NDIA); began to identify options for next PR Conference in Oct/Nov 2000 timeframe [redacted]
- (b)(6) ■ Stakeholder/Issues Identification (Pearson)
  - (b)(6) — Met with Mr Gary Sydow, DPMO Research and Analysis, on 23 Nov to discuss accounting functions/issues related to the MAA [redacted]
  - (b)(6) — Met with Pacific KCC and PACOM J-2, J-3, J-5 and Component staff to review personnel recovery processes and issues related to the MAA.
  - (b)(6) — Met with JTF-FA Deputy Commander and with J-2, J-3, J-5, and Public Affairs staff to review processes for selection and investigation of potential recovery sites, and to and identify issues relevant to the MAA. [redacted]
  - (b)(6) — Met with CILHI Commander, Deputy Commander, Casualty Data Analysis Center, S-3, and Laboratory staff to review processes for recovery and identification operations, and to identify issues relevant to the MAA.
  - (b)(6) — Drafted article for DPMO Newsletter [redacted] (b)(6)
  - Prepared MAA questionnaire for posting on DPMO Web Page [redacted] (b)(6)
- (b)(6) ■ Methodology (Thompson)
  - (b)(6) — Continued reviewing list of issues / essential elements of information and identifying appropriate analysis techniques to address each issue. [redacted]
  - (b)(6) — Began identifying analysis steps and resulting interim and final products.
- (b)(6) ■ JMETL Planning [redacted]
  - Reviewed Joint Staff J-7 planning materials for applicability.
- (b)(6) ■ Phase II WBS and Plan [redacted]

- (b)(6) — Began development of master schedule for Phase II. [redacted]
- (b)(6) — Consolidated DPMO goals and objectives using available draft strategic plans and results of interviews and conversations with DPMO personnel. [redacted]
- (b)(6) — Reviewed results of issues analysis and began to compare with strategic planning information. [redacted]
- (b)(6) — Baselined enterprise views that will be needed to support reengineering process [redacted] (note: Phase II will develop recommendations for reengineering; however, implementation will fall outside of Phase II)

**2. Schedule and Milestones**

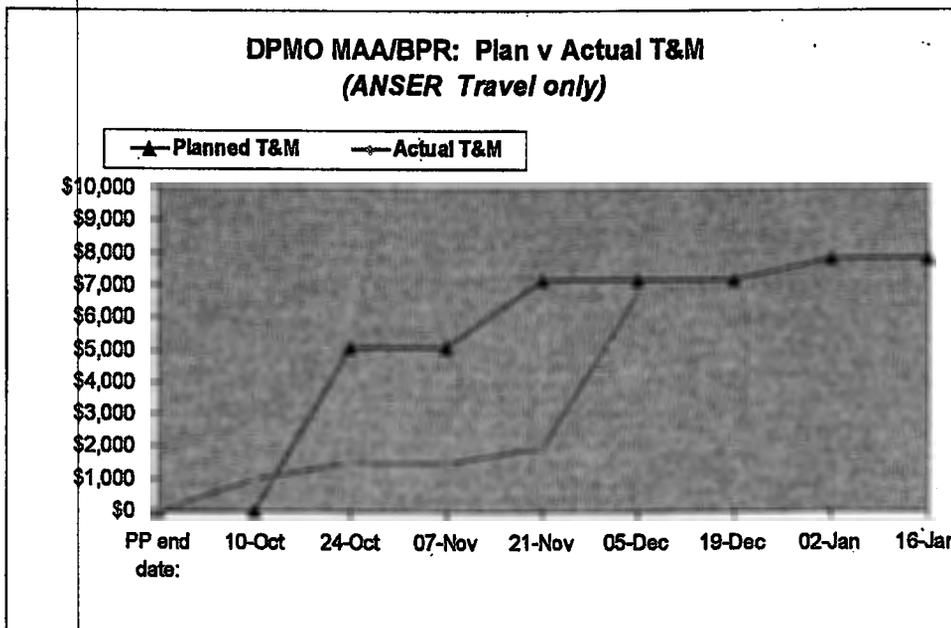
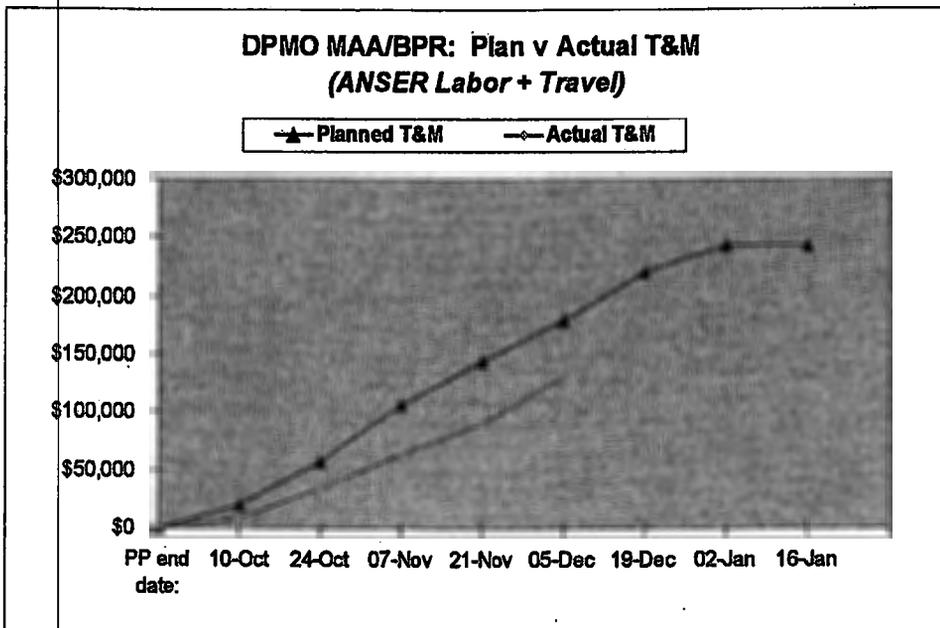
Overview is shown in the following figure:



- **Scheduled events:**
  - 6 Dec 99: PR MoU meeting at DoS (rescheduled from 30 Nov)
  - 16 Dec 99 (1000): Phase I Study Outbrief to DASD and staff.
  - Note: PRAG will not occur on 20 Dec 99. Tentatively rescheduled for 6 Jan 99 (1100-1300).
- **Phase I contacts not yet scheduled:**
  - USJFCOM
  - JPRA
- **Informal milestones:**
  - 13 Dec 0800: confer with DPMO to review draft plan and study scope.
- **Formal milestones:**
  - 16 December, 1000: draft of Phase II plan due to DPMO.

### 3. Funding Status (Estimated)

- The following graphs show estimated status of budgeted funds for this project.



**4. Planned Travel**

- None

**5. Issues**

- Invoicing

- Invoice #1 is expected shortly.

- Action required: ANSER to provide invoice to Ms. Simpson as soon as possible.

- Project Manpower

- Resume of [REDACTED] attached (proposed as on-site analyst).

- Action required: DPMO to review and comment. *ANSER to transmit clearance, including SCI.*

- Labor Categories / No-Cost Modification

- No-cost modification in process to add a labor category (Support Specialist 4) and contract line for Other Direct Charges (ODCs).

- *GSA-FEDSIM will extend the period of performance for Phase I by 30 days, in order to provide additional time for Phase II decision and processing of resulting contract modification.*

- Action required: none, information only.

(b)(6)

**Gilk, Clair, Maj, OSD/DPMO**

---

**From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Tuesday, December 21, 1999 5:41 PM  
**To:** Harvey, Joe, Mr., OSD/DPMO  
**Cc:** Foti, Anthony, Lt Col, OSD/DPMO; Caswell, James; Edward, Larsen; (b)(6)  
Gilk, Clair; Holly Carr; (b)(6) Nasarenko, Jennifer; Richmond, Melvin; Talaber, Angela  
**Subject:** FW: MAA/BPR, Bi-Weekly #6 (amended)

(b)(6)



DPMO-BiWeekly#6(Rev  
v20Dec1998)....

Here are the amended notes from the last MAA meeting held on Monday. The next meeting is scheduled for 8:00 on 3 January 00.

(b)(6)

I tentatively scheduled (b)(6) to come to the director staff Meeting on 12 January to officially kick off Phase II.

We can discuss the format further so that we ensure all the issues are adequately covered.

Please let me know if you require any additional information.

~~Original Message~~

(b)(6)

**From:** (b)(6)  
**Sent:** Monday, December 20, 1999 1:24 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'

(b)(6)

**Subject:** MAA/BPR, Bi-Weekly #6 (amended)

Attached are the notes from bi-weekly #6, amended to reflect the discussion on 20 Dec 99.

(b)(6)

Thanks..... (b)(6)

<<DPMO-BiWeekly#6(Rev20Dec1999).doc>>

BE

**DPMO MAA/BPR – Bi-Weekly Review #6**

**December 20, 1999**

*(as amended)*

**Reporting Period:**

**December 6 – December 19, 1999**

Contract: GS-10F-0026J, TO# T0099AJ3876

ANSER

GSA/FEDSIM

## DPMO MAA/BPR – Bi-Weekly Review #6

### 1. PR and Personnel Accounting Analysis Progress

(b)(6)

▪ Conference Coordination [REDACTED]

- Continued to work with representatives of National Defense Industrial Association (NDIA) to refine options and dates for next PR Conference in Oct/Nov 2000 timeframe. [REDACTED]

(b)(6)

▪ Stakeholder/Issues Identification (Pearson)

- Revised list of issues / “central questions” and applicable analysis methods, based on interaction with Methodology team. [REDACTED] (b)(6)
- Developed a logical mapping of central questions to MAA study objectives. [REDACTED] (b)(6)
- Participated in MOU conference with DoS on December 6. [REDACTED] (b)(6)

(b)(6)

(b)(6)

▪ Methodology [REDACTED]

- Produced additional briefing materials to illustrate steps required for the development of the PR requirements and capabilities modules, and the link between these modules and the accounting model. [REDACTED] (b)(6)
- Developed generic representations of integrated event flows as a means of describing/defining an integrated PR and accounting architecture. [REDACTED] (b)(6)
- Tested integrated event flow concept on documented “starting points” from PR (CENTCOM PR operational architecture) and accounting (JTF-FA accounting classifications). [REDACTED] (b)(6)
- Devised a conceptual mapping between pieces of the accounting process (cases, leads, teams, restrictions, information, remains, etc.) and Resource-to-Objective-Model (ROAM) data elements. [REDACTED] (b)(6)

(b)(6)

(b)(6)

▪ JMETL Planning (Nicholson)

- Prepared written materials on JMETL and coordination plan for integrating MAA results with JMETL development process. [REDACTED] (b)(6)

(b)(6)

▪ Phase II WBS and Plan (Thibault)

- Developed Phase II task list and work breakdown structure. [REDACTED] (b)(6)
- Developed schedule for Phase II tasks and subtasks, and prepared Gantt chart representation. [REDACTED] (b)(6)

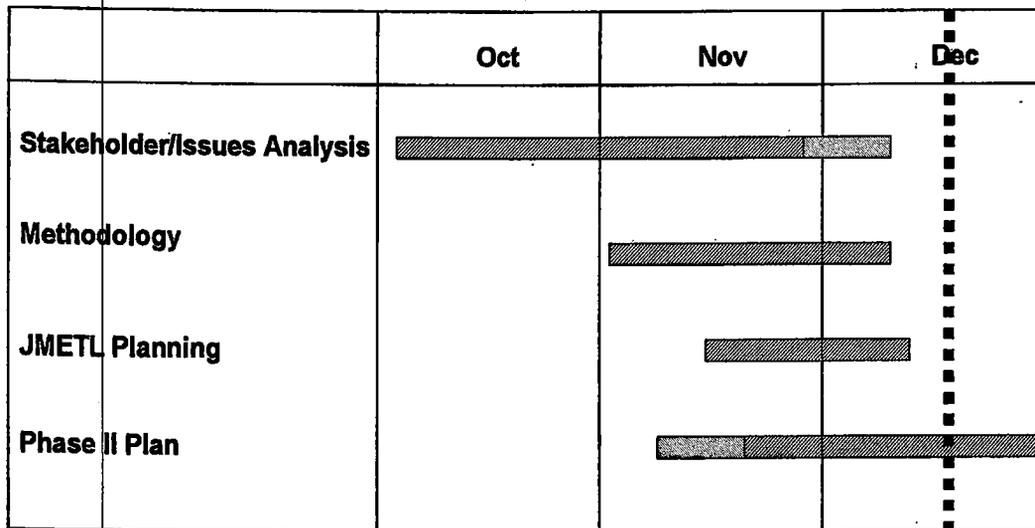
(b)(6)

(b)(6)

- (b)(6) - Completed master data collection schedule for Phase II and synchronized with Phase II schedule. [redacted]
- (b)(6) - Identified Phase II task leads, proposed assignment of personnel to WBS tasks and subtasks, and required level of effort for each. [redacted]
- (b)(6) - Summarized Phase I insights, Phase II scope, and Phase II deliverable requirements. [redacted]
- (b)(6) - Consolidated above materials into MAA Project Plan briefing. [redacted]
- (b)(6) - Reviewed draft briefing with DPMO [redacted]
- (b)(6) - [redacted] 13, 1999; revised briefing to incorporate feedback and prepared read-ahead version. [redacted], [redacted]
- (b)(6) - Presented briefing to DASD on December 16, 1999. DASD requested that PRAG milestones be preceded by in-progress reviews; subsequently approved the project plan subject to this change. [redacted]

**2. Schedule and Milestones**

- Phase I overview is shown in the following figure:



- (b)(6) Scheduled events:
  - Meet with JPRA / [redacted] -week of December-2022, 1999 (tentative).
  - PRAG meeting: January 6, 2000 (1100-1300).
  - SOUTHCOM PR Council: January ~~xxxxxx~~ 12-14, 2000
  - PR Conference at Fort Bragg, NC: January ~~xxxxxx~~ 24-26, 2000

- *Casualty Conference / Policy Conference at CILHI: January 24-26 / 27-28, 2000 (agenda being finalized between now and end of December)*

- Phase I contacts not yet scheduled:

- *None JFCOM (will become a Phase II contact).*

- Informal milestones:

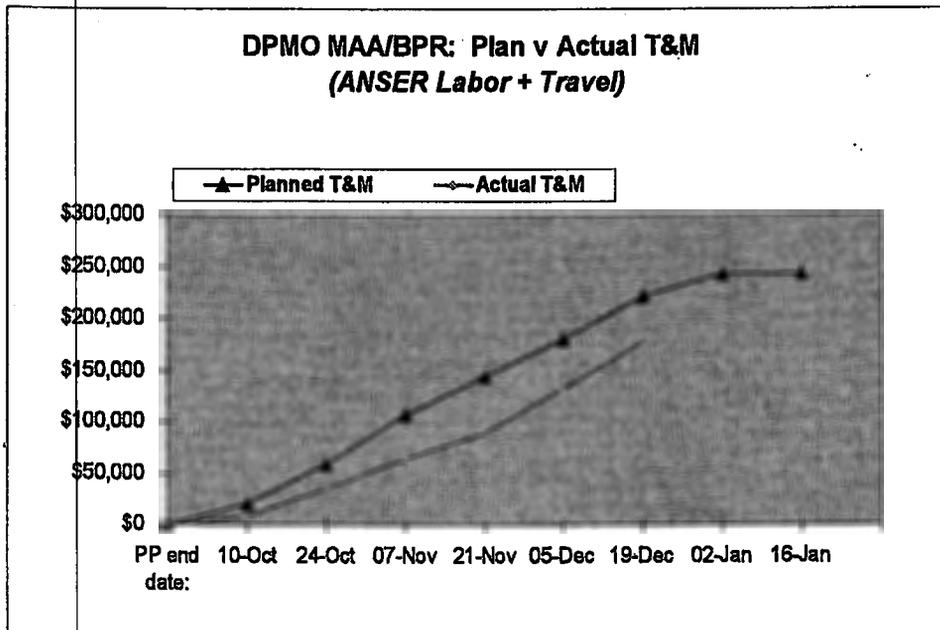
- Phase II "kickoff" with selected DPMO staff: January 12, 2000 (tentative).

- Formal milestones:

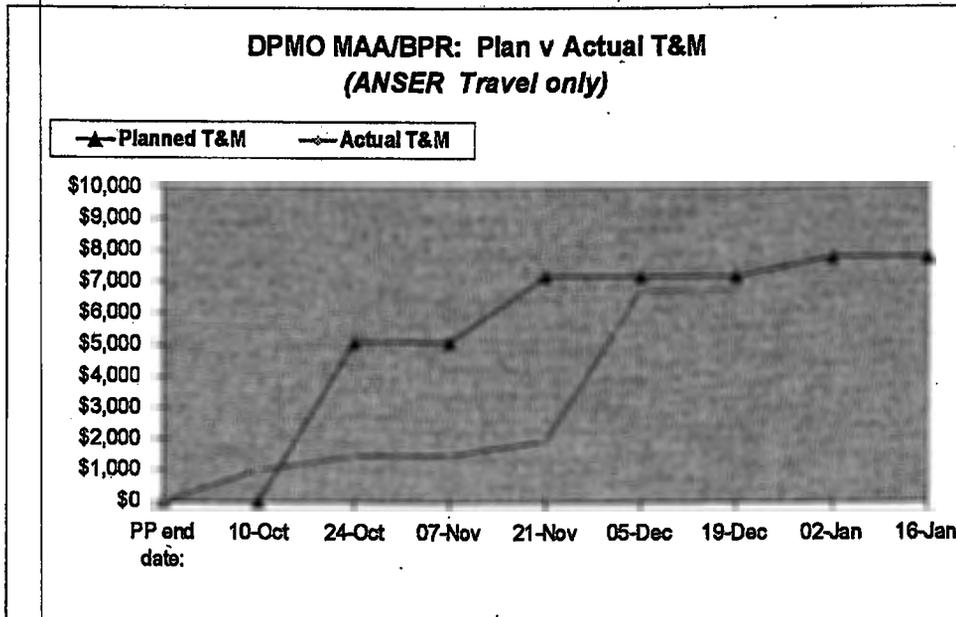
- None.

### 3. Funding Status (Estimated)

The following graphs show estimated status of budgeted funds for this project.



□



**4. Planned Travel**

- None

**5. Issues**

- Transition to Phase II.

- In light of the DASD's approval of the project plan, ANSER begins Phase II activities effective today (December 20, 1999).
- ANSER will continue to use Phase I Contract Line Items (CLINs) until they are exhausted (estimate: January 16, 2000). Phase II CLINs should by then be in place.

(b)(6)

- Action required: DPMO (Simpson), GSA (Carr), and ANSER [redacted] will coordinate contract modification to add Phase II CLINs, consistent with original proposal. ANSER [redacted] will modify bi-weekly schedule and funds status displays, starting with January 3, 2000, to reflect transition to Phase II.

(b)(6)

- Personnel

- Start date for ANSER on-site analyst [redacted] may be delayed from early January 2000 to mid-January, depending on backfill.
- ANSER will shortly begin making business arrangements with one or more subject matter expert (SME) consultants.

(b)(6)

- Action required: ~~none, for information only~~ *DPMO feedback (Caswell et al.) regarding proposed on-site analyst. ANSER [REDACTED] to provide list of names under consideration as SME consultants for DPMO feedback.*

(b)(6)

- **Bi-Weekly Reviews**

- DPMO Chief of Staff (Mr. Harvey) will review and comment on the format of these bi-weekly reports to ensure that they adequately support DPMO oversight of the project.
- Dates and times for Phase II bi-weekly reviews are under discussion.
- Action required: DPMO to communicate any requested changes to ANSER. *ANSER to add Lt Col Malingowski on e-mail correspondence.*

- **Monthly Project Update for DPMO Web Page**

- Action required: *ANSER to provide a short monthly project status suitable for posting to the DPMO web page.*

- **Releasability of Project Plan**

- Action required: *ANSER to check with DPMO before releasing copies of the Project Plan briefing slides or exhibits.*

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6) **From:** [REDACTED]  
**Sent:** Monday, January 10, 2000 2:09 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
(b)(6) **Cc:** [REDACTED]  
**Subject:** MAA/BPR - notes from bi-weekly #7



DPMO-BiWeekly#7(03

(b)(6) [REDACTED] <<DPMO-BiWeekly#7(03Jan2000).doc>>

(b)(6) [REDACTED]

**DPMO MAA/BPR – Bi-Weekly Review #7**

**January 3, 2000**

*(as amended)*

**Reporting Period:**

**December 20, 1999 – January 2, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

ANSER

GSA/FEDSIM

## DPMO MAA/BPR - Bi-Weekly Review #7

*Note: this period is a "transitional" period, for reporting purposes; the organization of the sections reflects both Phase I and Phase II breakouts, as appropriate.*

### 1. PR and Personnel Accounting Analysis Progress

(b)(6)

- Phase II Tasks [redacted]

- Task leads and other study team members began developing more detailed plans for their individual tasks. [all]
- Began planning data collection associated with PR Response Cell (PRRC) exercise tentatively scheduled for February 2000. Began open-source research on possible scenarios and PDD 56. [redacted]

(b)(6)

- Drafted text for data collection message to joint staff, Services, and CINCs.

(b)(6)

(b)(6)

- Conference Coordination [redacted]

- Continued long-lead planning associated with October 2000 PR Conference 2000. [redacted]

(b)(6)

- Phase I Stakeholder/Issues Identification [redacted]

(b)(6)

- Met with JPRA representative (Thom Beres, Tate Inc) on December 22 to discuss study plan and issues from JPRA perspective. [redacted]

(b)(6)

(b)(6)

- Met with DHS (COL Ahner) to discuss that organization's interface with PR. [redacted]

### 2. Schedule and Milestones

- Overview is shown in the following figure:

3 Jan 2000

WBS Tasks	3 Jan 2000											
	J	F	M	A	M	J	J	A	S			
① Define Missions, Functions, Tasks for MAA	█											
② Develop Integrated Event Flows	█	█	█	█	█							
③ Collect Requirements Data	█	█	█	█	█							
④ Develop PR Requirements Module			█	█	█	█	█	█	█			
⑤ Collect PR Capabilities Data	█	█	█	█	█							
⑥ Develop PR Capabilities/Accounting Requirements Module				█	█	█	█	█	█	█		
⑦ Develop Analytical Model(s) for Accounting	█	█	█	█	█	█	█	█	█	█		
⑧ Assess Capabilities, Identify Deficiencies				█	█	█	█	█	█	█		
⑨ Develop Recommendations								█	█	█		
⑩ Develop Final Report and Briefing										█	█	
⑪ Support PRAG Meetings		█				█				█		

▪ Scheduled events:

- Preview MAA brief for PRAG: January 3, 2000 (0900-1000)
- PRAG meeting: January 6, 2000 (1100-1300).
- Phase II "kickoff" to key DPMO staff: January 12, 2000 (1000-1020)
- SOUTHCOM PR Council: January 12-14, 2000 (Note: will not be using this as MAA collection event.)
- CENTCOM UARM Conference: [confirm dates]
- PR Conference at Fort Bragg, NC: January 24-26, 2000.
- Casualty Conference at CILHI: January 24-26, 2000.
- Policy Conference at CILHI: January 27-28, 2000. (Note: this conference has been cancelled)
- CPX 2000 at Vicenze, Italy: late January, 2000. (Note: need to coordinate with IDA, other efforts)
- PRRC exercise: late February, 2000.

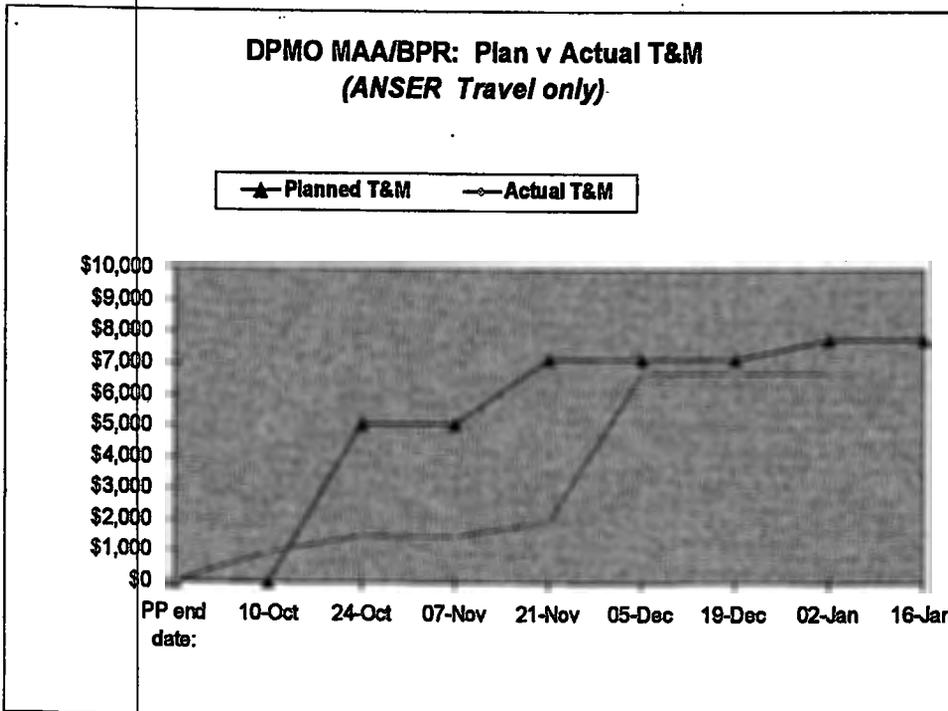
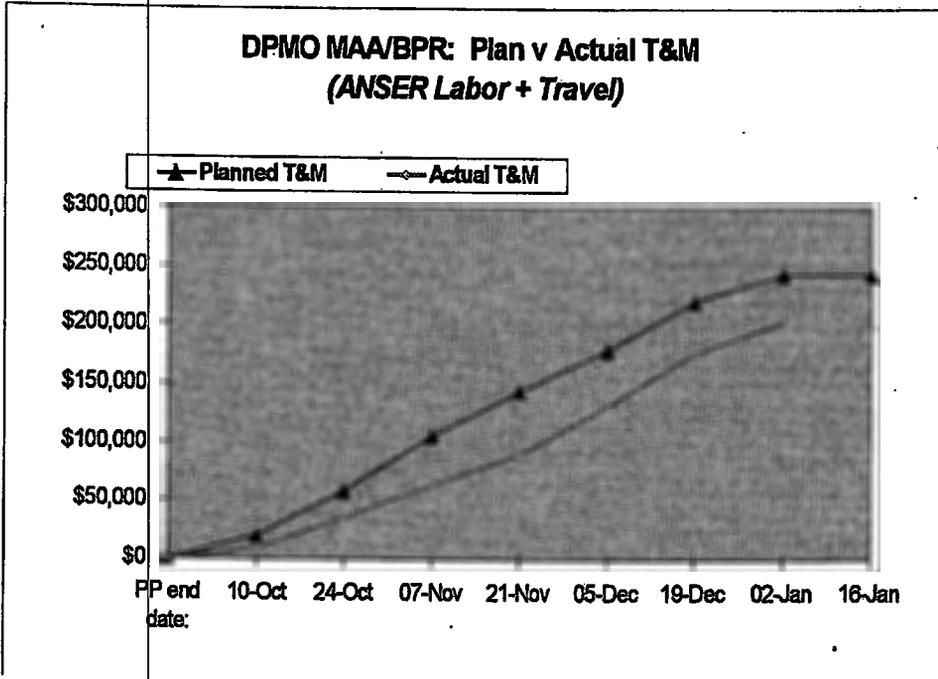
▪ Formal milestones:

- None.

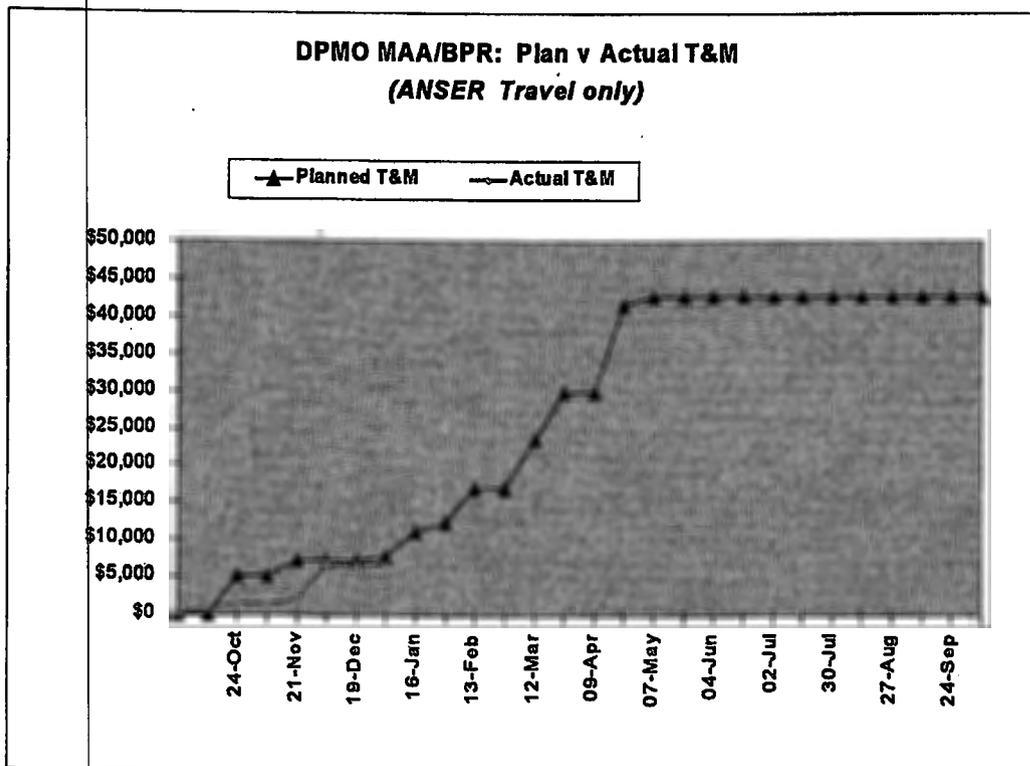
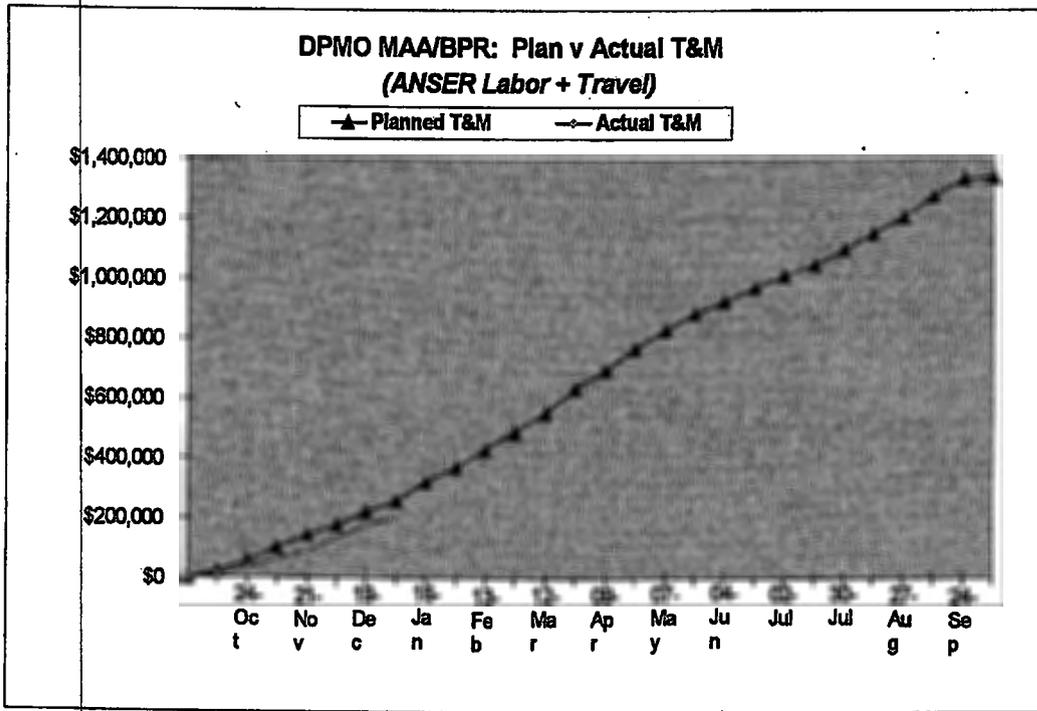
3. Funding Status (Estimated)

- Phase I funds will sustain the effort through approximately January 16, 2000.

- Estimated status of budgeted funds for this project with respect to Phase I CLINs.



- Estimated status of budgeted funds with respect to the total ceilings:



4. Planned Travel

- January 24-28: Honolulu, HI (24-26, Casualty Conference; 27-28, meet with local subject matter experts) (Note: ANSER to provide traveler names/itineraries to J Nasarenko)
- January 24-26: Fort Bragg, NC (USASOC PR conference)

5. Issues

- Transition to Phase II
  - Activation of Phase II CLINs is being worked. Action required: DPMO (Simpson), GSA (Carr), and ANSER [REDACTED] to coordinate contract modification. (b)(6)

- Personnel (On-Site Analyst)
  - ANSER on-site analyst (Daley) will be prepared to begin phase-in during week of 10 January.
  - Action required: ANSER [REDACTED] to coordinate with DPMO (Simpson, Gilk) regarding workspace and clearance.

(b)(6)

- Personnel (Consultant)
  - Proposed Phase II consultants, and rationale, are:

(b)(6)

- [REDACTED] expertise with crisis and contingency planning; assistance with data collection and issues analysis at interagency level.

(b)(6)

- [REDACTED] subject matter expertise in forensic anthropology and related issues.

(b)(6)

- [REDACTED] expertise with politico-military, logistics, resource, and general process issues associated with accounting, recovery, and identification.

(b)(6)

- [REDACTED] narrowly focused but key experience regarding PR/accounting interface; unit planning, training and response issues.

(b)(6)

- [REDACTED] expertise in intelligence and research & analysis issues related to accounting.

**Gilk, Clair, Maj, OSD/DPMO**

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(b)(6) **From:** [Redacted]  
**Sent:** Wednesday, January 19, 2000 3:37 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ted Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
(b)(6) **Cc:** [Redacted]  
**Subject:** MAA/BPR bi-weekly #8



DPMO-BiWeekly#8(Rev  
v18Jan2000)....

...is attached.

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(b)(6) Thanks ..... [Redacted]

(b)(6) [Redacted]

**DPMO MAA/BPR – Bi-Weekly Review #8**

**January 18, 2000**

*(as amended)*

**Reporting Period:**

**January 3 – January 16, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

ANSER

GSA/FEDSIM

### DPMO MAA/BPR – Bi-Weekly Review #8

#### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions [redacted] (b)(6)

- Continued research / review of published and unpublished materials on PR and accounting missions / definitions. [redacted] (b)(6)
- Participated in January 12, 2000, working group meeting to review draft DoD/DoS Memorandum of Agreement on Personnel Recovery. [redacted] (b)(6)
- Met with CW4 Paul Tompkins, USASOC, on January 4, 2000, to discuss issues related to Unconventional/Non-Conventional Assisted Recovery. [redacted] (b)(6)

(b)(6)

- Task 2, Business Process Reengineering [redacted] (b)(6)

- Developed data capture formats for state transition diagrams [redacted] (b)(6)

- Task 3, Requirements Data

- Continued preparations for PR Response Cell (PRRC) exercise. [redacted] (b)(6)

- Developed an overview briefing to describe the process, outline a possible scenario, and establish a schedule. Presented briefing to DPMO [redacted] on January 4, 2000. [redacted] (b)(6)

(b)(6)

- Attended meeting of NMJIC Balkans Task Force to heighten appreciation of current perspectives related to the exercise. [redacted] (b)(6)

- Met with DPMO (Geisler) to review and refine draft scenario and coordinate scenario development process. [redacted] (b)(6)

- Continued development of scenario materials (background, timeline) and began drafting master scenario event list. [redacted] (b)(6)

- Scheduled task 3 / task 5 MAA data collection activities at JPRA, JFCOM, DPMO R&A. [redacted] *Note: team needs to schedule a contact with Joint Staff J-8 to explore the question of JWCA interface, before formal DPMO / Joint Staff communication.*

(b)(6)

- Task 4, Personnel Recovery Requirements Module [redacted] (b)(6)

- Contacted TRW Inc to discuss arrangements for a demonstration of the PR Mission Software (PRMS). [redacted]

(b)(6)

- Task 5, Capabilities Data [redacted]

(b)(6)

(b)(6)

- Began developing detailed collection needs for this task, in conjunction with task 3. [REDACTED]

(b)(6)

- **Task 6, Personnel Recovery Capabilities / Accounting Requirements Module**

- [No Activity.]

- **Task 7, Accounting and Remains Recovery Analytical Model**

- [No Activity]

- **Task 8, Analysis of Capabilities, Deficiencies**

- [No Activity]

- **Task 9, Recommendations**

- [No Activity]

- **Task 10, Final Report / Briefing**

- [No Activity]

- **Task 11, In-Progress Reviews / PRAG Meetings and Conference Support**

- **Personnel Recovery Advisory Group (PRAG)** [REDACTED]

(b)(6)

(b)(6)

- Finalized administrative arrangements for hosting the January 6, 2000 meeting. [REDACTED]

(b)(6)

- Prepared and presented a tailored version of Phase I briefing. [REDACTED]

(b)(6)

- Drafted after-action report and delivered to DPMO (Simpson, Richmond) on January 12. [REDACTED]

- Continued working with NDIA to scope out options for October 2000 PR conference. (Pearson). *Goal: define and price by February 2000.*

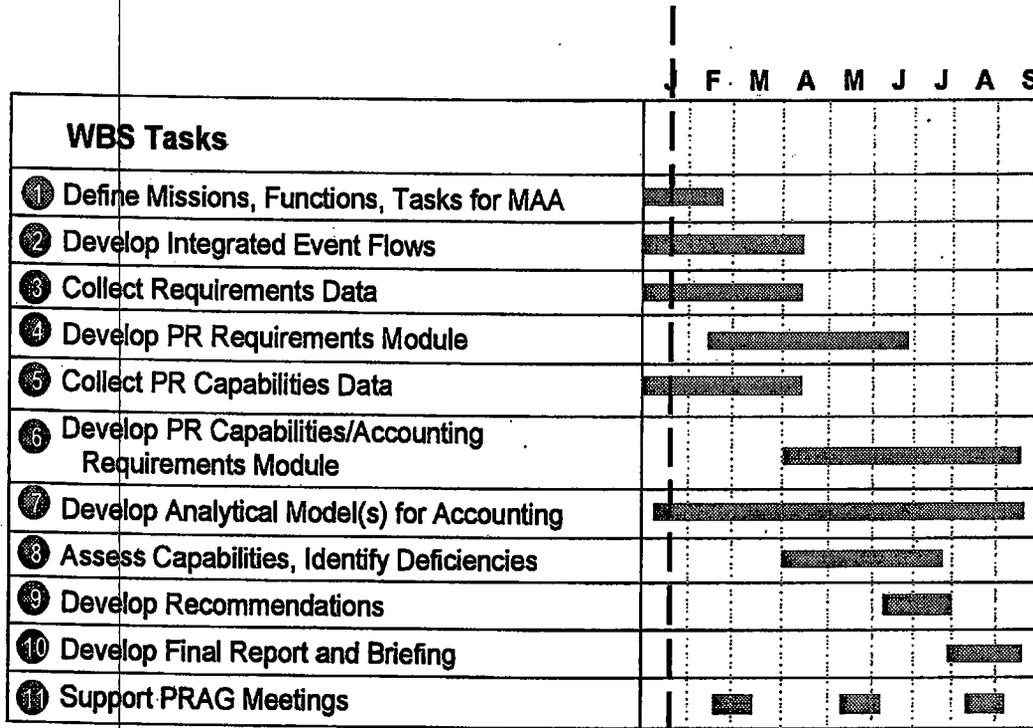
(b)(6)

- Prepared and presented a tailored version of Phase I briefing at DPMO staff meeting on January 12, 2000. [REDACTED]

## 2. Schedule and Milestones

- Overview is shown in the following figure:

18 Jan 2000



- Scheduled events:

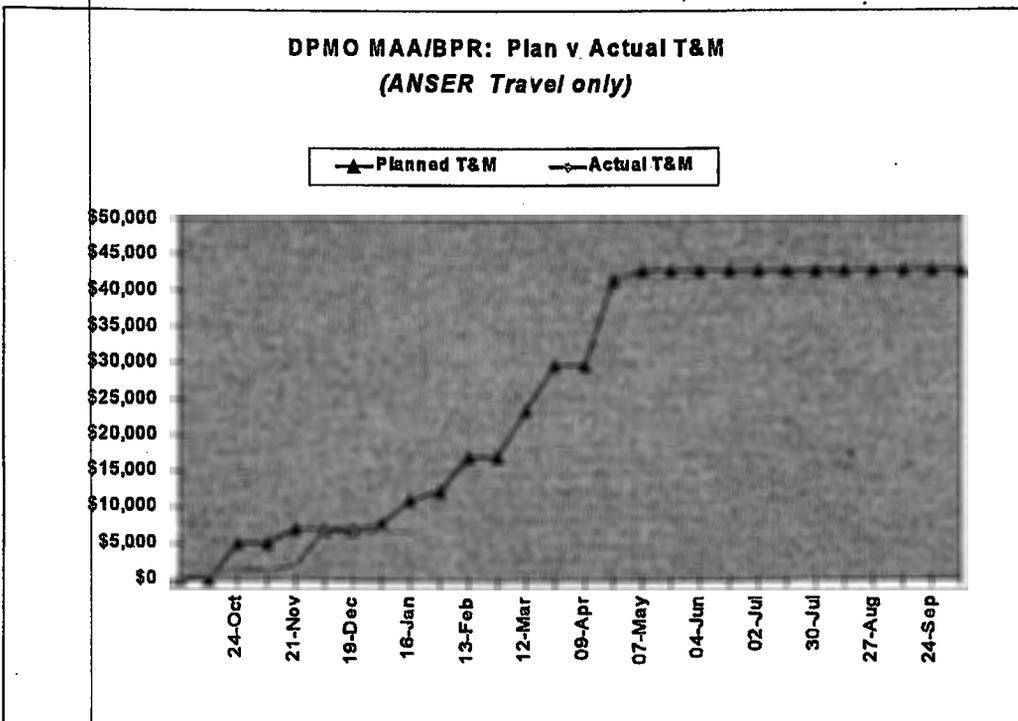
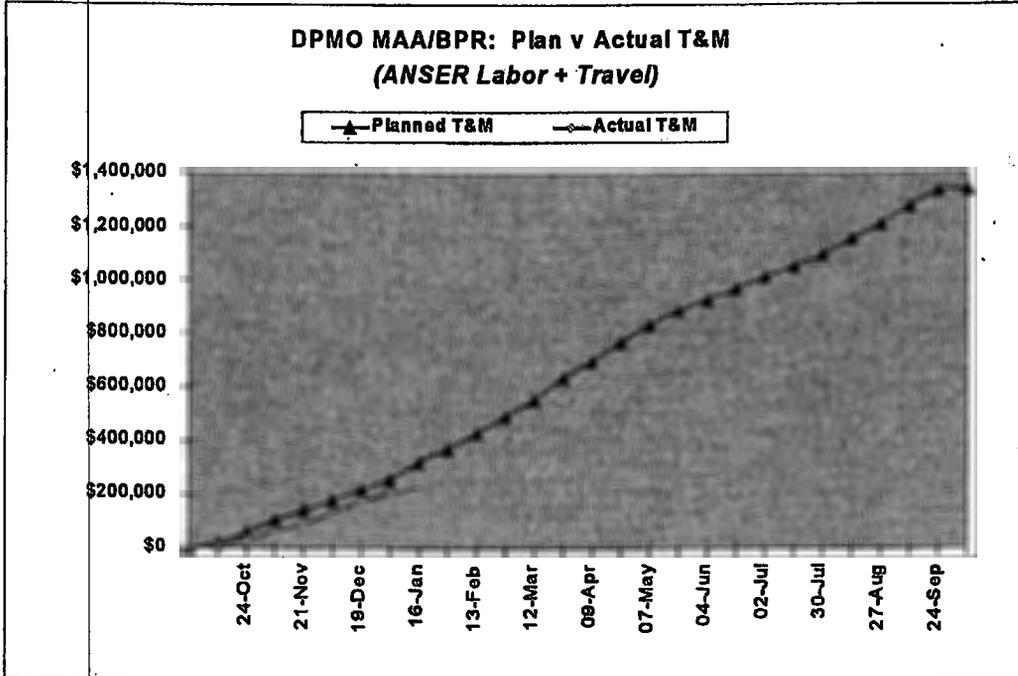
- PR Conference at Fort Bragg, NC: January 24-26, 2000.
- Casualty Conference at ~~CHH~~ hosted by JTF-FA: January 24-26, 2000.
- CPX-2000-CAOC / EUCOM visit, at Vicenza, Italy and Stuttgart, Germany: January 24-26/28, 2000.
- JFCOM visit (w JPRA rep): January 27, 2000.
- JPRA staff visits / data collection: early February, 2000.
- PRMS demonstration: February, 2000.
- PRRC exercise: February 29, 2000.
- Principals' Policy Meeting on Accounting, at DPMO: March 10, 2000.

- Formal milestones:

- Draft after-action report from January 6 PRAG meeting, delivered on January 12, 2000. [Note: for future deliveries, GSA FEDSIM prefers electronic deliverable letter / acknowledgment.]

### 3. Funding Status (Estimated)

- Phase II mod still in progress (see "Issues," below).
- Estimated status of budgeted funds:



4. Planned Travel (non-local)

(b)(6)

- January 24-28: Honolulu, HI (24-26, Casualty Conference; 27-28, meet with local subject matter experts) [redacted]

- Note: ANSER to provide bios/questions in advance, per JTF Commander's request.

(b)(6)

- January 24-26: Fort Bragg, NC (USASOC PR conference) [redacted]

- January 27: Norfolk, VA (JFCOM) [redacted]  
[tentative]

(b)(6)

(b)(6)

- January 28: Vicenza, Italy; Stuttgart, Germany (CPX-2000, CAOC, HQ USAF USEUCOM) [redacted]

5. Issues

- Transition to Phase II

- Activation of Phase II CLINs is being worked. Action required: DPMO (Simpson), GSA (Carr), and ANSER [redacted] to coordinate contract modification.

(b)(6)

- Note 1: GSA states mod has been signed; ANSER contracts rep states mod has not yet been received.

- Note 2: GSA will entertain a request to transfer "leftover" amounts in Phase I CLINs to the corresponding Phase II CLINs. Action required is for ANSER to specify the amounts and formally document the request.

- Personnel (On-Site Analyst)

(b)(6)

- ANSER on-site analyst [redacted] is in place. Collateral clearance received by DPMO; transfer of SCI from USAF to DIA is in progress complete. Action required: none, information only.

- Personnel (Consultant)

- Status of Phase II consultants as follows:

(b)(6)

- [redacted] agreement signed.

(b)(6)

- [redacted] reviewing draft agreement.

(b)(6)

- [redacted] meeting today (January 18) to review and finalize agreement.

(b)(6)

- [redacted] reviewing draft agreement.

(b)(6)

- [redacted] after several days' discussion and deliberation, declined to participate in the MAA as a consultant. Other possibilities: [redacted]

(b)(6)

- Review of proposed "Central Questions"

- *DPMO (Harvey, et al.) has noted that the list of Central Questions may be "light on accounting". Action: DPMO Policy / R&A (Nasarenko / Larsen) to scrub list and suggest additions or changes.*

▪ *March 2000 PRAG*

- *Need to set date for next PRAG. Action: ANSER  to recommend date and being planning.*

(b)(6)

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6)

**From:**

**Sent:**

**To:**

Monday, January 31, 2000 3:26 PM

'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ted Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'

**Cc:**

**Subject:**

Mooney, Rita  
Bi-Weekly #9



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v31Jan2000)....

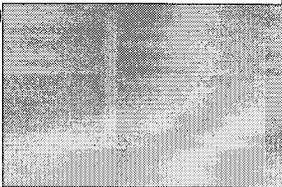
Is attached.

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(b)(6)



(b)(6)



**DPMO MAA/BPR – Bi-Weekly Review #9**

**January 31, 2000**

*(as amended, January 31, 2000)*

**Reporting Period:**

**January 17 – January 30, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

ANSER

GSA/FEDSIM

## DPMO MAA/BPR – Bi-Weekly Review #9

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions [REDACTED] (b)(6)

Continued research / review of published and unpublished materials on PR and accounting missions / definitions. [REDACTED] (b)(6)

Developed initial strawman grouping of accounting tasks and functions [REDACTED] (b)(6)

Began designing task 1 outputs (including identification of activities for process and analytical models, data collection requirements, and issues. [REDACTED] (b)(6)

Attended USASOC PR Conference at Fort Bragg, NC, January 24-26, 2000. Participated in discussions regarding SERE, CSAR, and UAR/NAR tasks and functions. [REDACTED] (b)(6)

- Task 2, Business Process Reengineering [REDACTED] (b)(6)

Attended the Live Sighting review panel on January 20, 2000. Interviewed DPMO staff (Sydow, Rosenau) concerning the LSI process. Prepared short narrative description, accompanied by statistics sheet and two sample case files provided by DPMO [REDACTED] (b)(6)

Met with DPMO R&A (Sydow) to discuss accounting databases, LKA data sheets, and one sample LKA case file. Also received a copy of the PM-SEA database. [REDACTED] (b)(6)

Met with DPMO General Counsel (Gravelle); received synopsis of Missing Persons Act and implementing DoDI. [REDACTED] (b)(6)

Met with DPMO PA (Marish-Boos); received copy of briefing book prepared for the DASD meeting with the Vietnam Veterans of America. [REDACTED] (b)(6)

Attended casualty conference hosted by JTF-FA, January 24-26, 2000; conducted additional interviews, January 27-28, 2000, regarding PR and accounting processes. [REDACTED] (b)(6)

- Task 3, Requirements Data [REDACTED] (b)(6)

Continued preparations for PR Response Cell (PRRC) exercise. Continued development of pol-mil background, PR incident, and master scenario event list. Conducted research to acquire reference materials. Began development of game guide and facilitator guides. [REDACTED] (b)(6)

Identified appropriate USEUCOM POCs for PR requirements. Accompanied IDA study team members on data-collection visits to CAOC,

Vicenza Italy, January 24-26, 2000, and to USEUCOM, Stuttgart Germany, January 27-28, 2000. [redacted]

(b)(6)

• Task 4, Personnel Recovery Requirements Module [redacted]

(b)(6)

– Began documenting proposed model algorithms. [redacted]

(b)(6)

– *Making arrangements to receive PRMS screen captures from TRW.*

(b)(6)

(b)(6)

• Task 5, Capabilities Data [redacted]

(b)(6)

– Conducted research on PR assets and capabilities throughout DoD.

(b)(6)

• Task 6, Personnel Recovery Capabilities / Accounting Requirements Module

[No Activity.]

• Task 7, Accounting and Remains Recovery Analytical Model [redacted]

(b)(6)

[No Activity]

• Task 8, Analysis of Capabilities, Deficiencies [redacted]

(b)(6)

[No Activity]

(b)(6)

• Task 9, Recommendations [redacted]

[No Activity]

(b)(6)

• Task 10, Final Report / Briefing [redacted]

[No Activity]

(b)(6)

• Task 11, In-Progress Reviews / PRAG Meetings and Conference Support

– Established date of *March 29, for March, 2000, for next PRAG meeting* and scheduled ANSER conference space. [redacted]

(b)(6)

(b)(6)

– Continued working with NDIA to scope out options for October 2000 PR conference. [redacted]

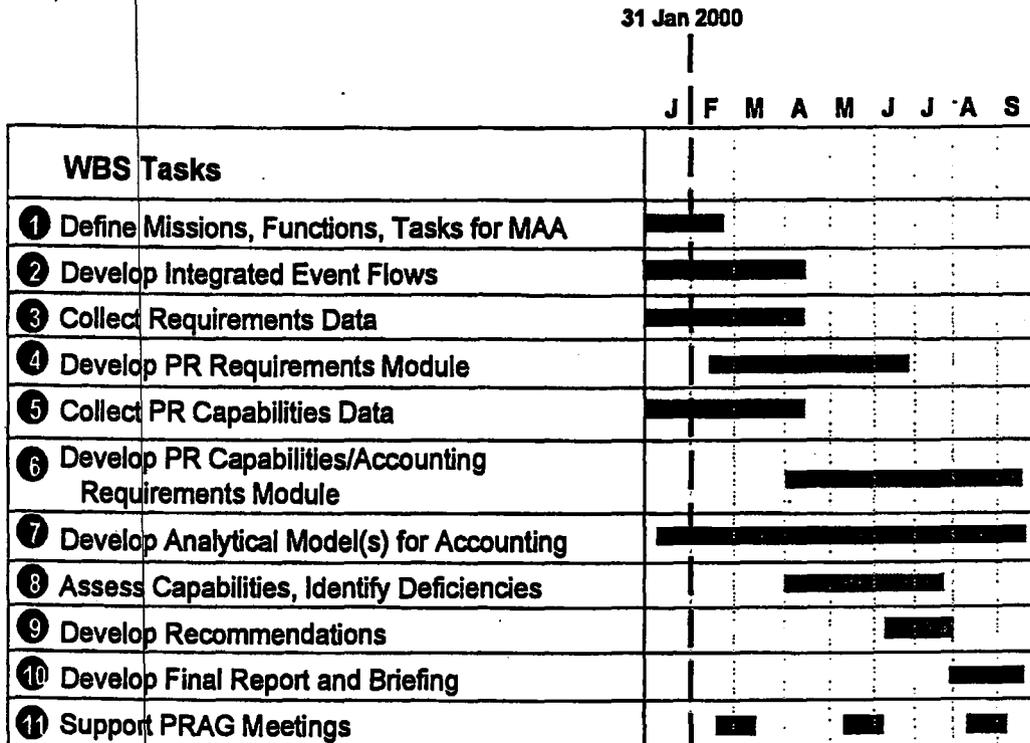
(b)(6)

– *Checking conference space availability for ASD/C3I PR Intel conference.*

[redacted]

## 2. Schedule and Milestones

- Overview is shown in the following figure:



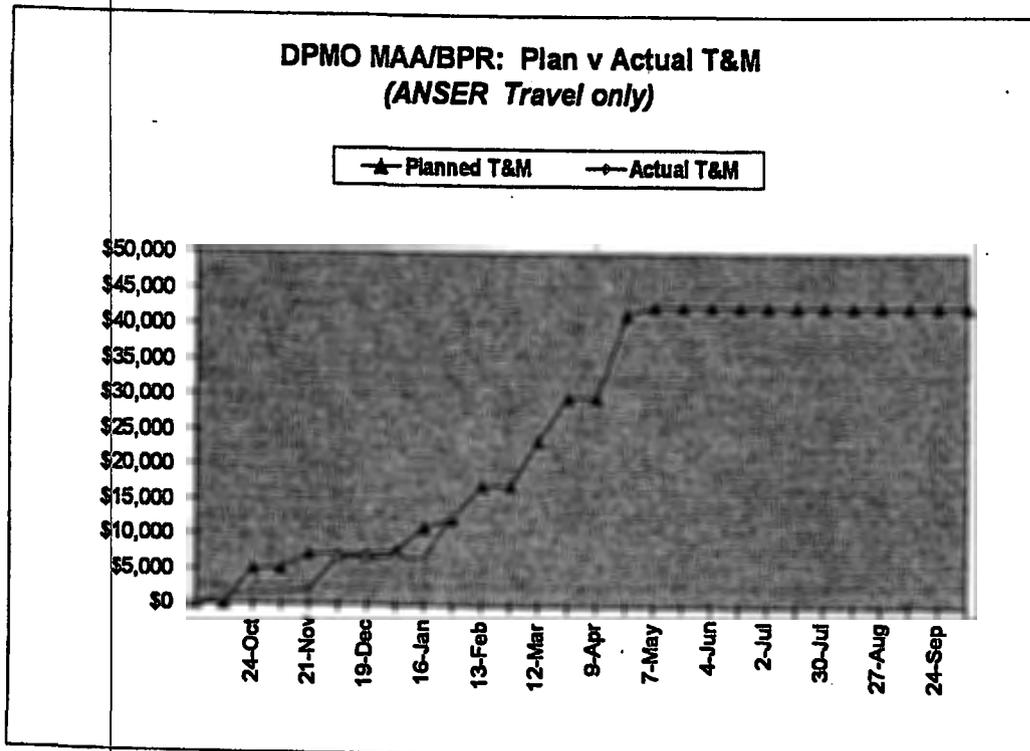
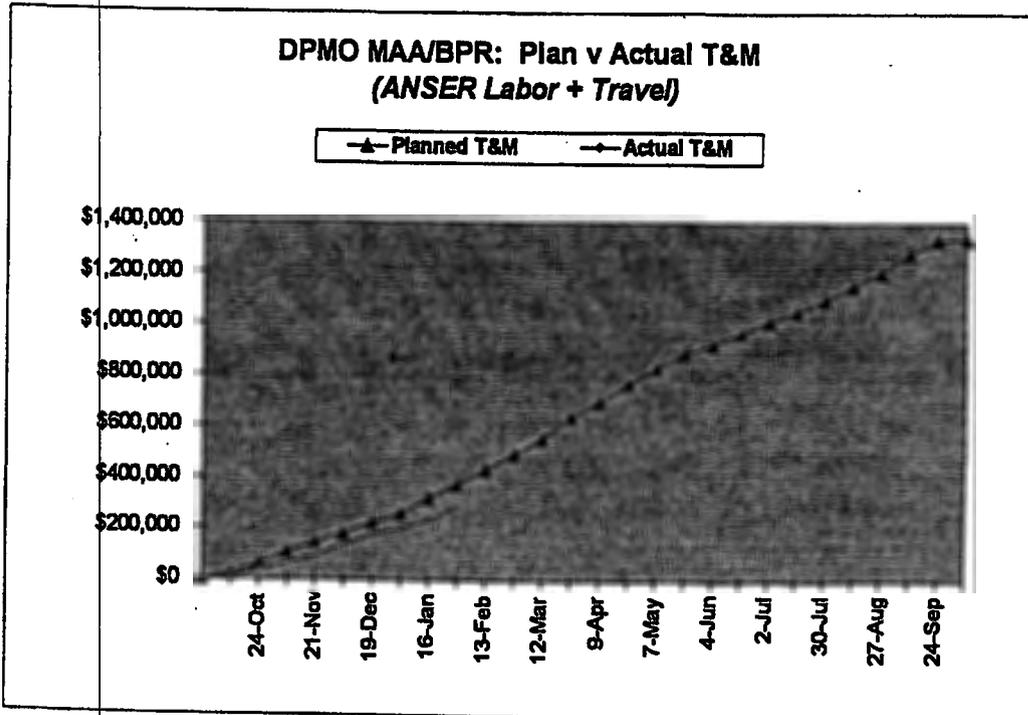
- Scheduled events:

- JPRA staff visits / data collection: February, 2000.
- JFCOM staff visits / data collection: February, 2000.
- Joint Staff visits / data collection: February, 2000.
- Service POC visits / data collection: February, 2000.
- DPMO R&A staff visits / data collection: February, 2000.
- AFDIL visit / data collection; other local-area accounting personnel follow-up: February/March, 2000.
- Data exchange, H-60 replacement AoA: February, 2000 or as available.
- LKA Review: late February, 2000.
- PRRC exercise: February 29, 2000 – potentially reschedule to a date between approx 3 and March 9, 2000?—ANSER needs to respond with proposed date, soonest.
- DASD visit to USN SERE School: February 29 – March 3, 2000.
- Principals' Policy Meeting on Accounting, at DPMO: March 10, 2000.
- CINCPAC MOU Conference: April 10, 2000. (DPMO is making travel arrangements for April 9-16; opportunity for follow-up visits.)

- Formal milestones:
  - None this period.

**3. Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- None

**5. Issues**

- Personnel (Consultant)

– Status of Phase II consultants as follows:

(b)(6)

– [redacted] agreement signed.

(b)(6)

– [redacted] agreement sent out for signature.

(b)(6)

– [redacted] agreement sent out for signature.

(b)(6)

– [redacted] agreement in preparation.

(b)(6)

– [redacted] no contact.

- Review of proposed “Central Questions”

– DPMO (Harvey, et al.) has noted that the list of Central Questions may be “light on accounting”. Action: DPMO Policy / R&A (Nasarenko / Larsen) to scrub list and suggest additions or changes.

- Mr. Jones asked the group for its opinion on how to proceed.
- Major General Honoré stated that the issue should be taken to the Service Chiefs.
- Lieutenant General Ayres (Deputy Chief of Staff, Plans, Policies, and Operations, USMC) suggested that the requirement should be re-examined, requested copies of the USCINCSOC and USCINCENT messages from Mr. Jones, and stated that he'd push for accelerated deployment.
- Major General Cody agreed, saying that the purpose of spiral development was to produce something, and that a radio in someone's hands would not prevent further development.
- Mr. Jones asked the PRAG whether it would be helpful if Mr. Slocombe (USD(P)) sent a letter to the Chairman.
- Lieutenant Colonel Berger (Joint Staff/J-5) replied that the Director, J-5 would first want to review the schedule.

#### **Actions**

- DPMO forwarded the information LtGen Ayers requested to him on January 10<sup>th</sup>.
- DPMO has drafted a letter for the USD(P) for his consideration to send to the Director of the Joint Staff.

Mr. Jones concluded the meeting at 1300 by reiterating his commitment to do everything possible to get the necessary tools into the hands of the operator.

**Program Title: Comprehensive Personnel Recovery**

POC:   
 Phone:

(b)(6)

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- Objectives
  - Provide mature technologies to facilitate prompt recovery of isolated personnel
    - Increased Situational Awareness
    - Improved Recovery Equipment
    - Enhanced Support Capabilities
    - Survivability
- Roadblock
  - Identify clearly defined user requirements
- Mitigation
  - Perform user and technology assessment to match mature technologies to requirements

- Warfighter Need
  - Resolve deficiencies documented by the OSD-sponsored Joint CSAR Joint Test & Evaluation
- Products
  - Location & Identification sensors, threat detectors
  - Situational awareness systems (hardware/software)
  - Aircraft & isolated person survivability equipment
  - Passive detection equipment
- Metrics
  - 25% reduction in weight
  - 30% increase in force protection & interoperability
  - 60% increase in accuracy

**SCHEDULE, COST, KEY MILESTONES**

TASKS	YR1	YR2	YR3	YR4	YR5/6
Tech Assessment	—————				
System Integration	—————				
Service Experiments		—————			
Joint Experiments			—————		
Final Demonstration				◆	
Interim Capability					—————
<b>TOTAL \$</b> Funding (\$M) by FY	4M	8M	10M	12M	3M

- Warfighter Payoff
  - Prevent detection, attack and damage
- Transition Milestones
  - Mature technologies transition upon successful completion of MUA
- Participants/Endorsements
  - Lead Agency: Joint Personnel Recovery Agency
  - Endorsements: USSOCOM, USA, USAF, NASA, OGAs
- Current Funding
  - DUSD/AS&C
  - JPRA (in kind PM)

**MEMORANDUM FOR DASD, POW/MISSING PERSONNEL AFFAIRS**

**THROUGH: DEPUTY DIRECTOR, DPMO  
CHIEF OF STAFF, DPMO**

**FROM: Operations Directorate**

Prepared by: LCDR William R. Doan, DPMO, 602-2202 ext. 215

**SUBJECT: Read-ahead for January 6, 2000 Meeting of the Personnel Recovery Advisory Group (PRAG) — INFORMATION MEMORANDUM**

**EVENT:** You are scheduled to chair the third meeting of the Personnel Recovery Advisory Group (PRAG) from 1100-1300, January 6, 2000 in Suite 800, ANSER Headquarters, 1215 Jefferson Davis Highway, Arlington, Virginia (Crystal Gateway 3).

**BACKGROUND:** The PRAG has not met since December 16, 1998. Our original intent when we formed it was to meet quarterly, and all PRAG principals unanimously agreed to this during the Dec 98 meeting.

- The extended period without a meeting of the PRAG is due to three primary reasons:
  - Operations in Kosovo throughout the Spring of 99 precluded gathering the principals;
  - We did not anticipate it taking as long as it did to award the MAA contract, and our plan was to use the PRAG as a forum to monitor the recovery aspects of the MAA;
  - Since many of the PRAG principals participated in the October 99 DoD Personnel Recovery Conference, there was no real need to convene the PRAG.
- The awarding of the MAA contract to ANSER and the coalition operations study to the Institute for Defense Analyses, as well as recent movement in the acceleration of the CSEL program and the DoD/Department of State Memorandum of Understanding make this a good time to convene the PRAG.

**PARTICIPATION:** Attending from DPMO will be the DASD, the Operations Directorate, and the Director of Plans & Policy. The current status of attendance by principal members of the PRAG is Tab A with available biographies at Tab B.

**AGENDA:** The agenda outlined below should be considered very flexible. Essentially, we would like to get through the briefings by ANSER and IDA prior to the break, followed by as much discussion as is necessary on the CSEL and DoD/DoS MOA after the break. During the break, sodas and sandwiches will be available immediately outside the conference room for participants to bring into the meeting and eat during the second hour of discussion.

<u>Time</u>	<u>Issue</u>	<u>Presenter</u>
1100-1105	Welcome to ANSER	ANSER Representative
1105-1110	Welcome to the PRAG	DASD Jones
1110-1115	PRAG Agenda/Topics Intro	Colonel Richmond

<u>Time</u>	<u>Issue</u>	<u>Presenter</u>	
1110-1200	MAA Briefing	[REDACTED]	(b)(6)
1200-1215	IDA Briefing	[REDACTED]	(b)(6)
1215-1225	Break – Pick up Sandwiches <sup>1</sup>		
1225-1245	CSEL Acceleration Discussion	Dick Dyson, ASD(C <sup>3</sup> I)	
1245-1255	DoD/DoS MOU Discussion	Colonel Richmond	
1255-1300	Closing	DASD Jones	

### MAIN ISSUES

- Mission Area Analysis (MAA slides at Tab C) and IDA Briefings (IDA Overview at Tab D)
  - We have notified the Service Secretaries and the combatant commanders of the MAA and IDA studies, all are supportive, and all have identified POCs on their staff
  - Involvement by the PRAG principals and supporting members is critical to the success of the MAA
  - In your welcoming remarks you may wish to solicit input by the PRAG members; i.e., What have we missed? Is there someone else we should speak to? Someplace else to visit? Are there any major personnel recovery-related events we should observe?
  - You might also want to reassure them that we intend to keep them apprised of the recovery-related aspects of the study all along the way; i.e., there should be no surprising recommendations at the end of the MAA.
  - Recommend you acknowledge that there are some areas of the MAA that go beyond the traditional role of what OSD examines, but add that we need to dig below the policy level in order to gain a good perspective on the entire personnel recovery function. We are counting on their cooperation and assistance.
- CSEL Acceleration.
  - To help refresh your memory on the recent CSEL discussions, information papers we prepared recently concerning CSEL acceleration are included at Tab E.
  - Essentially, ASD(C<sup>3</sup>I) (Mr. Dyson will brief) does not support acceleration. Accelerating the program would necessitate procurement of "long lead time" parts prior to the Operational Test this Fall. ASD(C<sup>3</sup>I) is hesitant to commit the funds until they are certain the radio works.
  - The USD(Acquisition, Technology & Logistics), represented by Mr. Eash, supports acceleration. They believe the risk that the radio will not work is negligible. They also contend that the "long lead time" parts will require requisition anyway, and since the radios will not be assembled until after the Fall Operational Test, there is little risk in going forward.

<sup>1</sup> Cost of the lunch is \$5.00 to be collected at the meeting.

- The Joint Staff has not been very supportive of accelerating the program. I don't know that anyone outside the Joint Staff really knows why. The only reason we have been given is their concern that we would be issuing a less than fully capable radio that is not DAMA/DII COE compliant. This is not really an issue since the DAMA/DII COE compliance is a "software upgrade" that we can make at a later date.
- Ideally, we should leave the PRAG with consensus on "next steps," but it is more likely than not that we will have to use the PRAG to gather comments and suggestions, and make our own determination regarding which direction we want to steer the ASD(ISA) and USD(P) regarding the acceleration issue.
- DoD/DoS Memorandum of Agreement
  - A current draft of the DoD/Department of State MOA is at Tab F.
  - The main opponent to the MOA with State has been the Joint Staff, Major Rice.
  - Our strategy for addressing this issue is to portray the MOA as one suggested by the USD(P) in his September 96 letter to the Executive Secretary, Department of State. Rather than asking if PRAG members agree with the concept of having an MOA, we will address it in terms of, "What have we left out? What are your suggestions for improving the MOA?" We are certain that the issue of whether we should even have an MOA will be raised, but we will only address that if it comes up.
  - Our goal is for you to come away from the meeting with a good sensing of the need to have such an MOA.

Attachments:

As stated



INTERNATIONAL  
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

2400 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2400

*Handwritten initials*



APR 4 2000

4 APR 2000  
In reply refer to:  
I-00/003620

USDP HAS SEEN

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR POLICY  
THROUGH: ASSISTANT SECRETARY OF DEFENSE FOR INTERNATIONAL SECURITY AFFAIRS 04 APR 2000

FROM: Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs  
Prepared by: Colonel Mel Richmond, DPMO/703-602-1244

SUBJECT: Personnel Recovery Response Cell (PRRC) Exercise After Action Report -  
INFORMATION MEMORANDUM

PURPOSE: To provide the USD(P) with a summary of the PRRC exercise DPMO conducted March 10, 2000. This summary is for information only; however, it does highlight a number of the policy issues confronting the Office of the Secretary of Defense (OSD) and the other agencies in regard to resolving personnel recovery incidents.

PARTICIPANTS: See Tab A.

DISCUSSION:

- DoD Directive 2310.2, "Personnel Recovery," directs:
  - The USD(P) to, "In the event of an actual personnel recovery incident, convene as required, the Personnel Recovery Response Cell (PRRC) under DoD Instruction 2310.3." (See Tab B for DoD Instruction 2310.3, "PRRC Procedures")
  - The ASD(ISA) to "... establish a PRRC for activation during [personnel recovery] incidents and exercise the PRRC periodically."
- The function of the PRRC is to help informed decision making by OSD principals if personnel become captured, missing, or isolated in uncertain or hostile environments and denied areas. The PRRC accomplishes this by addressing policy-level issues impacting on the personnel recovery incident, and by expeditiously developing coordinated policy options for the SecDef and the National Command Authorities.
- On behalf of the USD(P) and ASD(ISA), DPMO convened the PRRC on March 10, 2000 from 0900-1330 to conduct a tabletop exercise. The seminar war game was based on a personnel recovery scenario in the Balkans (scenario at Tab C). The war game examined policy issues relating to operating within an alliance/coalition, legal status of isolated personnel, press guidance, and interagency coordination. The goals of the exercise were to:

APR -5 2000



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- Heighten the awareness of PRRC members regarding their role in the PRRC and the issues involved with resolving recovery incidents.
- Improve (broaden) their organization's access to relevant information beyond their traditional or institutional networks
- Expand the knowledge of PRRC members and their understanding of other's perspectives, capabilities and sensitivities.
- Identify policy decisions that can be made before an operation in-theater begins; e.g., determining rules of engagement and personnel legal status.
- Identify lessons learned in both SAR and CSAR to improve future performance.
- Confirm PRRC members' contact numbers in the event of an actual incident.
- **OUTCOME:** The exercise achieved all the goals listed above. Discussion of specific observations is located in the Executive Summary at Tab D. It was also very successful in providing a forum for PRRC members to get to know each other, and familiarize themselves once again with personnel recovery-related issues – probably the most important aspect of the exercise.

**Attachments:**

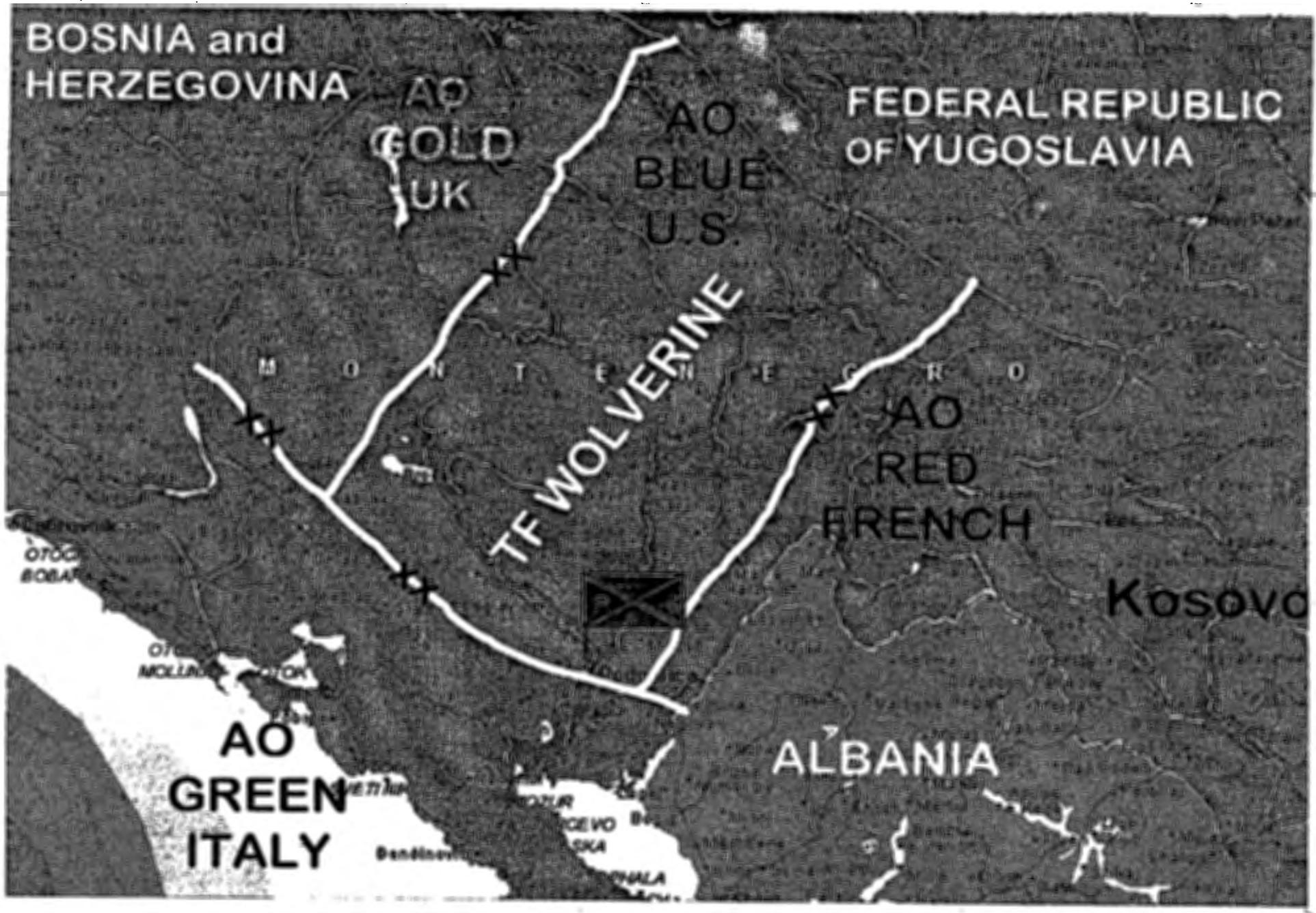
**Tab A – Participants**

**Tab B – DoD Instruction 2310.3, PRRC Procedures**

**Tab C – Balkans Scenario w/Maps**

**Tab D – Executive Summary**

**Tab E – Detailed Account of Discussions**



1991

## **Operation ALLIED ASSISTANCE Situation Briefing**

**Montenegro**  
**August 2000**



## **Pol-Mil Background**

- Since the 1997 election of pro-western president Milo Djukanovic, the Yugoslav Republic of Montenegro has progressively gained control of its civic institutions and moved towards independence from Belgrade.
- Montenegro has become a de-facto sovereign country with control of its borders, parliament, media, and financial system.





## **Pol-Mil Background (cont.)**



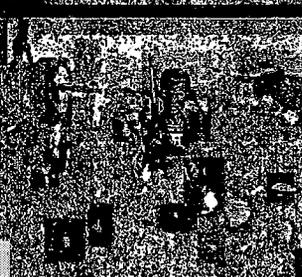
- Montenegro's push for independence put western governments and NATO in a tight position.
  - They did not want another Balkan conflict, but could not allow Montenegro to reach the flash point of Kosovo without intervention.
- To prevent the breakup of Yugoslavia, various Serbian paramilitary units were established in Kosovo and within the Yugoslav Army (VJ) stationed in Montenegro.



## **Situation – August 2000**



- Throughout the spring of 2000, Serbian paramilitary groups continued a campaign of selective assassination and persecution of ethnic Muslims in Southern Serbia.
- In June, clashes between Serb paramilitaries and the Kosovo Liberation Army displaced over 350,000 people, forcing them from Serbia into Montenegro.
- To prevent another humanitarian disaster, NATO launched Operation Allied Assistance on 1 August 2000.





## Operation Allied ASSISTANCE

- Allied Assistance's mission is to establish safe havens to coordinate and assist in protecting refugee camps located in Eastern Montenegro.
- Operation Allied Assistance consists of 6,000 NATO troops (British, French, American, and Italian).
- The U.S. contingent, designated Task Force Wolverine, consists of 1,500 troops based at the Podgorica airport.



## Enemy Situation

- VJ supported para-military forces are active and have the support of an estimated one third of the population in Montenegro.
- Albanian and Montenegrin organized crime is very active in the area dealing in drugs, arms, and people.
- Potential for Radical Islamic Fundamentalism (Hizballah) terrorist actions in support of Muslim minorities in Northeast Montenegro.

**Enemy Forces**

- Their objective is to destabilize the Government of Montenegro, to demonstrate its inability to provide security by targeting separatist advocates.
- Facing the overwhelming military power of NATO, Serbian para-military units operating in Montenegro are using:
  - Very quick hit and run tactics. All attacks are conducted with a minimum of 2 people.
  - Small arms (AK-47's, 9mm pistols, light machineguns, explosives, and strategically placed landmines.



**Incident**

- In late June, USAID dispatched an Disaster Assistance Response Team (DART) to begin assessment operations.
- On 15 August at 1400, a UH-60 Black Hawk lifted off on an assessment mission.
- The Black Hawk was carrying:
  - The Commander of the Joint Task Force
  - The DART Team Leader
  - An OCHA Senior Advisor (AMCIT)
  - A senior Brown and Root representative
  - The JTF J3
  - Eight other passengers
- AT 1530 the helicopter was reported missing near the Serbian/Kosovo Border.



## **PRRC Seminar Wargame – 10 MAR 00 Montenegro Scenario**

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### **Political Background**

Since the 1997 election of pro-western president Milo Djukanovic, the Yugoslav Republic of Montenegro has progressively gained control of its civic institutions and moved towards independence from Belgrade. Montenegro is now a de-facto sovereign country with control of its borders, parliament, media, and financial system. In 1999, Montenegro adopted the deutschmark as its official currency, and by January 2000, the Yugoslav dinar was completely out of use in the republic. Furthermore, Djukanovic's government created a well-armed police force of over 12,000 men to guard its institutions. The final step in this process, Djukanovic hopes, is a long awaited referendum on independence. Currently, it seems the majority of the population in Montenegro wants either confederation with Serbia or outright independence. However, secession is not a complete certainty because as many as a third of Montenegrins wish to remain in a federal Yugoslavia.

Montenegro's push for independence has put western governments and NATO in a tight position. They fear another Balkan war will erupt if Montenegro secedes. Many governments are also worried that if Montenegro does secede, there will be less to prevent Kosovo's Albanian majority from declaring their own independence from Belgrade.

The situation in Montenegro has angered Serbian President, Slobodan Milosevic, who does not want to see the total collapse of Yugoslavia. Milosevic, through fomenting conflict, failed to prevent the disintegration of Yugoslavia in the 1990s and subsequently lost control of Kosovo to NATO forces. His policies have alienated Serbia in the international community and, consequently, Milosevic is under pressure from a united, pro-democracy opposition within Serbia, which may impel him to create another Balkan crisis. Yugoslav Prime Minister Momir Bulatovic, a close ally of Milosevic in the Socialist People's Party (SNP), has said that a Montenegrin vote on independence could lead to conflict.

### **Military and Paramilitary Background**

The Yugoslav 2nd Army and elements of the 3rd Army are Serbia's last vestige of control in Montenegro and Milosovic has called on them to secure strategic points within the country if necessary. Montenegro's airports, located in the capital, Podgorica, and the coastal town of Tivat, have become focal points in Montenegro's independence bid. In late 1999, Montenegrin authorities declared the airports republican property. However, the Yugoslav Army considers the airports vital to the strategic defense of Yugoslavia, and warned the Montenegro government that any attempts to seize federal property could result in

"unfathomable consequences." Last December a mini-crisis erupted in Podorica when the army took control and shut down the airport for 12 hours.

To prevent the breakup of Yugoslavia and promote Belgrade's hard-line policies toward Kosovo and Montenegro, various Serbian paramilitary groups were established in the latter half of 1999. NATO has encountered Serbian military intelligence agents infiltrating northern Kosovo to help secure industrial areas that may be part of a Serbian partition scenario, and to assist the formation of paramilitary cells. Serbia has been extremely critical of the Kosovo Protection Force (KPC) that was established from the remnants of the Kosovo Liberation Army (UCK) and is believed to be supporting Serbian paramilitary attacks that have targeted UCK leaders in Kosovo. Since the middle of March, Serbian paramilitary units have killed over ten UCK commanders and members. In response, the UCK and radicalized Kosovo Albanians have increased their revenge attacks against Serbs that remain in Kosovo. These reprisal killings and acts of terrorism have increased further the chaos in Kosovo that the UN and NATO have been unable to control.



Additionally, paramilitary units within the Yugoslav Army in Montenegro were formed at the behest of Montenegrin officials in the federal government. Beginning in March, Serbian paramilitary cells organized sporadic attacks against the Montenegrin police force. These attacks were an attempt to detonate a violent confrontation with the police force. The Montenegrin police have shown restraint, but Western governments fear that such attacks could escalate into a larger conflict.

#### **Humanitarian Situation Background**

During Operation Allied Force, NATO's 1999 air-war against Serbia, approximately 69,000 Kosovo Albanians fled to Montenegro. In the latter half of the year, the majority of these refugees returned to Kosovo following the Serbian withdrawal, however, 7,000 Kosovo refugees remain in Montenegro.

Despite the repatriation of the majority of Kosovo Albanians, the refugee situation in Eastern Montenegro worsened at the beginning of 2000. In an effort to expand their campaign against the KLA, Serbian paramilitary units conducted numerous attacks against the Muslim population in southwestern Serbia forcing thousands to seek safety in Montenegro.

#### **Situation**

Throughout spring 2000, the political situation continued to deteriorate in the southern Balkans. Paramilitary organizations operating on behalf of the FRY

government continued a campaign of selective assassination and persecution of ethnic Muslim minorities in southern Serbia, particularly along the border with Montenegro. Pressure from the UCK (KLA) initially restricted the flow of refugees into Kosovo, and clashes between the UCK and VJ units forced thousands to flee the border area into northeastern Montenegro. Conflict between Serbian paramilitary units and Montenegrin police units in northern Montenegro caused further dislocation of Muslims and Montenegrins within the same area.

The High Commissioner for Refugees (UNHCR), Madam Ogata, called upon NATO to secure safe passage corridors for refugees into Montenegro, a proposal that initially received tepid support from the Government of Montenegro (GOM). However, as the number of refugees and internally displaced persons (IDPs) surpassed 250,000 in May, the GOM urgently requested NATO assistance. The tide of refugees fleeing paramilitary persecution in southeastern Montenegro had begun to also surge into northern Kosovo, further complicating relief and rehabilitation efforts there. The UN Secretary General, Kofi



*Figure 1: Refugees fleeing SW Serbia*

Annun, flew to Belgrade in mid-May to attempt to convince the FRY leadership to stop persecuting the Muslim population. President Slobodan Milosevic denied involvement in any of the operations on the border, and pressed the UNSG to facilitate access of FRY troops into Kosovo. In return for a promise to take up this issue in the next Security Council session, Milosevic agreed to keep VJ in their quarters while the UN addressed the accelerating humanitarian crisis.

Annun immediately appealed for humanitarian assistance to avert another tragedy in northern Montenegro on the scale of the Kosovo/Albania crisis of 1999. Assuring the FRY government that any outside military intervention would be of a humanitarian nature, the UNSG secured support from Milosevic that FRY forces would not interfere with humanitarian relief efforts. Milosevic reiterated his position, however, that he could not be held responsible for the actions of "patriotic Serb brothers" concerned over the "external threats to their homeland."

Following an emergency session of the Security Council in early June to address the crisis in the Balkans, the UNSG dispatched Sergio Vieira de Mello, Under-Secretary-General for Humanitarian Affairs as his special representative to coordinate the humanitarian response. Mr. de Mello's staff from the Office of the Coordinator for Humanitarian Affairs (OCHA) immediately requested logistics

and communication support through the UN Military Civil Defense Assets (MCDA) program, specifically for NATO assistance along the lines of that provided for Operation ALLIED HARBOR in 1999.

In mid-June, NATO met to consider the UN MCDA request. During June and July, KLA and Serbian paramilitary clashes increased dramatically. As a result of the fighting, over 350,000 internally displaced persons (IDPs) of Muslim/Albanian ethnicity were forced from southwest Serbia into Montenegro and northwest Kosovo. To prevent another catastrophic humanitarian disaster on the Balkan Peninsula, NATO launched Operation Allied Assistance on August 1, 2000 in support of the UN request. Despite repeated warning from SACEUR, General Ralston, clashes continue between the Serb paramilitary organizations, the UCK and Montenegrin police. The majority of the flash points are located along the Kosovo-Serbia and the Kosovo-Montenegro borders.

#### **NATO Response**

Operation Allied Assistance is comprised of American, French, British, and Italian forces and the headquarters is located in the capital, Podgorica. A total of 6,000 NATO troops (1,500 U.S.) have established safe havens to coordinate and assist in protecting refugee camps located in eastern Montenegro. Despite significant lines of communication (LOC) and terrain challenges, NATO forces have begun facilitating the movement of food and relief supplies to the camps near the borders. The four primary participating national military organizations have established operational sectors have been established, and coordination of the humanitarian response effort is slowly evolving from the CJTF Allied Assistance HQ in Podgorica. Tensions have remained high, however, and the number of refugees and IDPs continues to grow.

#### **U.S. Response**

The President, wishing to avert another large scale deployment of U.S. military forces during the heated election battle, and hoping to prevent the outbreak of a wider Balkans war, agreed to dispatch U.S. AID personnel and a limited military logistics and security contingent to Podgorica to support humanitarian operations. The President capped the number of U.S. forces deployed to Montenegro at 1,500 to avoid the perception of unconstrained military intervention, stressing the humanitarian nature of the mission. USCINCEUR dispatched a joint task force built around a U.S. mechanized infantry battalion, with USAF air base operations personnel, an Army aviation company, an engineer company, and a supply and transport company. This element is designated TF Wolverine, and is based at the Podgorica airport, within AO BLUE, the U.S. sector.

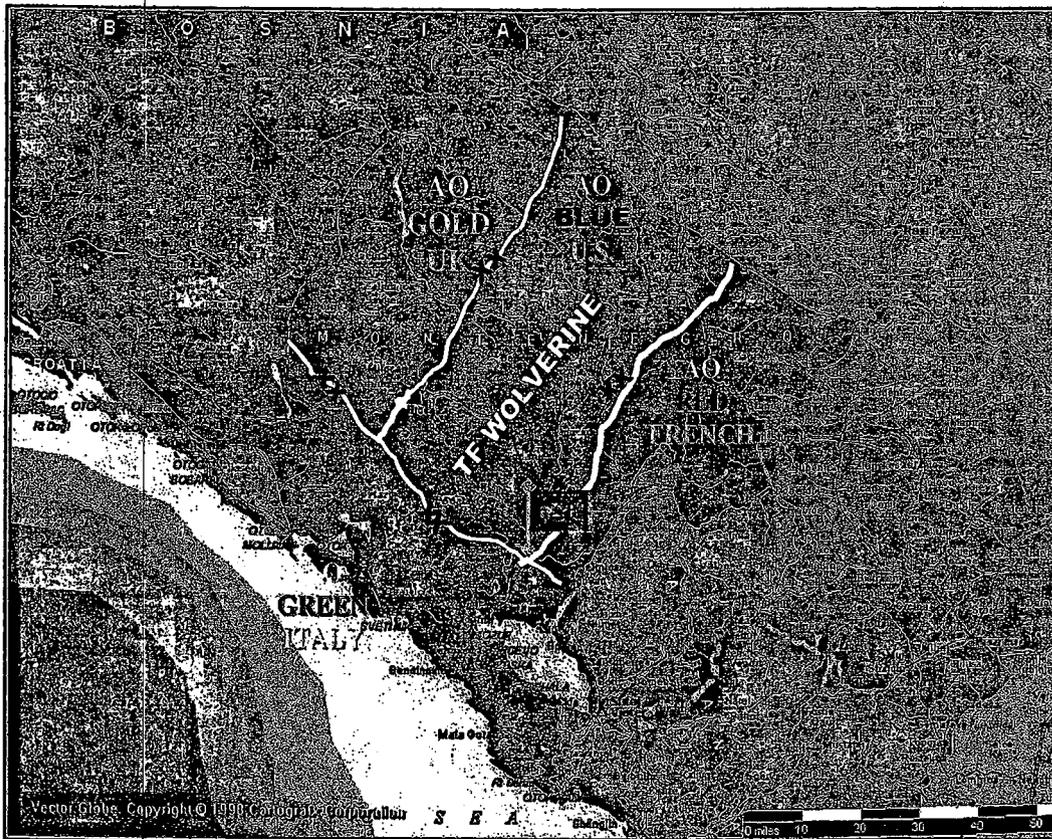


Figure 2: CJTF Allied Assistance Multinational Sectors

Shortly after the arrival of the UN OCHA staff, USAID dispatched an Office of Foreign Disaster Assistance (OFDA) Disaster Assistance Response Team (DART) comprised of 18 relief specialists. The team arrived in late June, and immediately began assessment operations. Following the arrival of the advance elements of Operation Allied Assistance and establishment of the U.S. Task Force Civil-Military Operations Center (CMOC) on August 10<sup>th</sup>, the DART team provided the JTF commander, an Army Colonel, with a long list of immediate support requirements. They began a series of joint assessment missions to determine the extent of the response requirements and develop courses of action.

On August 15<sup>th</sup> at 1400, a UH-60 Black Hawk carrying the U.S. JTF commander, the DART Team Leader, an OCHA Senior Advisor (an AMCIT), a senior Brown and Root representative, the JTF J3 and eight other passengers lifted off from Podgorica on another assessment mission. The mission of the group was to assess potential support operations in the French Sector, AO RED. At 1530 the helicopter was reported missing during a survey mission in eastern Montenegro near the Serbian/Kosovo border.



**EXECUTIVE SUMMARY**  
**Personnel Recovery Response Cell Seminar Wargame**  
**10 March 00**

**What is the purpose of the PRRC Exercises?**

1. Heighten the awareness of PRRC members regarding their role in the PRRC and the issues involved with resolving recovery incidents.
2. Improve (broaden) their organization's access to relevant information beyond their traditional or institutional networks
3. Expand their knowledge and understanding of other's perspectives, capabilities and sensitivities.
4. Identify policy decisions that can be made before an operation in-theater begins, e.g., determining rules of engagement and personnel status.
5. Identify lessons learned in both SAR and CSAR to improve future performance.
6. Confirm PRRC members' contact numbers in the event of an actual incident.

**What is the PRRC's Role?**

The PRRC must remember that military operations are the prerogative of the commander. However, the PRRC also needs to help ensure that DoD decision makers have as much information as possible on which to base their decisions. The PRRC gathers subject matter experts capable of analyzing the situation and providing sound advice to the leadership regarding the situation, legal status of isolated personnel, public affairs guidance, and recovery options available. The PRRC is not well suited to provide operational advice regarding military operations – that is clearly the purview of the Joint Staff and the combatant commander.

The PRRC should identify *both the information and the timing to insert* information to support SECDEF policy decisions. To do this, the PRRC members need to understand what the other players within the DoD and interagency are doing – thus the diverse composition of the PRRC. In some cases, this coordination may also support or facilitate coordination between—or reduce the possibility of a disconnect between—the combatant command and DoS in-country personnel (Ambassador and staff) by enabling a second line of communications between DoD and DoS.

**When should the PRRC convene?**

All members indicated that they would like to be notified as early as possible in the process regardless of whether a PRRC is formally "convened." In fact, *regular and timely access to information via e-mail was judged preferable to bringing the members to one location since it avoids the "opportunity cost" of missing access to other information they would receive at their main duty station.*

In sum, the PRRC functions most effectively as a "virtual group," with the degree of participation varying based on:

- Location, status and citizenship of missing personnel.
- Identity of parties responsible for the incident.
- The operational environment—level of hostilities, level of threat, etc.

#### **Observations**

**While participants agreed that they would like early notification of a situation, the wargame demonstrated that the PRRC will wait to begin developing policy options until they have a good understanding of the situation. In this case, uncertainties about the cause of the crash, crash site location, the manifest (who was on board), and their condition must be resolved before the PRRC could develop or assess viable policy alternatives.**

**The wargame highlighted specific areas of uncertainty that might be resolved in advance of a crisis:**

- **Operational –**
  - **What is NATO's role in coalition personnel recovery operations?**
  - **Who has the personnel recovery capability and who has the lead?**
  - **How to coordinate SERE with forces who don't have their own personnel recovery capabilities?**
  - **Who in NATO is capable of executing the mission and what are the ramifications of choosing one force over another?**
  - **Who arranges communication with opponent and/or other forces in the op area?**
  - **Can personnel recovery-specific Rules of Engagement (ROE) be put in place if the ROE desired for personnel recovery are different than the ROE defined for the original mission?**
- **Policy Issues –**
  - **Legal status – Clearly one of the most important issues and one that should be resolved prior to putting personnel in harm's way.**
  - **Public affairs guidance – The OSD, Joint Staff, and operational command public affairs offices should coordinate closely prior to the onset of hostilities on their actions in the event of an isolating incident such as an aircraft shutdown.**

**It became apparent that there are several "crisis action" cells that organizations would activate in the event of a personnel recovery incident. Though participants knew of personnel recovery response cells within their organizations, nobody knew of the existence of all. DPMO will take the action to identify the responsibilities of each and will provide a phone number and a description of the various cells' roles to PRRC members.**

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**Game Injects – PRRC Seminar Wargame  
10 March 2000**

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***Inject I – Provided at Game Start***  
*(All times local unless otherwise noted)*

At 1530, the French TF Commander in Ivangrad reported to CJTF-HQ in Podgorica that the helicopter carrying the U.S. assessment team had not arrived in Rozaj for their scheduled meeting with the local French commander. At 1550 the French commander launched a SAR mission of 2 SA-330 helicopters to search for the U.S. aircraft.

1615: The U.S. Task Force commander reports there are inaccuracies on the manifest of the missing flight. The commander was not on the assessment flight; rather he was on another mission to visit elements in the northern segment of the U.S. sector. Apparently the two flights left at approximately the same time, and there was confusion over the manifests. TF Wolverine is reviewing the manifests to de-conflict the passenger lists.

1710: The U.S. Task Force commander reports that the correct passenger list on the assessment mission has been determined. In addition to the crew of three, the TFJ-4, an Army Lt. Colonel, was the only military passenger on the flight. The other passengers included the DART team leader, his plans officer, an OFDA security consultant, an OCHA Senior Advisor (an AMCIT), a senior Brown and Root representative, two interpreters (local hires), and a representative from the Montenegrin Red Cross.

***Inject IA – Provided 40 minutes after Game Start***  
*(All times local unless otherwise noted)*

1830: The French Commander informed the CJTF-HQ that the aircraft had been located near Bukovica, very close to the Serbia – Kosovo border. (Kosovo border is one kilometer to the west; Serbian border is two kilometers to the north). There were four bodies on board that appeared to be the crew and one other military passenger. The SAR team indicated there was evidence of heavy caliber rounds striking the fuselage of the aircraft, and there are signs of small arms fire in the area of the crash site. The French commander ordered the SAR team to search the immediate area but found no bodies or survivors. He has ordered the team to secure the area overnight.

1840: The CSAR cell at the Combined Air Operations Center (CAOC) reports they will have alerted a CSAR package to be ready to deploy to the crash site to recover the bodies of the crew and to initiate search of the immediate crash area.

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The CSAR package will be ready to launch from Aviano at approximately 2100 hours.

DIA reports that the crash site is near a KLA training camp. There has also been extensive Serb paramilitary activity in the area, and three weeks earlier a suspected massacre of Montenegrin Muslims occurred in Bukovica. Analysts indicated that there are no trafficable roads with four kilometers of the crash site. Traveling on foot, the personnel could have easily been moved into Kosovo or Serbia within 2.5 hours of the crash time.

Word of the crash has leaked to the press pool in Podgorica, and there are requests for a pool helicopter to visit the site. The Public Affairs Officer at CJTF HQ has not confirmed that a crash has occurred, but has confirmed reports that a helicopter is missing in northeastern Montenegro. USEUCOM in Stuttgart and NATO HQ in Brussels have reiterated these statements, indicating they are waiting for more information. CINCEUR is scheduled to appear on CNN International in two hours regarding the Allied Assistance operation.

*Inject 2 – Provided 90 minutes after Game Start  
(All times local unless otherwise noted)*

*Option A – PRRC decides DOD is not responsible for personnel:*

1920: The U.S. JTF commander reports that the helicopter transporting the assessment mission picked up another passenger. The Special Operations Command and Control Element (SOCCE) reports that a Special Forces CW-2 for a joint commission observer team was picked up at Lutoro to accompany the team on their survey.

*Option B – PRRC decides DOD is responsible for personnel:*

1920: The French commander reports that his SAR team has conducted a thorough search of the immediate crash site area and have found no personnel. There are signs of small arms fire in the immediate area, and several blood trails were found, but the French unit was unable to determine the direction of travel. They are continuing to maintain security at the site. The French commander has offered to conduct a "reconnaissance in force" of the area without providing a specific course of action.

1925: The JCS J-3 relays that USEUCOM has developed several courses of action for attempting to recover the missing personnel. The CINC is evaluating the following COAs:

- ✓ Combined Air Operations Center (CAOC) recommends launching a SAR package to conduct a more thorough aerial reconnaissance of the

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area. The package would consist of a SAR Task Force of 2 A-10 Sandys, an ABCCC and 2 HH-60s launched from the USS Kennedy, 90 NM south-south west of the Montenegrin coast. The HH-60s are non-air refuelable, and have an effective combat range of 200 NM. The CAOC is planning on having the HH-60s refuel in Podgorica.

✓ SOCEUR has developed a CSAR package consisting of a MH-53M with advanced FLIR, TF/TA to fly lead for a flight of MH-60K. The aircraft are located at Mildenhall AFB, UK, and can launch within the next hour. The MH-53 would carry two Special Forces A-Detachments (Charlie Company, 1<sup>st</sup> of the 10<sup>th</sup> SFG - 24 personnel) prepared to conduct an armed reconnaissance of the area near the crash site. All aircraft are air-refuelable, and an MC-130P from Aviano would provide tanker support. SOCEUR indicates estimated flight time to the crash site is 4 hours, assuming over-flight authorization for France, Italy and Croatia is secured promptly.

✓ The Joint Special Operations Task Force (JSOTF) in Podgorica indicates they can deploy a SF A-Detachment to the area near the crash scene to conduct a reconnaissance of the area. The JSOTF indicates that they have established an escape and evasion (E&E) network in the border area, and are in contact with members of the network to identify low-level source information on the location of the missing personnel. The reconnaissance element will be comprised of four three-person elements that have the capability to conduct cross border operations into Serbia or Kosovo if required.

The JCS J-3 indicates that USEUCOM is seeking policy guidance on these various options, particularly with respect to cross border operations into Serbia and over-flight requirements. The J-3 also indicates the U.S. Task Force commander is seeking legal guidance on the status of the missing personnel.

1935: CNN reports that a helicopter with American personnel on board is missing in northern Montenegro. The reporter in Podgorica cites unnamed U.S. military sources as stating that several search and rescue options are under consideration, but they are waiting for guidance from Washington before proceeding. The reporter speculates that the longer rescue operations are delayed the harder it will be to locate survivors, and states that this incident casts the entire U.S. commitment to Operation Allied Assistance in doubt.

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**Inject 3 - Provided 140 minutes after Game Start**  
(All times local unless otherwise noted)

2200: Serbian Television broadcasts a report that they are holding a group of "American spies" who were shot down by VJ forces while attempting to infiltrate Serbia. The Serbs claim that the "spies" were armed with weapons, explosives, and carried highly sophisticated "spies communications devices." The Serbians indicate that the personnel are being move to Belgrade for questioning, and will stand trial on espionage charges.

2220: The KLA denounces the Serbian claims, and produces videotape of two individuals who are identified as the DART plans officer and the Brown and Root employee. The KLA spokesman indicates that the KLA is negotiating with U.S. authorities to determine a transfer time and location.

**INJECT FOR DoS REPRESENTATIVE ONLY:**

2226: AMEMB Sarajevo reports that a CODEL led by Senator Bob Smith (R-NH) and Senator Edward Kennedy (D-MA) has offered to negotiate with Belgrade for the release of U.S. personnel. Sen. Smith indicated that he had been touch with several of his constituents of Serb heritage, and they have offered to facilitate a meeting with President Milosevic and his advisors. Sen. Smith also indicated that he has made arrangements to charter a plane from Sarajevo to Belgrade. The Ambassador is seeking guidance on U.S. policy on the missing personnel, and a recommendation on whether to have Senators Smith and Kennedy proceed to Belgrade.

2235: In response to an inquiry from DoS-Washington; Consulate - Pristina reports they have not received any communications from the KLA.

**INJECT for CIA REPRESENTATIVE ONLY:**

(b)(3):50 USC  
§403(g) Section  
6

2226: Sarajevo Station reports that [redacted] states that paramilitary sources affiliated with the VJ are holding at least two Americans in the area of Bukovica. Source [redacted] indicates that they are willing to sell videotape of the personnel they are holding for \$250,000 USD.

(b)(3):50 USC  
§403(g) Section  
6

2230: Skopje Station reports that [redacted] has information from the KLA cell holding at least two U.S. personnel and possibly the UNOCHA representative. [redacted] reports that the KLA unit commander, Vasily Hebibi, may be planning on holding the personnel in order to gain concessions on local autonomy in the Pec area. [redacted] whose cousin serves in Hebibi's unit, indicates that Hebibi is

(b)(3):50  
USC §403

(b)(3):50  
USC §403  
Int. Section

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reluctant to cooperate with NATO forces since French forces failed to prevent the rape and murder of his sister by a Serb mob in January.

**INJECT for JCS REPRESENTATIVE ONLY:**

*If the CAOC SAR option is selected:*

2226: CAOC reports that two SAR HH-60s have arrived in Podgorica from the *USS Kennedy*, and are currently being refueled and serviced. They should be ready to launch at approximately 2315 hours. The ABCC and A-10s are in final pre-flight preparation for a 2255 launch.

*If the SOF CSAR option is selected:*

2226: ECJ3 reports that the CSAR Task Force is enroute from Mildenhall and should be over the site area by 2330. SOCEUR has requested air cap for the operation if they are required to penetrate Serbian air space.

*If the JSOTF option is selected:*

2226: JSOTF-Podgorica reports that the SR teams have been successfully inserted into the area and have established positive communication with all teams. Team Alpha reports they have identified signs of recent small unit movement through the mountain passes outside Bukovica into Serbia, and is requesting authorization to pursue the trail.

*For all of the options selected:*

2230: [REDACTED] two CJ companies are moving into the immediate area adjacent to Bukovica. A mechanized VJ battalion shows signs of preparing for movement [REDACTED] analysis indicates KLA forces have reported a significant firefight in the area of Bukovica, and indicated they have taken prisoners in the exchange.

(b)(3):10 USC  
§424

(b)(3):50 USC  
§402 Note

**INJECT for OSD PAO REPRESENTATIVE ONLY:**

2235: A retired USAF Captain interviewed near Fairchild AFB provided NBC-News with several SAR scenarios, including information on types of aircraft, numbers of aircraft, and potential difficulties associated with each rescue option. The public affairs officer at Fairchild indicated in what he thought was off-the-record comments that the Captain in question was a decorated veteran and former SAR instructor, and was a credible and reliable source.

2240: Serbia television indicates that they have intelligence that NATO forces are preparing to invade Serbia, and called up all citizens, particularly in the area of the Montenegro border, to resist "the NATO invaders" with any means possible.





# ***DoD Personnel Recovery Response Cell***



## ***PRRC Seminar Wargame*** **10 March 2000**

1365

**Personnel Recovery Response Cell Seminar Wargame**  
**10 March 00**  
**Consolidated Notes—ANSER**

**Opening remarks: Col. Richmond**

*Purpose:* To familiarize participants with personnel recovery issues and to “see the faces” who work the issues. Only 2-3 PRRC members work personnel recovery full time, so one of the primary purposes of the exercise is to get PRRC participants to think about personnel recovery for a morning and have the chance to work together, be exposed to the issues, and be better prepared for cases when the cell is alerted.

*Background:* DoD Instruction 2310.3 requires us to exercise the PRRC and we hope these exercises will help prepare members for a real incident. The need for an OSD version of the existing JCS crisis response cell was identified shortly after O’Grady was shot down. PRRC formed about three years ago to address policy dimensions of personnel recovery incidents and to provide policy advice to the SecDef through USD(P). We have exercised the PRRC several times previously, and it met prior to Operation DESERT FOX and prior to and during Operation ALLIED FORCE.

- Our job is to provide information to the SecDef; e.g., what is the legal status of the detainee, what is the situation, and public affairs guidance.
- Covers military recovery and diplomatic options.
- Hope that attendees will be better able to identify the kinds of information that are important to support recovery operations—especially when military options can’t be executed.
- Work with the group at different levels; will convene the full group in cases where we (DPMO and/or personnel recovery community?) don’t know what to do.
  - Some personnel recovery incidents will not require a military response—need this group to identify (other) recovery options.
  - No reason to convene the full group if the allied commander has the recovery operations well in hand; in this case, will call only the individuals needed to support the specific situation.
  - Will consider Public affairs and Family Contact needs.
- Please consider a couple of things for discussion at the end:
  - Do you see your role a little differently?
  - Was this helpful, should we do more than twice a year?
  - How early should you be involved in the process?
    - ✓ When should we call you if an incident happens?
    - ✓ When should we convene the group?

**Introductions / Role in PRRC:**

- (b)(6) [redacted] Joint Personnel Recovery Agency) – doctrine, Ops Concepts, SERE training, and liaison with combatant commanders.
- (b)(6) [redacted] – Office of Deputy Director for Crisis Management. Intelligence task force, provides OSD entry point into Joint Staff (DPMO too) to execute push / pull for information to CINCs.
- (b)(6) [redacted] – OSD Balkans Task Force. Not sure what my role is in the PRRC – am here to be educated as to my PRRC role is and what we can provide. Also bring expertise into what happens in the Balkans. Will provide political reality to this exercise.
- (b)(6) [redacted] ASD/C3I (action officer for PR). Work requirements, resources, equipping and training to support PR. Provide interoperability and other ground work to facilitate operations.
- (b)(6) [redacted] – Legal counsel to both DPMO and the PRRC
- (b)(3); 10 USC §424 [redacted] DIA (Policy) – entry point into the intelligence community.
- (b)(6) [redacted] – OSD/OGC. Provide legal advice to the PRRC. Determine personnel legal status for captured / missing based on mission and type of operation. Work closely with PA, DOS, and interagency on missing personnel status. If recovery operation is mounted, will get into international sovereignty and use of force issues.
- Mr Alan Liotta – Deputy Director DPMO. Participated in the second half of the exercise and received the wrap-up.
- COL Mel Richmond – Operations DPMO. Convenes the PRRC when directed by USD(P).
- (b)(6) [redacted] (Special Ops Division). Liaison between USD(P) and CJCS insuring cross communications.
- (b)(6) [redacted] – ASD/SOLIC. personnel recovery representative from SOLIC providing information on special operations capabilities and policy.
- (b)(6) [redacted] – DCI representative to OSD. Provides assistance when people cannot be recovered quickly and cleanly by identifying facts related to case and then helping with clandestine recovery.
- (b)(6) [redacted] – DoS (Crisis Management Response). Office is POC for DoS support and would pull together appropriate task force in response to personnel recovery incident.
- (b)(6) [redacted] – DoS (Political / Military). Program manager for contingency planning, peacekeeping. Provides PM expertise, deployment orders, etc.
- (b)(6) [redacted] – OSD/Executive Support Center (ESC). Supports policy people and monitors world wide developing situations. Direct the convening of the PRRC and CIA Operations Center. Manages initial information collection and ensure information is provided to OSD. Provides both the facility for PRRC and the necessary support.
- LTC Paul Phillips – OSD/Public Affairs (Plans). Plan and executes PA activities.

## Fred Polk: Seminar Game Overview

### Game Objectives:

- Focus attention on personnel recovery, especially for participants who have many other responsibilities.
- Surface issues like press guidance, legal status, interagency relationships . . .
- Update notification information and build rapport between PRRC members.

### Situation Briefing

- Roll forward current situation in Montenegro from open sources and assume that everything that can go wrong will go wrong.
- NATO will not allow Montenegro to reach the flash point of Kosovo without intervention.
- Refugee crisis is causing problems for the Montenegrin government; they've requested that NATO provide assistance, care, and emergency response to humanitarian crisis. Provide security and safe haven for refugees and humanitarian workers.
  - NATO is operating under UN security resolution that identifies a need for immediate humanitarian assistance.
  - Resolution forms a legal basis for the operations. The overall nature of the UN resolution will effect the ROE and operations on the ground. Don't have authorization for using "all necessary means" (don't have a Chapter VII resolution).
    - ✓ Can we request a change? Problem with retro-fitting resolutions is veto power—would expect Russians to veto Chapter VII resolution (all necessary means).
    - ✓ If have a Chapter VII resolution, would have much more latitude to conduct operations. Chapter VII authorizes "all necessary means", i.e. authorizes use of force in a non-permissive environment for operations, including recovery. These resolutions are pretty rare; NATO doesn't want to abuse them.
    - ✓ ROE are for self-protection. Can use deadly force to protect self or unit but not to protect refugees.

**INCIDENT**

- In late June, USAID dispatched a Disaster Assistance Response Team (DART) to begin assessment operations.
- On 15 August at 1400, a UH-60 Black Hawk lifted off on an assessment mission.
  - ✓ The Black Hawk was carrying:
    - ✓ The Commander of the Joint Task Force
    - ✓ The DART Team Leader
    - ✓ An OCHA Senior Advisor (AMCIT)
    - ✓ A senior Brown and Root representative
    - ✓ The JTF-13
    - ✓ Eight other passengers
- AT 1530 the helicopter was reported missing near the Serbian/Kosovo Border.

- Have complete freedom of movement to conduct relief operations BUT no other nation has recognized Montenegro as a sovereign government. Authority provided by Montenegro might not be recognized by other gov'ts like Yugoslavia
- What is the interaction among other forces in the area? Will need to consider this.
- Enemy goal is to demonstrate that the government cannot provide adequate security and to undercut confidence in Montenegrin government
- Crime organizations are trafficking arms, drugs, and people

### Situation Update #1

Manifest problems, service members appear to have been killed in the crash. Other passengers are unaccounted for.

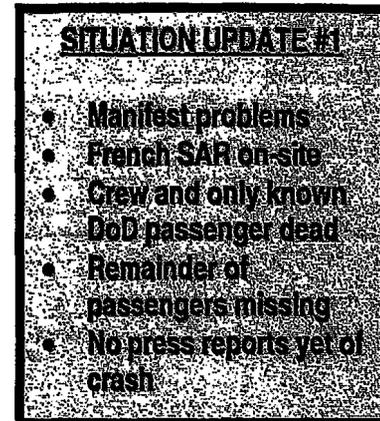
### Discussion Points Set 1

- Are we responsible for the remaining passengers?
- If detained, what is their status?
- Who will release what information?
- What should we request of the French?

**Note to reader:** the information from the notes is summarized in bold-face text before the discussion is presented in detail.

**Uncertainty about crash site location and the manifest (who was on board), and their condition must be resolved before PRRC begins working up policy options. Crash site location will determine who the UN and/or US will have to communicate and negotiate with and will influence policy options.**

- **Uncertain crash site--What if the crash had occurred in Serbia?**
  - **DOS would be surprised if we had gone in solely on the invitation of the Montenegrin government, would try to locate the others.**
  - **If Milosovic is cooperating with humanitarian mission, could approach Belgrade for information since they are the sovereign government for this territory. Would have to notify the government in any case.**
  - **How do we communicate with the FRY?**
  - **Easy to be off by 30km. How do we really know where they are if we're this close to the border?**
  - **Would we go to the UN? Would want the UNSG to ask Milosovich to not interfere.**
    - ✓ **He could act as a go between since he was able to get concurrence from the FRY on the operation.**
- **ASD/PA will not say anything to confirm the event until we're clear if a recovery operation will be executed.**



- No service members were missing.
- With mixed up manifests, can't answer questions about status and other passengers. Could only have been 5 folks on board and only need to recovery bodies. Manifest is first thing to reconcile

**Intelligence collection and analysis required to resolve uncertainties.**

- Intel community would be tasked by field commanders to get information—they will be looking for communications from the aircraft and investigating the crash site.
- Will want to know disposition of other forces in the area—who's operating there (VJ or separate paramilitary organization)?

(b)(3):50 USC  
§402 Note,(b)(5)



- Will need to know if bodies have been searched, tampering or removal of equipment (like COMSEC devices)
- What if French help with US passenger—how would we get reports / info on the event?
  - Political implications would be different if attack was on an UN / white asset
- Want to know what brought the AC down—go to the French for this
  - JS will initiate contact with the French—will direct existing comms into the CCRC. Initially will start to answer our initial questions about the manifests, other AC operating in the area, etc.

Col. Richmond: Please think about implications on policy to pull discussion back up to what this organization can do . . .

**The PRRC would not be convened until a clear picture of events is developed [that requires policy support]. All members indicated that they would like to be notified as early as possible in the process regardless of whether they are ever called.**

Would you recommend convening based on this situation?

- No because don't have a clear picture of what's going on. Will work with the JS crisis response cell. Will call DOS to see what they have.

- **Would you members expect a heads-up? Yes! These things invariably happen at times when it's hard to reach people. More time really helps.**
  - **Initial guidance could be to continue monitoring the situation without activating the cell.**
  - **In a presidential election year, likely that the SECDEF will be getting calls from the White House—get domestic political layover to the situation. Intensifies the need for early contact and more response time.**

**Two issues from DoS perspective:**

- **AMCITs were on board and are potentially in danger**
- **If an AID employee was on board then DOS would include AID in the DoS Task Force**
- **DOS thinks that they would already have a task force set up**
  - **DOS has intimate concern for US citizens abroad—Counselor affairs has a lot of responsibility to work with next of kin so this office needs to be involved at the outset.**
  - **Counselor officer would probably be dispatched from closest office and would be dispatched to the op area so that they would be close to the situation.**

**Status of military people on board is critical in situations where we do not have a state of war (e.g., paramilitary operations vice sustained hostilities).**

- **If they are declared hostages, DMPO transfers responsibilities to ASD SO/LIC**
- **Paramilitary operations, not a declared war. Not a sustained hostilities environment involving US forces: not a Geneva conventions situation. Could be an advantage given political pressure on DOD to get them back-soonest. POW wouldn't have to be repatriated until end of hostilities.**
- **Might be declared to be a UN "expert on mission which entitles them to some legal protection but wouldn't provide all protections of a POW.**
- **What if held hostage by terrorists? What would SOLIC be thinking at this point and who's responsibility is this?**
  - **Counterterror group at SOLIC would need to be involved and White House would also be involved**

**Given the abundance of response cells, DPMO will take the action to identify the responsibilities of each and we will provide a phone number and a description of their roles to PRRC members.**

- **Personnel recovery is such a growth industry— With so many "response cells" meeting, it is hard to understand which group has a role(s) and/or responsibility under what circumstances.**
- **Need a slide from DPMO that identifies all the cells that would normally be spun up to respond with their entry phone numbers to facilitate communications.**

**NATO's role in coalition personnel recovery is uncertain. Issues here that need to be resolved—e.g., who has the capability and who has the lead and SERE coordination with forces who don't have their own personnel recovery capabilities.**

- **Since this is a coalition environment in a NATO role, will NATO institutions take responsibility for personnel recovery and request that the US not act as a national actor? Would this be an international recovery action?**
  - **Have 4 recovery centers at each CINC (services plus special ops) and each of these will be running concurrently.**
    - ✓ **AF is always spun up because of the assets they provide to all situations**
  - **Have NGOs, DART team members.**
  - **If all military are accounted for, does responsibility stay with military? Would be a NATO situation.**
    - ✓ **The DoS is recognized as the lead agency in every operation overseas that is not a military operation.**
    - ✓ **Does NATO role confound this?**
    - ✓ **US and Great Britain have been only NATO forces prepared to work PR. Causes a lot of coordination problems because the prep work for SERE wasn't being provided to other nations pilots and/or what was provided hasn't been coordinated with the personnel recovery service providers. This causes coordination problems in terms of SOPs on the ground, communications, recognition signals, etc.**
    - ✓ **Obvious that there will be a turf battle on this question—who has the lead plus who has the capability and what does that do to who has the lead.**
    - ✓ **At this point, will be monitoring the situation**

## Situation Update #1A

Is the B&R employee an American? What is the status if he is under contract to DoD but not an AMCIT?

### Discussion Points 1A

- Implications of new information?
- What does this do to status?

**Key factors determining need to convene PRRC and CSAR/SAR options are: location, status and citizenship of missing personnel, identity of parties responsible for the incident, [and the operational environment].**

- US will generally will try to recover (if possible) regardless of who's missing.
- US has agreements with a small number of countries close to us to perform recovery operations.
- Status and identity (country / citizenship) plus knowledge of who's responsible for the incident will determine force used.
- What is DPMO's action now? Would be monitoring the situation, and would notify PRRC members.
- Still don't know for sure who's on board.
  - White House would set policy for individual. Task force commander has responsibility to make call on recovery. Generally will try to recover if possible regardless of who's missing but status and identity (country / citizenship) will determine force used.
  - How many AMCITs do we need on board to go after them?
    - ✓ This is analogous to NEOs, we always pull out third country nationals.
    - ✓ When foreign countries find out their people are lost, governments usually request US assistance.
    - ✓ US has agreements with a small number of countries close to us to perform recovery operations. Would get agreements with countries impacted by any personnel recovery op as part of standard operating procedure. We would get permission from these countries to launch a mission that might result on the death of those nationals. Yes, DoS would inform them, but would not hold up the operation while this is coordinated.
  - If personnel are under contract to DoD and aren't AMCITs, whose responsibility are they? If they are contractors to DOD they are the responsibility of DOD.
- DoS: No hesitancy to launch a rescue if this is feasible. Commander on the ground will determine the status of the personnel and the Commander in the CAOC would make the determination to launch the mission.

### SITUATION UPDATE #1A

- SOCCE CW2 confirmed as missing passenger
- B&R employee is DoD, not USAID
- UN OCHA Senior Advisor is Army Reserve
- French Report Yugoslavian Army (VJ) operating in area

- Still don't need to call the PRRC—remains within combatant command's realm.
- Intel: if working CSAR, task force commander would need intel to prepare to deal with threats in the local area.
- Does knowing that the combatant commander is planning to send in CSAR vice SAR make a difference?
  - Would matter to DOS. Need to consider the signals it would send.
  - Who's responsible for the incident also matters—need to consider how the US will react for each specific group that might have shot down the original aircraft.
- PA: information will likely be on the street by this point either from the people who shot down the aircraft or from leaks. PA can only control US response to the reports. Would advise sitting on all information until we can be sure what's happened and what our response will be.

**The operational implications of an opponent force's camp in the area would be addressed by the commander in the area—this would be a tactical consideration. Their potential responsibility for the incident is a political / policy consideration for DOS. There is a potential need to communicate with these and/or other forces in the area—not sure who would arrange.**

- Does the presence of the KLA camp, other armed forces in the area, send up any red flags for State? Yes, it would, we do have to look at the signals it would send, and we are going to have to consider how we are going to react if the aircraft was shot down by a specific group – FRY, KLA, etc.
  - Need to consider what the implications are for KFOR on use of force. Who was directing the paramilitaries? Who has control over the forces?
  - If the KLA was not involved, who tells the KLA that there may be an armed force coming through the brush?
    - ✓ Who tells the KLA not to panic if they weren't responsible—how do these communications happen.

**Rules of Engagement (ROE) will be set up in advance based on the nature of the original mission (in this case, a humanitarian mission).**

- Likely that rules would be set up in advance to cover contingencies when things go bad.
- JTF Commander (perhaps responding to a request from a SAR package) could request supplemental ROE from the UN.
- The JTF commander should request supplemental ROE since there has now been a hostile act against US forces. The SAR package would have to request supplemental ROE so that they can initiate hostile action if required. Given the ROE at the outset, the use of offensive force would not be authorized.
  - Wouldn't have these ROE initially given the original humanitarian mission.

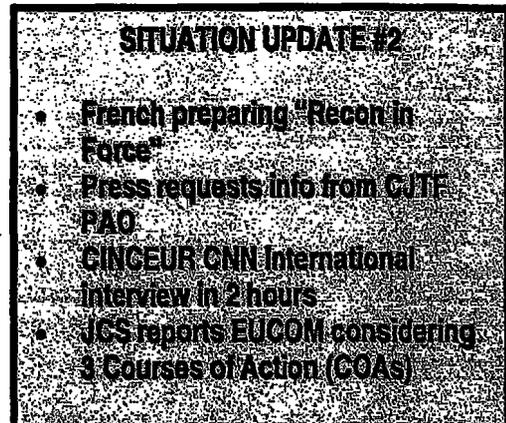
- Need to know who was responsible—given all the options, the effect could vary widely (widely differing impact on US response).
- Likely that rules would be set up in advance to cover the contingency that things got hot (DOS)

### Situation Update #2

- Word is out that the helicopter is down.
- E&E network in the border area. We don't do them any more, we just don't have any. It just would not have happened.

### Discussion Points Set #2

- What are the policy implications of COAs?
- Are there other options at this point?
- What should we tell the French?
- What should CINCEUR disclose?



### Coalition CSAR issues and capabilities: Who in NATO is capable of executing the mission and what are the ramifications of choosing one force over another?

- What is impact of using US when French are available? How will the French react in the context of a coalition operation if we use US forces?
- DoS would talk to the French about the diplomatic issues and will also be concerned to get US citizens rescued.
- The coalition dimension of the SAR plan would have already been brought up in the CJTF.

### Discussion:

- Potentially have three competing interests influencing the choice of a rescue force – DoS who may say use the French, the DoD who will support using US forces, and the JTF commander who wants to keep the coalition together.
  - Arguments for using French forces:
    - ✓ French commander offers a reconnaissance-in-force. That would be the least intrusive measure since French are already in this sector.
      - Doctrinally, recon-in-force is a combat operation and would be treated by the French as a combat operation.

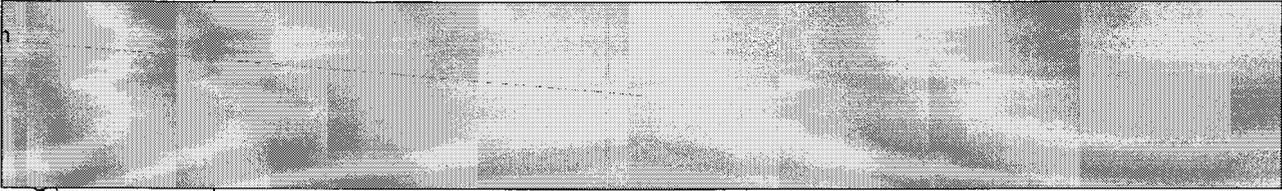
- The French currently have responsibility for a sector in Kosovo, and do have a SAR capability currently.
- Why not let the French keep the site secured, and then use the US forces to conduct the SAR mission
- Arguments against using French forces:
  - ✓ In case where you have US and French forces available to execute and you decide to send the French in. If they go in, are shot at and leave without rescuing, and the isolated personnel are killed as a result, what is impact of not using US force?
  - ✓ Bottom line is the US takes care of its own—it won't be a task force decision.
- What is impact of using US when French are available? How will the French react in the context of a coalition operation if we use US forces?
- Question of sending in the A-team or the politically-correct team?
  - ✓ State is not that passive. Would talk to the French about the diplomatic issues and will also be concerned to get US citizens rescued. Won't stand in the way.
- The coalition dimension of the SAR plan would have already been brought up in the CJTF.
  - Speed is of the essence, would need to act quickly, while arrangements are in place, CJTF commander would need to select which options we would use, and we would have to pull together the policy guidance quickly.
  - Would quickly go for a supplemental ROE, look for the CJTF commander's input. The DoS inclination would be to use the most capable assets closely, and we would be concerned about getting drug into a war. Need to understand what's happened first.
    - ✓ What about the French—what are they reporting back about the local condition.
    - ✓ US / French forces would likely work out SAR response in advance
    - ✓ Speed is important—need to identify what you're planning to do early not wait until you know exactly what's happened.

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- Patrol is a combat operation sent out to find something. Nothing for a SAR team to do if they don't know where the folks are.

**Diplomatic Option exists to simply request return of mission personnel.**

- Why not just ask for them back, as opposed to launching a SAR mission?
  - We have no hostile acts against our mission there, just this one helicopter and we don't even know who shot the helicopter down.
- Not likely that the US will go in without a well-defined bad guy.

- 
- The timeline is so compressed, that it would be hard for DDO to contact human assets on the ground, may use our resources in Tirana to contact assets to find out what they know. Would review all reporting from the area to develop a picture of what's going on in the area.
    - We need to establish as quickly as possible who is actually missing.
    - We need to think outside the box – what if the people are eluding and evading? We don't want to alert people in the area that we have people trying to get away.
    - Can we establish how people on the aircraft died? Need to ask the French.
    - There is not a CINC recommended COA [for search / reconnaissance] with justification.
    - Normally, we do not want to go out and conduct a search of the area – the search should already be done, and we would be sending people out to conduct recovery of people.
  - How did the folks on the helos die? What does this tell us about the risk to the others? When you don't know, the NCA will plan for a worst-case scenario.
    - Killed during the crash is different from killed on the ground after the crash.

**If the PRRC is not convened, who will be asking these questions?**

- Who will pull the data together?
  - Joint Staff will be pulling info—and will be in contact with Balkans task force.
  - DOS will be calling everyone they know.
- The CAT will be set up, and will be coordinating the questions from the field, and passing questions to OSD.
- How could we broadcast the message as widely as possible that if you have our people we want them back. We need to tap into the KLA resources.
- At this point we will start pulling in the members of the PRRC.
- DPMO: Someone needs to contact next of kin before CNN
- KFOR is trying to establish a working relationship with the KLA and other background activities that might help in this situation.

**COA Discussion (From Scenario)**

**The PRRC would not provide guidance to the CINC on COAs (group has to stay out of operational issues, and stay out of the commander's job). But still look at COAs in light of non-military options to see what has best chance to succeed. Would probably recommend**

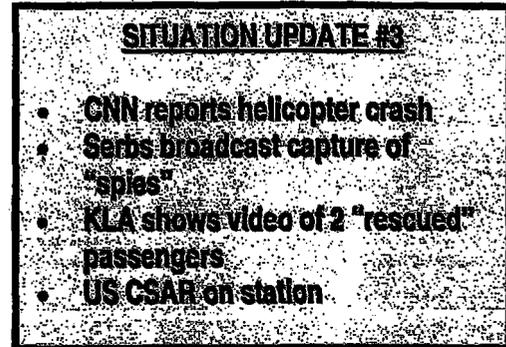
**category of response—military, diplomatic, other—rather than a specific COA and might also provide insights into policy options.**

- **Legal: By this point, OSD/OGC would have already determined (arranged) that whatever is needed to accomplish the recovery will be legally okay. Still responsible to protect and rescue everyone on the aircraft.**
- **None of these are really good courses of action given the situation. If none of these are good, what is the policy guidance you would provide?**
- **Part of PRRC job would be to buffer against the policy makers' tendency to getting involved in operational decisions.**
- **Legal status: we would not fight going into Serbia, we would support going after them.**
- **We have a responsibility in legal terms to go after the people and recover them as quickly as possible.**
- **Usually CINC forwards a recommendation and rationale with COAs. Need that information to be able to recommend which one to choose.**
  - **Understood. Looking for reactions / considerations. The CINC may provide initial-drafts of COAs and continue working on them.**
  - **Special Ops: COA 1 with no location knowledge or air refueling capability is a non-starter.**
  - **Don't want to use recovery assets for search. Send out these assets after search has located folks.**
  - **SF teams on the ground will support search.**
- **What guidance would this group provide to the CINC?**
  - **None. We need to be careful about what we try to tell the commander about how to do the business. PRRC has to stay out of operational issues, and stay out of the commander's job.**
    - ✓ **But still look at COAs in light of non-military options to see what has best chance to succeed. Would probably recommend category of response—military, diplomatic, other—and not choose a specific COA.**
  - **Might also provide insights into policy options.**
  - **DOS will respond quickly. Counselor affairs will be on the ball. UN will likely cause delays. End up caught in a battle between NATO and the UN. DOS would be POC for UN.**
- **Legal: By this point, OSD/OGC would have already determined (arranged) that whatever is needed to accomplish the recovery will be legally okay. Still responsible to protect and rescue everyone on the aircraft.**

### Situation Update #3

#### Discussion Points #3

- What additional info should be released?
- What about unaccounted for personnel?
- When should the CSAR launch?
- How should the crash site be dealt with?



#### Discussion:

**Potential ramifications of this operation are such that the commander will be getting lots of help and advice. . . . (more than he ever thought possible)**

- Aren't these divided responsibilities: Dealing with Serbs vs dealing with Personnel Recovery.
- What are implications of the Serb claim that they've captured spies? Is this valid?
  - Probably not unrealistic that 2 parties claim credit. Will assess video to see if these guys are the ones they claim to have.
  - Status of individuals on-board matters
  - DOS will be working closely with the lawyers. Will make statement that these folks were on a humanitarian mission (and that they weren't spies). And that captors are responsible for the safety of these individuals.
  - PA: Need legal status and need to know if every one is accounted for. If not, will continue to respond vaguely. Won't release additional info until all next of kin have been identified. Won't turn up the rhetoric until everyone is accounted for.
- What do we know about these non-state actors and how does that shape our response?
- What would VJ force movements do to our urgency?
  - DOS: would say as little as possible, reiterate UN mission and UN resolution. Have to wonder about KLA culpability—did they shoot the helo down?
  - French are defending 4 dead bodies and a helo—is it time to get them out of there? This will be the commander's decision. Threat is starting to heat up—what are your options?
    - ✓ Get forces out and bodies out.
      - What about SAR teams?
      - What happens if there are survivors unaccounted for in the field that need medical attention?
    - ✓ Bring additional forces in. Especially if have possibility of additional folks in the area.

- ✓ Potential ramifications of this operation are such that the commander will be getting lots of help and advice. . . . (more than he ever thought possible)
- Aren't these divided responsibilities: Dealing with Serbs vs dealing with Personnel Recovery.
  - Divide capabilities to cover all the forces that are holding people.
  - Still need search forces to find unaccounted for.

**Policy will differ depending on who's holding the personnel.**

- If Serbs are holding, it becomes a diplomatic solution. Makes no sense to send a team to Serbia.
  - Might be reading too much into the Serb report—Montenegro is part of Serbia. Need to know specifically where they are talking about.
  - SOF SR teams have been inserted. Should the teams get permission to conduct cross border operation?
  - Already have the Serbs saying that they have the people and are moving them to Belgrade – at that point it is a State issue, moved to a higher level.
  - We have hostilities being initiated between VJ and KLA. Should we be pulling all of our people out of there?
- Who deals with the KLA?
  - Get the intel forces to get details about what the KLA is doing
- What about conflict between the Serbs and KLA
- DOS: with VJ moving, would try to de-escalate the situation while SAR teams continue to look. Would hate the idea of a legislative envoy going in—would declare the situation too unsafe.

## Issues for Discussion:

- Information flow and concurrent crisis management cells: commander on site will make decisions [in spite of the help he will be receiving]. The cells will exist. Need to synthesize prior to sending to the commander. When does the synergy begin—when do we move to a USG response?
  - Info to commander will come from National Security Council (subgroups). Is there a PRRC seat on this? Don't know because it hasn't happened. USD(P) does have a seat. Happens at the principles' level.
  - Executive committees work these issues at a lower level.
  - PRRC passes info to Mr. Jones who passes to USD(P). Then leadership briefs to SECDEF. A lot of the cross talk happens internally. But in time takes for info to move between 2 groups, a third group will inject new information. Don't have a good way to move information among the key players.
    - ✓ Decision makers (at policy level) needs to know whether their opposite numbers have the same information.
  - Joint Staff unifies operational guidance.
  - ODS/ESC: See a lot of this at OSD and Joint Staff level. Can involve multiple offices and directorates. Gets easier if you have one central place to feed and share information vice sending it to all the players. Also need to make it easy for organizations outside the central actors to learn where to go to get the info.
    - ✓ CAT gets into situations where they get too many calls from OSD—ESC not empowered to control
- DOS has had good experience working with the CAT and passing information through it. Recommend DOD sending a representative to the DOS room where the situation is being handled.
- See value in the PRRC operating like this (before a crisis) and functioning more like a virtual group communicating via e-mail or other means. Still struggling with this—actual operations will probably be situational dependent. DPMO needs to know who to call to gather information. Don't know if we've convened the PRRC at this point in the game.
  - ASD/SOLIC: think we convened the PRRC too late. We need to get our thoughts in early to have any effect plus need to have shared information so that our organizations are well informed. Don't need to physically meet. Think the PRRC was convened with the initial beeper notification. Clear that participants may be receiving very different information.
    - ✓ With past NEOs, got different information from DOS than from ESC—it was great.

## ISSUES FOR DISCUSSION

- The drive to take action versus determine situation
- Status of individuals and responsible agencies
  - ✓ U.S. versus non-U.S.
- Information flow, interagency coordination, and concurrent crisis management cells
- The line between personnel recovery and Combat Operations
- Feasibility of generating Policy Options given the time allowed
- Importance of ROE (supplemental ROE)

- ✓ Would like to see the same thing happening with PR.
- ESC: computers are letting us almost instantaneously distribute information to folks who need to know. Keeps folks up to speed.
- DPMO: folks need the pagers that receive e-mail. Valuable to pass alert to PRRC members. Willing to provide early situation briefing to the group.
  - ✓ Would also make sense to provide a DPMO POC (that is sitting in the ESC??) who can be contacted for information.
- If it's a multi-day event, it probably makes sense to physically meet at one point.
- What information do folks have that is important to decision-making?
  - A reason for early contact is that it takes time to organize the intelligence assets to provide useful information. The more notice, the more likely to get useful intel.
  - Kosovo was first CSAR cell within the NIMJIC. Really help connect / coordinate requirements coming from the theater. Could provide a good focal point (POC) for the PRRC too. Would provide connectivity to CIA data.
- Convening the PRRC: have an MOA with CIA for personnel recovery cooperation. Afe working one with DOS. What would PRRC play be if incident report comes from a non-DOD organization?
  - DOS will call an alert, information then flows to the NMCC and ESC. Gets back into the same channels.
  - Flow is either lateral or upwards. Synthesis should occur at the CINC level. Do not send personnel recovery assets in without well-conceived plan. Value of this group is to walk through these problems before the event occurs. Preparation is very high-value activity. PRRC can serve as a clearing house for good ideas. Once operation is given to the military, it becomes a military responsibility and PRRC doesn't have a role.
- JPRA will send teams to support the field. PRRC can help decision makers understand personnel recovery capabilities and operations
- DOS: Ambassador will also have a key role. Need to understand better role of JTF commander and the CINC better. President's man is the Ambassador. SECDEF doesn't run things in the country. Very important to get to the country "king"—ambassadors need to be read into these things. When military gets crosswise to the ambassador, operations go south. Can touch via DOS.
- Operations seem like they ought to be the decisions of the local commander but they are frequently NCA decisions. PRRC needs to help ensure that the NCA "interference" is as enlightened as possible.
- PA: we can do a better job of directing the telescope. Don't need PAs talking to a bunch of other PAs. Can coordinate the information better.
- Drive to take action vice determining the situation: tendency to move towards what we should do before we really know what is going on.

- DCI rep: Historically, power policy makers bring a lot of preconceived notions to the table that tend to steer decisions in certain directions. Mid-level folks provide a lot of value by injecting the unknowns and facts—the reality—and identifying where notions are being played.
- How does PRRC get senior policy makers to rethink? Have to exercise good tradecraft. Need to be conscious of what you do and don't know and work to fill in the gaps.
- PRRC should identify both the information and the timing to insert PRRC information. Up to the members to do this. Use PRRC to effect a solution that individuals can't accomplish on their own.
  - ✓ One example: sending families to Germany for recent recovery situation. DPMO should have sent recommendation early—before question was even raised. Perhaps PRRC could be the vehicle for the early info insertion. Need to anticipate issues to be considered and future decisions.
  - ✓ DPMO / PRRC could build a decision support template that identifies what needs to be known and when.
  - ✓ PDD56 process for POL/MIL planning has a good template already. DOS doesn't have a history of long term planning. Have brought in speakers to explain the DoD planning process (that includes long term, contingency, and pre-planning).

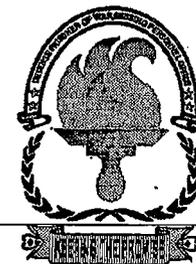
J. Arnold, ANSER, cage rattling: Have been in 6 crises and seen how these groups work. Need to remember that:

- the PRRC provides the right information to the SECDEF to make policy decisions. Not in the business to support all the other decision makers.
- PRRC is the one node to make sure that the interagency process is working properly. Need to make sure that Defense role is playing in the interagency process. Is your job to understand what the other players are doing.
- Lessons learned from personnel recovery operations that have gone wrong have identified lessons learned in both these areas. After action meetings have yielded templates to improve future performance. Need to formalize (institutionalize) this after action replay and analysis.

Harris issues brief back:

- Overall nature of UN resolution effects ROE and ground operations. Chapter VI vs VII operations and general behavior of mil forces in humanitarian ops
- Location of crash site on status of personnel and operational options
- How to communicate with Milosovic and how do messages get frames
- Confusion over manifest and not knowing who the passengers were—need to know who's actually at risk, how many and their condition.
- Intel community needs to provide info on enemy forces in the area and their patterns of behavior. Need tasking to intel community early.
- Impact of helo ownership (country) on SAR / CSAR policy.

- **When would PRRC be activated? Not until situation was better understood vice as early as possible.**
- **Many domestic political implications in this situation**
- **AMSITs (non-military) and AID passengers would bring in new players into personnel recovery arena.**
- **Legal status determines how passengers will be treated / how rescue will be treated (e.g., hostage situation would be given to specific personnel recovery providers)**
- **Coalition op—what is NATO's role. NATO has asked US and UK for SAR and CSAR support because other members don't have the capability (except for French)**
- **Status of non-military DoD employees**
- **Need supplemental ROD including authorization to initiate use of force / offensive action. Subsequent need to notify the KLA.**
- **Implications of choice of rescue force and response speed.**
- **Key information: who's missing and what is their status.**
- **PRRC needs to understand operations and options to provide relevant policy guidance—not looking to insert itself at the tactical level. Might function as a buffer to protect commanders from too much help.**
- **Press guidance needs to be highly coordinated and needs to stress that the military is on the ground for humanitarian purposes.**



# ***Operation ALLIED ASSISTANCE Situation Briefing***

**Montenegro**

**August 2000**



13166



# ***Pol-Mil Background***



- **Since the 1997 election of pro-western president Milo Djukanovic, the Yugoslav Republic of Montenegro has progressively gained control of its civic institutions and moved towards independence from Belgrade.**
- **Montenegro has become a de-facto sovereign country with control of its borders, parliament, media, and financial system.**



## ***Pol-Mil Background (cont.)***



- **Montenegro's push for independence put western governments and NATO in a tight position.**
  - **They did not want another Balkan conflict, but could not allow Montenegro to reach the flash point of Kosovo without intervention.**
- **To prevent the breakup of Yugoslavia, various Serbian paramilitary units were established in Kosovo and within the Yugoslav Army (VJ) stationed in Montenegro.**



# ***Situation – August 2000***



- **Throughout the spring of 2000, Serbian paramilitary groups continued a campaign of selective assassination and persecution of ethnic Muslims in Southern Serbia.**
- **In June, clashes between Serb paramilitaries and the Kosovo Liberation Army displaced over 350,000 people, forcing them from Serbia into Montenegro.**
- **To prevent another humanitarian disaster, NATO launched Operation Allied Assistance on 1 August 2000.**



# ***Operation Allied ASSISTANCE***



- **Allied Assistance's mission is to establish safe havens to coordinate and assist in protecting refugee camps located in Eastern Montenegro.**
- **Operation Allied Assistance consists of 6,000 NATO troops (British, French, American, and Italian).**
- **The U.S. contingent, designated Task Force Wolverine, consists of 1,500 troops based at the Podgorica airport.**



# ***Enemy Situation***



- **VJ supported para-military forces are active and have the support of an estimated one third of the population in Montenegro.**
- **Albanian and Montenegrin organized crime is very active in the area dealing in drugs, arms, and people.**
- **Potential for Radical Islamic Fundamentalism (Hizballah) terrorist actions in support of Muslim minorities in Northeast Montenegro.**



# *Enemy Forces*

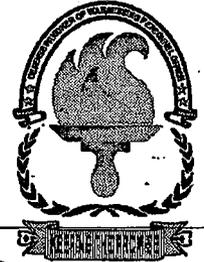


- **Their objective is to destabilize the Government of Montenegro, to demonstrate its inability to provide security by targeting separatist advocates.**
- **Facing the overwhelming military power of NATO, Serbian para-military units operating in Montenegro are using:**
  - **Small arms (AK-47's, 9mm pistols, light machineguns, explosives, and strategically placed landmines.**
  - **Very quick hit and run tactics. All attacks are conducted with a minimum of 2 people.**





# ***Incident***



- **In late June, USAID dispatched an Disaster Assistance Response Team (DART) to begin assessment operations.**
- **On 15 August at 1400, a UH-60 Black Hawk lifted off on an assessment mission.**
- **The Black Hawk was carrying:**
  - **The Commander of the Joint Task Force**
  - **The DART Team Leader**
  - **An OCHA Senior Advisor (AMCIT)**
  - **A senior Brown and Root representative**
  - **The JTF J3**
  - **Eight other passengers**
- **AT 1530 the helicopter was reported missing during its survey mission in eastern Montenegro, near the Serbian/Kosovo Border.**

## DRAFT

### PRRC Game Design

Seminar Wargame to be held 10 March 2000

#### 1. Objective:

The purpose of the game is to familiarize participants with the PRRC, its role in personnel recovery and explore current personnel recover policy issues. The game will focus attention on the issues of:

- Alliance/coalition relationships in personnel recovery
- Legal status and press guidance
- Interagency cooperation in recovery situations

The game is a seminar game designed to stimulate discussion on these issues. The scenario is a plausible situation that could arise in the near future given the current disposition of US force and political situation. The game provides an environment in which participants can discuss challenging issues that have been identified in current personnel recovery situations and help DPMO move toward addressing these issues.

#### 2. Background on Issues:

The first issue of concern is the role of allies and coalition partners in the recovery of US personnel, and to a lesser extent, the role of the US in the recovery of allied and coalition personnel. This is an issue of growing concern to the Department of Defense since many of our forces are deployed in multilateral formations and most of our allies lack the CSAR capability that the US possesses. The question that has been posed by senior leaders is: Should the US recover its own personnel, regardless of the sector or area of responsibility?

The second set of issues, legal status and press guidance, are of equal importance. There is clear policy when uniformed members of the armed forces, DoD civilians, DoD dependents or contractors are at risk. The guidance is less clear regarding other AMCITS in semi-official status who are not the direct responsibility of the DoD. Likewise, there is concern about their legal status of personnel in the groups or regimes that control the territory in which they may be captured. This includes capture by non-state actors and status under different types of missions.

Recovery situations are media intensive events. The decisions on when to release, what to release, and who will release recur throughout the operation. Even when the personnel involved are all uniformed service members, there have been situations where information has been released at the wrong level and information has been released that could compromise the recovery effort. This situation is further complicated when multiple nations and agencies are involved.

Interagency coordination, especially in the development of policy options and negotiated solutions that will return the persons at risk to US control, is essential in these situations.

## DRAFT

Again, when the situation involves US forces in peace support and operations other than war, the status of US personnel, and the exposure of non-DoD personnel, make the roles of other departments and agencies especially important.

### 3. Game Play:

The game will bring each of these issues into focus with plausible situations that can occur within the basic scenario. The background on the region and the political situation will be distributed in advance. The moves in the game will center on key decisions that the PRRC may be asked to advise on. Each move will highlight a different issue and follow key questions in the decision making process. The issue of press guidance will be reinforced in each move. The three basic questions that are of concern are:

- Move 1: Is it our responsibility to recover these personnel? (Legal Status)
- Move 2: If we attempt a recovery, who should do it? (Alliance and Coalition)
- Move 3: Are there other policy options? (Interagency Coordination)

Each move will begin with a situation update. The second and third move situations will be based on the outcomes of the previous move.

*Move 1:* In the first move an incomplete list of personnel is available. There are no DoD personnel on the list of known passengers aboard the aircraft, however the people are within reach of US and coalition recovery forces. If the participants decide that these personnel are not our responsibility, additional information will be released that clearly identifies several of the persons as DoD, but not until the status of the known personnel has been discussed. The release of more passenger details can be repeated several times to bring different categories of personnel into the discussion. The sequence should be from those where responsibility is less clear to those where responsibility is clear, since the presence of one person for whom there is clear responsibility will resolve the issue.

*Move 2:* The second move will then be initiated with a set of CINC courses of action under consideration for the military or CSAR recovery of the personnel. This will include an alliance and coalition option. The group will be faced with attempting to balance the implications for the alliance versus the probability of success and the consequences of failure. This is likely to be a long discussion, which if it becomes unproductive, will be redirected with a change in situation where the alliance option is no longer feasible due to equipment failure.

*Move 3:* Several options exist for moving the hostages beyond the grasp of the recovery forces and raising the importance of a negotiated release and the role of diplomacy. There can be a failed attempt, the hostages are held by different groups, or the insistence by an ally that a negotiated release is feasible and offers less risk. Both will bring the role of the Department of State to the forefront, the later will reinforce alliance issues, the priority objective of the game. If discussions from the previous moves run over time, coordination can be raised in the lunch discussion.

## DRAFT

**Lunch:** During the introduction the participants will be asked to be ready at lunch to introduce themselves and put an issue on the table for discussion with Mr. McConnell and Mr. Jones. All issues will be recorded and displayed on an overhead before any of the issues are addressed. Mr. McConnell will be given the option of where to start. This will allow for the possibility of addressing several issues simultaneously.

**Concluding Discussions:** After lunch the participants will be asked to identify the most important issues raised in the exercise and make any recommendations on how they might be addressed. They will also be invited to critique the game. An after lunch coffee would then be served at the scheduled end of the exercise with those who wish to discuss some of the issues further invited to stay.

#### 4. Game Sequence of Events:

The following is the sequence of events envisioned for the game. Exact times will be assigned to start, lunch and finish. Other times will be approximate.

09:00    Opening Remarks  
09:05    Overview of Personnel Recovery Process  
09:25    Introduction of Game  
09:30    Game Move 1: Legal Status  
          Discussion  
          Break  
          Game Move 2: Alliance and Coalition  
          Discussion  
          Game Move 3: Interagency Cooperation  
          Discussion  
(b)(6) 12:00 - Lunch Discussions with [redacted] and Mr. Jones  
13:30    Review of Key Issues  
          Closing Observations  
13:30-    "Stay Behind" Coffee  
??

#### 5. Deliverables:

- Game Design
- Game Materials
- Game After Action Report w/ brief analysis (Approx. 5 pages)



# ***DoD Personnel Recovery Response Cell***



# **Seminar Wargame**

13K9



# Schedule

NMSTIC  
Basista TF 3



- 0900-0910 Opening Remarks & Admin
- 0910-0925 Introduction to PRRC
- 0925-0935 Seminar Game Overview
- 0935-0940 Scenario Review
- 0940-1200 Game Play
- 1200-1300 Lunch/Issue Discussion
- 1300-1325 Review Key Issues
- 1325-1330 Closing Remarks

me, MAA  
more questions  
than answers.

Done by 1150



# *Seminar Game Overview*



- **Objectives**
- **Rules**
- **Process and Roles**
- **Questions**



# ***Seminar Game Objectives***



- **Surface Critical Personnel Recovery Issues**
- **Review Basic PRRC Procedures**
- **Update Notification Information**
- **Build Rapport and Confidence**



# *Seminar Game Rules*



- **Do not fight the scenario**
- **Try not to interrupt**
- **Open discussion and Non-attribution**
- **Be on time**



# ***Seminar Game Process and Roles***



- **Three basic moves driven by updates**
- **Situations focus discussion**
- **Questions are start points**
- **No set time for each move**
- **Participants represent their organizations**
- **Facilitator moves discussion**
- **Recorder is "Designated Listener"**



# *Situation Update #1*



- **Manifest problems**
- **French SAR on-site**
- **Crew and only known DoD pax dead**
- **Remainder of pax missing**
- **No press reports yet of crash**

*Joint Staff  
State  
Lawyers  
PA  
DIA*



# ***Discussion Points Set 1***



- **Are we responsible for the remaining paxs?**
- **If detained, what is their status?**
- **Who will release what information?**
- **What should we request of the French?**

*and how*



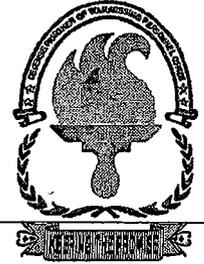
# ***Situation Update #1A***



- **SOCCE CW2 confirmed as missing pax**
- **B&R employee is DoD not USAID**
- **UN OCHA Sr Advisory is Army Reserve**
- **French Report VJ operating in area**



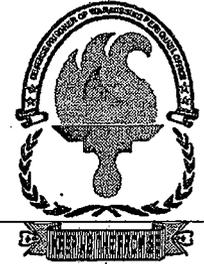
# ***Discussion Points 1A***



- **Implications of new information?**
- **What does this do to status?**

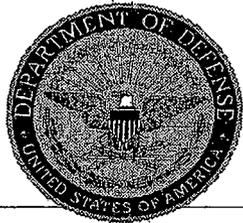


## ***Situation Update #2***



- **French preparing “Recon in Force”**
- **Press requests info from CJTF PAO**
- **CINCEUR CNN Intl interview in 2 hours**
- **JCS reports EUCOM considering 3 COAs**

*None have  
French*



## ***Discussion Points Set #2***



- **What are the policy implications of COAs?**
- **Are there other options at this point?**
- **What should we tell the French?**
- **What should CINCEUR disclose?**



## ***Situation Update #3***



- **CNN reports helicopter crash**
- **Serbs broadcast capture of spies**
- **KLA shows video of 2 “rescued” pax**
- **US CSAR on station**



## ***Discussion Points Set #3***



- **What additional info should be released?**
- **What about unaccounted for personnel?**
- **When should the CSAR launch?**
- **How should the crash site be dealt with?**



# *Lunch Issues*



- **What....**
- **When....**
- **How...**
- **Who...**



# *Key Issues*



**Issue 1:**

**Issue 2:**

**Issue 3:**

**Issue 4:**



# ***Closing Remarks***



- **Thanks for coming**
- **Please complete the critique sheet**
- **Next shuttle to the Pentagon**
- **Coffee and Cookies available**
- **DPMO staff available to answer questions**

**MEMORANDUM FOR DASD (POW/MISSING PERSONNEL AFFAIRS)**

**THRU: DEPUTY DIRECTOR, DEFENSE POW/MISSING PERSONNEL OFFICE  
CHIEF OF STAFF, DEFENSE POW/MISSING PERSONNEL OFFICE**

**FROM: Director of Operations, Defense POW/Missing Personnel Office  
Director of Plans & Policy, Defense POW/Missing Personnel Office**

**SUBJECT: Personnel Recovery and Accounting Mission Area Analysis (MAA) – ACTION  
MEMORANDUM**

**PURPOSE: To obtain your approval to award the MAA contract to ANSER**

**BACKGROUND: On September 13, 1999, and on behalf of DPMO, FEDSIM solicited formal requests for proposals to conduct the Personnel Recovery and Accounting MAA from ANSER, Battelle, and TRW.**

- **Early in our consideration process and at your direction, the Deputy Director formed an assessment board to narrow the field of competitors capable of completing the MAA. This board was composed of the following personnel:**
  - **Deputy Director**
  - **Chief of Staff**
  - **Director of Operations**
  - **Director of Plans & Policy**
  - **Director of Research & Analysis**
  - **Director of Special Projects**
  - **Director of Resource Management**
  - **DPMO General Counsel**
- **During the market research phase of DPMO's consideration, board members assessed information provided by ANSER, TRW, Research Planning, Inc. (RPI), SOZA, Battelle, Modern Technologies Corporation, and SAIC. As a result of this assessment of the contractors' written documentation, the DPMO board considered ANSER, TRW, RPI, and Battelle to be most capable of performing our requirements. At our direction, FEDSIM subsequently invited these four companies to present oral briefings of their products to the assessment board. At this point, DPMO was still in the "market research" phase.**
- **On August 30 and 31, the assessment board members listened to oral presentations by ANSER, TRW, RPI and Battelle. As a result of considering the four oral presentations, it was the consensus of the board that ANSER, Battelle, and TRW offered the most comprehensive "proposals," and of the four contractors would be the most likely to provide DPMO the best product at a reasonable price. After briefing you of our deliberations, and at your direction, FEDSIM, on behalf of DPMO requested TRW, Battelle and ANSER submit formal price and technical proposals not later than September 22, 1999, based on the Statement of Work at Tab B.**

13L

- At your direction, the Director of Operations, Colonel Mel Richmond; the DPMO Strategic Planner, Ms Jennifer Nasarenko; and the FEDSIM Contracting Representative reviewed the price and technical proposals ANSER, Battelle and TRW submitted (Tabs C through E, respectively), evaluating them on the basis of "best value."
- Summary of Comparison:
  - Through the technical evaluation by Mel Richmond, Jennifer Nasarenko, and Holly Carr, ANSER received the highest score (Tab A). ANSER was also the least expensive of the three proposals.
  - All three companies are fully capable of performing the mission area analysis.
    - ✓ All have experience in conducting mission area analyses
    - ✓ All have extensive experience in the personnel recovery function. TRW seems to have the most extensive personnel recovery-specific experience with their role in the Joint Combat Search and Rescue Joint Test & Evaluation (JCSAR JT&E), and the Personnel Recovery Mission Software ACTD.
    - ✓ All three companies lack extensive experience in the accounting function, but appear to understand our requirements and are committed to gaining the expertise necessary, either through consultants or conferring with subject matter experts to gain the necessary information. Of note, TRW has retained Colonel (Ret) Bill Jordan (former CILHI commander) to support the accounting portion of the study.
  - All three companies are approaching the mission area analysis using the same basic business process engineering and mission area analysis models. There is little apparent difference in their basic approach.
  - ANSER appears to have the best understanding of the differences in accounting and recovery while seeming to fully understand your desire/the need to "develop an integrated recovery architecture." (i.e., the linkage between recovery and accounting we are trying to define)
  - All three companies appear to understand the "political sensitivities" of the issue, particularly the accounting issue. Of note, ANSER's proposal mentions their Congressional Analysis Team that is experienced in dealing with Congress on sensitive matters.

**COORDINATION:**

DPMO Legal Counsel concur / ~~nonconcur~~ *concur on 9/24/99*

DPMO Budget Officer concur / ~~nonconcur~~ *concur on 9/24/99*

DPMO Contracting concur / ~~nonconcur~~ *9/24/99*

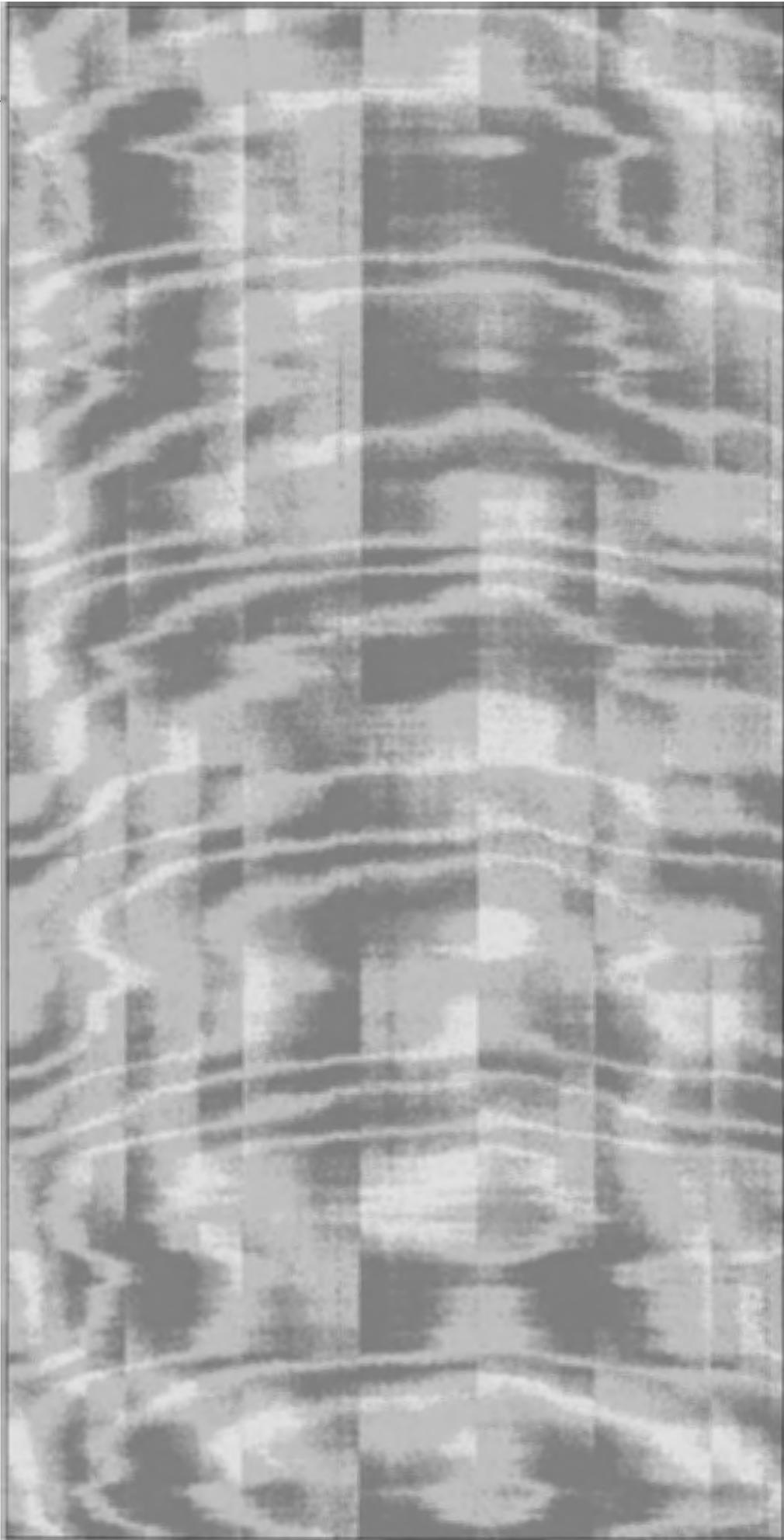
**RECOMMENDATION:** That the DASD select ANSER to perform the MAA and direct the FEDSIM contracting officer to award the contract to ANSER immediately. ANSER provides the best value for our project.

**DASD Decision:**

*9/27/99*  
 Approve  
 Disapprove  
 Other

Attachments:  
 As stated

(b)(4)



**MISSION AREA AND BUSINESS PROCESSING ANALYSIS FOR PERSONNEL  
RECOVERY AND ACCOUNTING  
FOR THE  
DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE (DPMO)**

**1. STATEMENT OF WORK**

**1.1 Background**

The Defense Prisoner of War/Missing Personnel Office (DPMO) was created in 1993 after the U.S. Government consolidated the Prisoner of War/Missing in Action offices. DPMO is charged with assembling and analyzing information on U.S. military and civilian personnel who are, or were, prisoners of war or missing persons. To accomplish their mission, DPMO requires appropriate automated and integrated information systems and networks.

Personnel recovery is the umbrella term for operations focused on the task of recovering captured, missing, or isolated personnel from danger. It is the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. This includes U.S., allied, coalition, friendly military, or paramilitary and others designated by the National Command Authorities. Personnel recovery includes, but is not limited to, search and rescue; Combat Search and Rescue; Survival, Evasion, Resistance and Escape (SERE); Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel recovery may occur through military action, action by non-governmental organizations, other U.S. Government-approved action, and/or diplomatic initiatives, or through any of those options (DOD Directive 2310.3).

DPMO requires assistance to:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.

**1.2 Mission**

DPMO's mission includes:

- A. Exercise policy, control, and oversight within the Department of Defense (DoD) for the entire process for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion).
- B. Coordinate for DoD with other departments and agencies of the USG on all matters concerning missing persons, and establish procedures for the determination of status of

missing persons including those to be followed by DoD boards of inquiry and officials reviewing the reports of such boards, and;

- C. Coordinate for the systematic, comprehensive, and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.

### 1.3 Goals

DPMO goals include:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.
  - 1. Recovery. By 2003, DoD will have a fully integrated personnel recovery architecture that ensures its ability to recover through military means, designated personnel who are isolated in harm's way. The DoD architecture supports and complements the recovery of personnel through diplomatic and other means. It will develop an interagency mechanism that maximizes the unique capabilities of each department, agency, or office in resolving personnel recovery issues and incidents.
  - 2. Accounting. In those instances where DoD is unable to recover its personnel immediately, a system that ensures all critical information for making identifications is in place that ensures rapid correlation to the specific loss incident.
- C. Develop and apply scientific, technological and business process breakthroughs on the issues of:
  - 1. Collection, storage, analysis and dissemination of information on covered personnel by the end of CY 2000.
  - 2. Identification, location and authentication of missing personnel worldwide by the end of CY 2001.
- D. Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.
- E. On the basis of the above analysis, recommend appropriate use of Information Technology to streamline, consolidate, and organize business functions. To identify the right opportunities for business reengineering and technology infusion, the first step is to survey the current environment.

#### **1.4 Objective**

The objective of this statement of work is to assist DPMO in meeting the goals described above. The INDUSTRY PARTNER shall conduct a Mission Area Analysis (MAA) / Business Process Reengineering (BPR) (MAA/BPR) effort that defines the components of an effective DoD personnel recovery, accounting and remains recovery architecture by examining the full spectrum of personnel recovery and accounting functions at the DoD, DPMO, and interagency levels. This analysis will correlate and validate the mission requirements based upon the impacts associated with implementing the Missing Persons Act and current capabilities.

To the maximum extent possible, Business Process Engineering tools and methods will be employed to provide:

- Process models that depict work processes in the "AS IS" and "TO BE" environments.
- Information Models that describe data required to perform and make decisions.
- Organization Models that define the new or existing organization structure, job positions, and job configurations
- Technology Models: that describe the potential of today's technologies for meeting mission requirements.
- Management Strategy: The analysis of the organization and process models will provide critical input for defining a management strategy to best meet mission objectives.

#### **1.5 Requirements**

DPMO requires a team of individuals with demonstrated experience (i.e., work performed within the past 5 years) that have knowledge and expertise in the areas of:

1. Successfully managing high-level, politically sensitive and classified projects.
2. Personnel recovery.
3. Policy, doctrine, and plans development in DoD.
4. Mission analysis, and operations research.
5. Strategic planning, organizational analysis and development experience.
6. Manpower and budget analysis for improving organizational efficiency including Office of Management and Budget (OMB) standards and requirements for A-76 and Most Efficient Organization (MEO) Studies.
7. Ability to apply knowledge of A-76 and MEO studies and to make necessary recommendations on manpower and organizational efficiency.
8. Missing Persons Act.
9. Business Process Reengineering, Simulation and Modeling.

In addition, the industry partner should provide knowledge in

10. Historical Accounting of missing persons

## 11. Research and scientific methods in anthropological analyses

### 1.6 Scope

The scope of this effort includes all analytic and information engineering tools and services required to accomplish the goals described above.

### 1.7 Description

The INDUSTRY PARTNER shall accomplish the objectives described above in two phases:

Phase I: MANDATORY: Identify the problem and develop an analytical plan. (Duration: approximately 3 months).

Phase II: OPTIONAL: Conduct the MAA / BPR – Phase II will cover the “AS IS” and “TO BE” Environment. (Duration: 8 to 9 months) The key component of Phase II will be the actual functional analysis and preparation of the final report.

The INDUSTRY PARTNER shall identify opportunities for business process redesign and information technology infusion. Following the principles of business redesign, The INDUSTRY PARTNER shall consider:

- (1) Organizing work around outcomes, rather than tasks;
- (2) Providing direct access to customers; --that is, provide timely and accurate responses to information inquiries;
- (3) Harnessing technology—provide right information at the right time.
- (4) Enabling interdependent and simultaneous work. When people have access to information and can communicate cross-functionally and cross-organizationally, work can be performed simultaneously instead of linearly.

The following paragraphs describe the tasks that will be performed:

#### 1.7.1 Task 1 - Project Management (Mandatory)

The INDUSTRY PARTNER shall maintain a project diary and provide support for reviewing and providing comments on completed studies, analyses, documentation and activities.

##### 1.7.1.1 Subtask 1.1 - Monthly Status Reports (Monthly) (Mandatory)

The INDUSTRY PARTNER shall prepare Monthly Status Reports. The monthly status reports will provide a description of activities (both completed (past month) and planned for the next month), issues/problems, recommended solutions, and client actions. (Upon award of the Delivery Order, the Contractor's status reports will correspond with contractor invoices and provide DPMO with the project fund status as well as the level of effort expended).

### 1.7.1.2 Subtask 1.2 – Periodic In Process Reviews (Mandatory)

The INDUSTRY PARTNER shall brief the DPMO on findings and activities as required (estimated weekly basis). The in-process reviews will describe project progress, accomplishments, issues, and required client actions. The reviews will provide information on:

- a) Personnel Recovery Analysis progress
- b) Accounting and Remains Recovery Analysis progress
- c) Model development
- d) Conference coordination
- e) PRAG meeting arrangements
- f) Budget and manpower issues

During the in-process reviews, The INDUSTRY PARTNER shall document any issues, comments, recommendations, and/or findings in minutes, and distribute the minutes the next working day.

### 1.7.2 Task 2 – Phase I: Project Plan to Conduct the Personnel Recovery Analysis and Personnel Accounting (Mandatory)

To establish a mutually-agreed upon plan of action and milestones for the project, The INDUSTRY PARTNER shall prepare a Project Plan. The Plan will be a living document to be used by both DPMO and INDUSTRY PARTNER to monitor Phase II tasks, milestones, and deliverables for this project element plan.

The INDUSTRY PARTNER shall propose the scope of the Phase II MAA/BPR describing the technical approach, organizational resources, and management controls to be employed to meet the performance, cost, and schedule requirements throughout execution of the analysis. The INDUSTRY PARTNER shall describe in detail the research methodology they will employ to identify governing directives, legal authorities, and joint and service policy. *To the maximum extent possible, the research methodology will incorporate business process analysis tools and principles.* The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies. Phase I shall include development of an approach for determining required Joint Mission Essential Tasks for personnel recovery. The INDUSTRY PARTNER shall ensure that the plan connects required capabilities, tasks, doctrine, and policies to Defense planning documentation.

As part of this plan, The INDUSTRY PARTNER shall prepare a Baseline Schedule, containing all resources, activities, and milestones necessary to accomplish work specified in the SOW. The Plan will include the following information:

- All technical activities (including the development of BPR models and other documents) will be identified and organized in a work breakdown structure (WBS) at a level of detail

sufficient for FEDSIM to manage the task, with approximately two additional WBS levels below the technical activities specified in the SOW.

- A GANTT chart which contains activities and milestones pertinent to completion of the technical activities specified in the SOW.
- Description and expected result of each step or milestone in the work plan.
- An estimate of the duration and level of effort (by labor category) for each element of the WBS, with approximately two additional WBS levels below the technical activities specified in the SOW.
- A matrix of all deliverables, and their planned delivery dates.
- A matrix of all personnel assigned to the task order and their total aggregate level of effort for all tasks.

### 1.7.3 Task 3 – Phase II: (OPTIONAL)

#### 1.7.3.1 Subtask 3.1 - Conduct Personnel Recovery Process Analysis

The INDUSTRY PARTNER shall examine the entire range of personnel recovery, to include military (conventional, non-conventional, and unconventional), diplomatic, and other means of recovering isolated personnel. During the examination, The INDUSTRY PARTNER shall document and describe the relationships of personnel recovery legislation, policy, doctrine, organizations, technology, and tasks. Recommend who best should resolve each action to achieve the end-state. The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

##### A. Method: The INDUSTRY PARTNER shall:

- Analyze the full range of DoD personnel recovery requirements. Address requirements of the interagency community, including, but not limited to the Department of State, CIA, and U.S. Coast Guard.
- Analyze the structure and procedures for interagency coordination and cooperation so as to maximize the USG's ability to recover its isolated personnel and account for its missing.
- Analyze the organizations responsible for Personnel Recovery policy, doctrine, intelligence, technology, and tasks (including the Joint Mission Essential Task List)
- Identify and analyze capabilities and force structure (forces and materiel).
- Assess risk and effectiveness of DoD personnel recovery policy and procedures in military, diplomatic, or other Government agency scenarios.
- Use recent studies and analyses performed by other DoD components.
- Identify technologies (*including information technologies*) that can improve personnel recovery and use Advanced Concept Technology Demonstrations as a source for

information. Cooperate with the DoD Personnel Recovery Technology Working Group to obtain information and recommend additional technological enhancements.

- Identify deficiencies and excesses.
- Identify requirements to change existing doctrine, policy, training, technology, assessing risk and effectiveness in each key area.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Recommendations must consider and incorporate current DoD budget and personnel realities.

**B. Interim Deliverables:**

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above. The INDUSTRY PARTNER shall:

- Identify technological enhancements that will improve personnel recovery.
- Develop the supporting documentation for Mission Needs Statements and Operational Requirements Documents.
- Provide information to support the development of a personnel recovery-planning model for operational, process improvements, and strategic planning. Recommended process improvements will include a description of impacts and results for both the "AS IS" and recommended "TO BE" solution.
- Identify alternative methods for organizations to resolve each action to achieve the end-state.

As required, The INDUSTRY PARTNER shall provide executive briefings on each of the items above.

**C: Final Deliverable:**

The INDUSTRY PARTNER shall provide draft and final versions of a Report and Executive Briefing that fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

**1.7.3.2 Subtask 3.2 - Conduct Personnel Accounting and Recovery**

The INDUSTRY PARTNER shall Examine the process of accounting and recovery. The INDUSTRY PARTNER shall analyze the policy, directives, organizations, resources, and tasks involved in accounting and recovery. The INDUSTRY PARTNER shall provide recommendations to DPMO for the efficient organization of DoD resources currently available and recommendations for the best means available to meet the requirements of accounting and recovery in the future. The INDUSTRY PARTNER shall identify and take into account current

studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

A. Method: The INDUSTRY PARTNER shall:

- Describe and assess the current DoD recovery effort for which the U.S. Army is the executive agent.
- Conduct a detailed analysis of mission, organizational structure, and associated budgets of the DPMO, U.S. Army Central Identification Laboratory, HI; the U.S. Army Central Memorial Affairs Operations Center; the Armed Forces DNA Identification Laboratory; the USAF Life Sciences Equipment Laboratory, and the Joint Task Force-Full Accounting.
- Conduct analyses leading to findings and recommendations on the capability of the current DoD remains-recovery program and its ability to handle requirements of the 21st Century.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Coordinate working groups with key stakeholders in the worldwide recovery program to develop draft and final reports of findings.
- Consider the impact of interagency and NGOs on accounting policy and operations.
- Make recommendations that consider and incorporate current DoD budget and personnel realities.

B. Interim Deliverables:

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above.

C: Final Deliverable:

The INDUSTRY PARTNER shall provide draft and final versions of a Final Recovery Reports and Executive Briefing, The Report will fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

**1.7.3.3 Subtask 3.3 - Develop Personnel Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible model or methodology to calculate recovery-force requirements for the full range of military operations. The model will serve as a planning tool for operational and strategic-level personnel-recovery planners, and as a precursor to a Joint Warfighting Capabilities Assessment.

A. Method: The INDUSTRY PARTNER shall Collect data and use available analytical methods to forecast loss rates across the spectrum of conflict derived from Defense planning

documentation or develop a new method that is mathematically rigorous and credible. Determine force mixes that are capable of various recovery operations and provide options for planners.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that predicts losses and provides options for recovery force selection. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
- 2) Upon acceptance of the final model and report, The INDUSTRY PARTNER shall provide a model demonstration that forecasts Personnel Recovery resources required over the next five years.

**1.7.3.4 Subtask 3.4 - Develop Accounting And Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible computer model that calculates requirements (i.e., force structure, budget, time, etc.) to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and World War II (WWII).

A. Method: The INDUSTRY PARTNER shall use available methods and historical data from efforts to account for Americans still missing as a result of the wars in Southeast Asia, the Korean Conflict, the Cold War and WWII to develop a mathematically rigorous and credible model. The model must incorporate variables such as investigative and recovery team mix, site access, field operations frequency, and budget constraints.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that forecasts requirements to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and WWII. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
- 2) Upon acceptance of the final model and report, The INDUSTRY PARTNER shall provide a model demonstration that forecasts Accounting and Recovery resources required over the next five years.

**1.7.3.5 Subtask 3.5 - Conduct Personnel Recovery Advisory Group (PRAG) Meetings**

The INDUSTRY PARTNER shall work closely with DPMO's is to keep senior leaders of the personnel recovery community apprised of issues resulting from the MAA. These meetings will serve as a forum to review the results and progress of the MAA. These meetings shall be held in December, March, and June annually; however, variations may occur.

A. Method: The Industry Partner shall provide facilitator(s) for meetings of the Personnel Recovery Advisory Group (PRAG). The meetings will consist of contractor and member-

sponsored briefings, and interactive dialogue among USG officials responsible for various aspects of personnel recovery.

The meetings will be 2-3 hours in duration. Classification will be no higher than collateral Secret.

**B. Deliverables:**

- 1) Facilitator(s) to assist in conducting the meeting
- 2) Reproduction of required PRAG meeting material
- 3) Visual aids to support the meeting (e.g., PowerPoint)
- 4) Audio-visual support personnel to operate the equipment for briefings
- 5) Labels, VIP seating signs, and name tags
- 6) Minutes of each meeting delivered to DPMO

**1.8 Significant Milestones and Deliverables**

Milestones	Responsibility	Duration
<b>PROJECT START (PS)</b>		Upon Government receipt and approval of approved required TS/SI/TK clearances for project personnel + 5 days
<b>Task 1 - Project Management</b>	<b>INDUSTRY PARTNER</b>	
<b>Monthly Status Reports</b>	<b>INDUSTRY PARTNER</b>	PS + Monthly for the Duration of this Project Element Plan
<b>In Process Reviews</b>	<b>INDUSTRY PARTNER/ DPMO</b>	Weekly (or as required) for the Duration of this Statement of Work.
<b>Task 2 - Phase I: Project Plan to Conduct the Personnel Recovery Analysis and Personnel Accounting (Mandatory)</b>		Task will begin upon DPMO receipt of approved TS/SI/TK clearances of contractor personnel
<b>Draft Plan</b>	<b>INDUSTRY PARTNER</b>	PS + 8 weeks
<b>Comments Final</b>	<b>DPMO INDUSTRY PARTNER</b>	Draft + 1 month PS + 3 months

<b>Task 3: Phase II</b>	<b>INDUSTRY PARTNER</b>	Acceptance of final Plan plus 9 months
<b>3.1 Personnel Recovery Process Analysis</b>		
Interim Deliverables	<b>INDUSTRY PARTNER</b>	As required
Draft Report	<b>INDUSTRY PARTNER</b>	In accordance with Plan
Comments	<b>DPMO</b>	Draft + 2 weeks
Final	<b>INDUSTRY PARTNER</b>	Comments + 2 weeks
<b>3.2 Accounting and Recovery Analysis</b>		
Interim Deliverables	<b>INDUSTRY PARTNER</b>	As required
Draft Report	<b>INDUSTRY PARTNER</b>	In accordance with Plan
Comments	<b>DPMO</b>	Draft + 2 weeks
Final	<b>INDUSTRY PARTNER</b>	Comments + 2 weeks
<b>3.3 Personnel Recovery Analytical Model</b>		
Draft Model and Documentation	<b>INDUSTRY PARTNER</b>	In accordance with Plan
Comments	<b>DPMO</b>	Draft + 2 weeks
Final	<b>INDUSTRY PARTNER</b>	Comments + 2 weeks
Demonstration	<b>INDUSTRY PARTNER</b>	At a time mutually convenient to DPMO and the INDUSTRY PARTNER
<b>3.4 Accounting And Recovery Analytical Model</b>		
Draft Model and Documentation	<b>INDUSTRY PARTNER</b>	In accordance with Plan
Comments	<b>DPMO</b>	Draft + 2 weeks
Final	<b>INDUSTRY PARTNER</b>	Comments + 2 weeks
Demonstration	<b>INDUSTRY PARTNER</b>	At a time mutually convenient to THE INDUSTRY PARTNER AND DPMO

### 3.5 PRAG Meetings

Facilitated Sessions with reproduced materials, briefings, audio-visual aids, identification tags

**INDUSTRY** As required  
**PARTNER/**  
**DPMO**

Minutes of meetings

**INDUSTRY** Within 5 work days of meeting  
**PARTNER**

### 1.9 Period of Performance

The period of performance on this Delivery Order for the MANDATORY TASKS is Date of Award (DOA) plus 3 months. The period of Performance on the OPTIONAL Tasks is nine months after acceptance of the Plan.

### 1.10 Security

The project manager assigned to work on this project shall have TS/SI/TK clearance. There will be no exceptions. The Government anticipates there will be a close-working relationship with the Industry Partner and that there will be occasions when work is to be performed on-site. The entire DPMO organization is housed within a SCIF (Sensitive Compartmented Information Facility).

The INDUSTRY PARTNER SHALL comply with all appropriate security regulations in handling classified material and in publishing reports and other products. DPMO will not accept nor pay any billings for uncleared contractor personnel without prior approval of the DPMO POC.

Required clearances for the analysis of requirements Top Secret/SCI, (estimated for a very limited number of contractors (<5)).

For all other personnel, secret security clearances are required for to access DPMO office space, attend or facilitate the Conferences, or to view plans, procedures, and historical data. Contractor candidates must have at least a security clearance IAW DD 254 established for the task.

The contractor must be able to store secret documents and material.

### 1.11 Key Personnel

1.11.1 The Industry partner shall identify key personnel. The Corporate Officer shall be an employee of the Prime Contractor whose role is that of overall manager of the contract and single point-of-contact for FEDSIM for resolution of contract-related (as opposed to specific DO-related) issues. The Corporate Officer shall also be a recourse when DO-related issues are not resolved to the Government's satisfaction at the DO level.

1.11.2 Key personnel assigned to the contract must be assigned for the entire contract period barring circumstances outside the control of the Contractor, e.g., resignation, death, disability, etc.

1.11.3 In order to ensure a smooth and orderly start up of a DO, it is essential that the key personnel specified in the Contractor's proposal for that DO be available on the effective date of the DO. If these personnel are not made available at that time, the Contractor shall show cause. If the Contractor does not show cause, the Contractor may be subject to default action as prescribed by FAR 52.249-8, Default (Fixed-Price Supply and Service).

#### 1.12 Government-Furnished Equipment

- Desks or workstations equipped with suitable computers and access to appropriate local area networks (including e-mail and Internet access) for cleared contractor personnel. DPMO will determine the number of persons based on tasks and the contractor's analytical plan.
- The Government will furnish or make available to the contractor any necessary Government documentation to accomplish the task.

#### 1.13 Place of Performance

Work is to be performed at the contractor's facility and in the Defense POW/Missing Personnel Office at 1745 Jefferson Davis highway, Arlington, VA, 22202.

#### 1.14 Travel

Travel may be required to gather information and to meet with subject matter experts, and organization representatives involved in the process of Personnel Recovery, and Accounting and Remains Recovery. Specific locations include: Combatant Commands; Joint Services SERE Agency at Ft. Belvoir, Virginia; Joint Task Force-Full Accounting, Camp H. M. Smith, Hawaii; Central Identification Laboratory-Hawaii; Combat Search and Rescue Agency at Langley AFB, Virginia; and the Joint Warfighting Center at Ft. Monroe, Virginia. As a travel requirement is identified, the INDUSTRY PARTNER SHALL coordinate requirements with the Task Monitor.

Travel will be on a cost reimbursable basis in accordance with Federal Joint Travel Regulations and Section H.4 of the base contract. All travel shall be authorized in advance by the Contracting Officer's Representative (COR). Travel costs shall be itemized in accordance with Paragraphs 1.15 and 1.16 below.

The Government estimates the following trips:

		# Persons	# Days
Trip 1	Tampa, FL	2	5
Trip 2	Stuttgart, GE	2	7
Trip 3	Hampton, VA	2	3
Trip 4	Honolulu, HI	2	7
Trip 5	Miami, FL	2	2
Trip 6	Spokane, WA	2	2

Trip 7	San Diego, CA	2	4
Trip 8	Fayetteville, NC	2	2
Trip 9	Montgomery, AL	2	2
Trip 10	Little Creek, VA	2	2
Trip 11	Seoul, Korea	2	7

### 1.15 Invoice Submission

Invoices shall be submitted to FEDSIM electronically in TOS. TOS Help Support Phone number is 703 605 9716. Prior to submission in TOS to FEDSIM, the contractor shall obtain a signature from the Client POC on the Form 1034.

(1) Send the 1034 with client's signature to:

Ms. Holly T. Carr  
5203 Leesburg Pike, Suite 1100  
Falls Church, VA 22041

### 1.16 Invoice Detail

The INDUSTRY PARTNER shall provide for each WBS element in the Task Order Management Plan, the labor category, the number of hours worked, the labor rate, current price, cumulative cost to date. When applicable, the contractor shall provide copies of invoices and/or receipts for Other Direct Costs. When applicable, the contractor shall provide copies of invoices and receipts for software tools. Each invoice that includes travel shall provide itemized detail and supporting information to enable the reviewer to assess compliance.

### 1.17 FEDSIM Points-of-Contact

**Project Manager:** Ms. Holly T. Carr  
**Senior Project Manager:** Ms. Sue Latham  
**Mailing Address:** 5203 Leesburg Pike, Suite 1100  
 Falls Church, VA 22041

**Telephone No:** (703) 605 9829(Carr)  
 (703) 605 9822 (Latham)

**Fax No:** (703) 605 9870

**Email:** [holly.carr@gsa.gov](mailto:holly.carr@gsa.gov)

**MISSION AREA AND BUSINESS PROCESSING ANALYSIS FOR PERSONNEL  
RECOVERY AND ACCOUNTING  
FOR THE  
DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE (DPMO)**

**1. STATEMENT OF WORK**

**1.1 Background**

The Defense Prisoner of War/Missing Personnel Office (DPMO) was created in 1993 after the U.S. Government consolidated the Prisoner of War/Missing in Action offices. DPMO is charged with assembling and analyzing information on U.S. military and civilian personnel who are, or were, prisoners of war or missing persons. To accomplish their mission, DPMO requires appropriate automated and integrated information systems and networks.

Personnel recovery is the umbrella term for operations focused on the task of recovering captured, missing, or isolated personnel from danger. It is the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. This includes U.S., allied, coalition, friendly military, or paramilitary and others designated by the National Command Authorities. Personnel recovery includes, but is not limited to, search and rescue; Combat Search and Rescue; Survival, Evasion, Resistance and Escape (SERE); Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel recovery may occur through military action, action by non-governmental organizations, other U.S. Government-approved action, and/or diplomatic initiatives, or through any of those options (DOD Directive 2310.3).

DPMO requires assistance to:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.

**1.2 Mission**

DPMO's mission includes:

- A. Exercise policy, control, and oversight within the Department of Defense (DoD) for the entire process for investigation and recovery related to missing persons (including matters related to search, rescue, escape and evasion).
- B. Coordinate for DoD with other departments and agencies of the USG on all matters concerning missing persons, and establish procedures for the determination of status of

missing persons including those to be followed by DoD boards of inquiry and officials reviewing the reports of such boards, and;

- C. Coordinate for the systematic, comprehensive, and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.

### 1.3 Goals

DPMO goals include:

- A. Develop a methodology to implement the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight by FY 2001.
- B. Implement a unified system for the live recovery of isolated personnel, post-hostility accounting and identification system by the end of FY 2002.
  - 1. Recovery. By 2003, DoD will have a fully integrated personnel recovery architecture that ensures its ability to recover through military means, designated personnel who are isolated in harm's way. The DoD architecture supports and complements the recovery of personnel through diplomatic and other means. It will develop an interagency mechanism that maximizes the unique capabilities of each department, agency, or office in resolving personnel recovery issues and incidents.
  - 2. Accounting. In those instances where DoD is unable to recover its personnel immediately, a system that ensures all critical information for making identifications is in place that ensures rapid correlation to the specific loss incident.
- C. Develop and apply scientific, technological and business process breakthroughs on the issues of:
  - 1. Collection, storage, analysis and dissemination of information on covered personnel by the end of CY 2000.
  - 2. Identification, location and authentication of missing personnel worldwide by the end of CY 2001.
- D. Without degrading the current accounting opportunities, transition all historical accounting processes from prior conflicts to efforts triggered by new information by FY 2004.
- E. On the basis of the above analysis, recommend appropriate use of Information Technology to streamline, consolidate, and organize business functions. To identify the right opportunities for business reengineering and technology infusion, the first step is to survey the current environment.

#### **1.4 Objective**

The objective of this statement of work is to assist DPMO in meeting the goals described above. The INDUSTRY PARTNER shall conduct a Mission Area Analysis (MAA) / Business Process Reengineering (BPR) (MAA/BPR) effort that defines the components of an effective DoD personnel recovery, accounting and remains recovery architecture by examining the full spectrum of personnel recovery and accounting functions at the DoD, DPMO, and interagency levels. This analysis will correlate and validate the mission requirements based upon the impacts associated with implementing the Missing Persons Act and current capabilities.

To the maximum extent possible, Business Process Engineering tools and methods will be employed to provide:

- Process models that depict work processes in the "AS IS" and "TO BE" environments.
- Information Models that describe data required to perform and make decisions.
- Organization Models that define the new or existing organization structure, job positions, and job configurations
- Technology Models: that describe the potential of today's technologies for meeting mission requirements.
- Management Strategy: The analysis of the organization and process models will provide critical input for defining a management strategy to best meet mission objectives.

#### **1.5 Requirements**

DPMO requires a team of individuals with demonstrated experience (i.e., work performed within the past 5 years) that have knowledge and expertise in the areas of:

1. Successfully managing high-level, politically sensitive and classified projects.
2. Personnel recovery.
3. Policy, doctrine, and plans development in DoD.
4. Mission analysis, and operations research.
5. Strategic planning, organizational analysis and development experience.
6. Manpower and budget analysis for improving organizational efficiency including Office of Management and Budget (OMB) standards and requirements for A-76 and Most Efficient Organization (MEO) Studies.
7. Ability to apply knowledge of A-76 and MEO studies and to make necessary recommendations on manpower and organizational efficiency.
8. Missing Persons Act.
9. Business Process Reengineering, Simulation and Modeling.

In addition, the industry partner should provide knowledge in

10. Historical Accounting of missing persons

## 11. Research and scientific methods in anthropological analyses

### 1.6 Scope

The scope of this effort includes all analytic and information engineering tools and services required to accomplish the goals described above.

### 1.7 Description

The INDUSTRY PARTNER shall accomplish the objectives described above in two phases:

Phase I: MANDATORY: Identify the problem and develop an analytical plan. (Duration: approximately 3 months).

Phase II: OPTIONAL: Conduct the MAA / BPR – Phase II will cover the “AS IS” and “TO BE” Environment. (Duration: 8 to 9 months) The key component of Phase II will be the actual functional analysis and preparation of the final report.

The INDUSTRY PARTNER shall identify opportunities for business process redesign and information technology infusion. Following the principles of business redesign, The INDUSTRY PARTNER shall consider:

- (1) Organizing work around outcomes, rather than tasks;
- (2) Providing direct access to customers; --that is, provide timely and accurate responses to information inquiries;
- (3) Harnessing technology—provide right information at the right time.
- (4) Enabling interdependent and simultaneous work. When people have access to information and can communicate cross-functionally and cross-organizationally, work can be performed simultaneously instead of linearly.

The following paragraphs describe the tasks that will be performed:

#### 1.7.1 Task 1 - Project Management (Mandatory)

The INDUSTRY PARTNER shall maintain a project diary and provide support for reviewing and providing comments on completed studies, analyses, documentation and activities.

##### 1.7.1.1 Subtask 1.1 - Monthly Status Reports (Monthly) (Mandatory)

The INDUSTRY PARTNER shall prepare Monthly Status Reports. The monthly status reports will provide a description of activities (both completed (past month) and planned for the next month), issues/problems, recommended solutions, and client actions. (Upon award of the Delivery Order, the Contractor's status reports will correspond with contractor invoices and provide DPMO with the project fund status as well as the level of effort expended).

### 1.7.1.2 Subtask 1.2 – Periodic In Process Reviews (Mandatory)

The INDUSTRY PARTNER shall brief the DPMO on findings and activities as required (estimated weekly basis). The in-process reviews will describe project progress, accomplishments, issues, and required client actions. The reviews will provide information on:

- a) Personnel Recovery Analysis progress
- b) Accounting and Remains Recovery Analysis progress
- c) Model development
- d) Conference coordination
- e) PRAG meeting arrangements
- f) Budget and manpower issues

During the in-process reviews, The INDUSTRY PARTNER shall document any issues, comments, recommendations, and/or findings in minutes, and distribute the minutes the next working day.

### 1.7.2 Task 2 – Phase I: Project Plan to Conduct the Personnel Recovery Analysis and Personnel Accounting (Mandatory)

To establish a mutually-agreed upon plan of action and milestones for the project, The INDUSTRY PARTNER shall prepare a Project Plan. The Plan will be a living document to be used by both DPMO and INDUSTRY PARTNER to monitor Phase II tasks, milestones, and deliverables for this project element plan.

The INDUSTRY PARTNER shall propose the scope of the Phase II MAA/BPR describing the technical approach, organizational resources, and management controls to be employed to meet the performance, cost, and schedule requirements throughout execution of the analysis. The INDUSTRY PARTNER shall describe in detail the research methodology they will employ to identify governing directives, legal authorities, and joint and service policy. *To the maximum extent possible, the research methodology will incorporate business process analysis tools and principles.* The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies. Phase I shall include development of an approach for determining required Joint Mission Essential Tasks for personnel recovery. The INDUSTRY PARTNER shall ensure that the plan connects required capabilities, tasks, doctrine, and policies to Defense planning documentation.

As part of this plan, The INDUSTRY PARTNER shall prepare a Baseline Schedule, containing all resources, activities, and milestones necessary to accomplish work specified in the SOW. The Plan will include the following information:

- All technical activities (including the development of BPR models and other documents) will be identified and organized in a work breakdown structure (WBS) at a level of detail

sufficient for FEDSIM to manage the task, with approximately two additional WBS levels below the technical activities specified in the SOW.

- A GANTT chart which contains activities and milestones pertinent to completion of the technical activities specified in the SOW.
- Description and expected result of each step or milestone in the work plan.
- An estimate of the duration and level of effort (by labor category) for each element of the WBS, with approximately two additional WBS levels below the technical activities specified in the SOW.
- A matrix of all deliverables, and their planned delivery dates.
- A matrix of all personnel assigned to the task order and their total aggregate level of effort for all tasks.

### **1.7.3 Task 3 – Phase II: (OPTIONAL)**

#### **1.7.3.1 Subtask 3.1 - Conduct Personnel Recovery Process Analysis**

The INDUSTRY PARTNER shall examine the entire range of personnel recovery, to include military (conventional, non-conventional, and unconventional), diplomatic, and other means of recovering isolated personnel. During the examination, The INDUSTRY PARTNER shall document and describe the relationships of personnel recovery legislation, policy, doctrine, organizations, technology, and tasks. Recommend who best should resolve each action to achieve the end-state. The INDUSTRY PARTNER shall identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

A. Method: The INDUSTRY PARTNER shall:

- Analyze the full range of DoD personnel recovery requirements. Address requirements of the interagency community, including, but not limited to the Department of State, CIA, and U.S. Coast Guard.
- Analyze the structure and procedures for interagency coordination and cooperation so as to maximize the USG's ability to recover its isolated personnel and account for its missing.
- Analyze the organizations responsible for Personnel Recovery policy, doctrine, intelligence, technology, and tasks (including the Joint Mission Essential Task List)
- Identify and analyze capabilities and force structure (forces and materiel).
- Assess risk and effectiveness of DoD personnel recovery policy and procedures in military, diplomatic, or other Government agency scenarios.
- Use recent studies and analyses performed by other DoD components.
- Identify technologies (*including information technologies*) that can improve personnel recovery and use Advanced Concept Technology Demonstrations as a source for

information. Cooperate with the DoD Personnel Recovery Technology Working Group to obtain information and recommend additional technological enhancements.

- Identify deficiencies and excesses.
- Identify requirements to change existing doctrine, policy, training, technology, assessing risk and effectiveness in each key area.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Recommendations must consider and incorporate current DoD budget and personnel realities.

**B. Interim Deliverables:**

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above. The INDUSTRY PARTNER shall:

- Identify technological enhancements that will improve personnel recovery.
- Develop the supporting documentation for Mission Needs Statements and Operational Requirements Documents.
- Provide information to support the development of a personnel recovery-planning model for operational, process improvements, and strategic planning. Recommended process improvements will include a description of impacts and results for both the "AS IS" and recommended "TO BE" solution.
- Identify alternative methods for organizations to resolve each action to achieve the end-state.

As required, The INDUSTRY PARTNER shall provide executive briefings on each of the items above.

**C: Final Deliverable:**

The INDUSTRY PARTNER shall provide draft and final versions of a Report and Executive Briefing that fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

**1.7.3.2 Subtask 3.2 - Conduct Personnel Accounting and Recovery**

The INDUSTRY PARTNER shall Examine the process of accounting and recovery. The INDUSTRY PARTNER shall analyze the policy, directives, organizations, resources, and tasks involved in accounting and recovery. The INDUSTRY PARTNER shall provide recommendations to DPMO for the efficient organization of DoD resources currently available and recommendations for the best means available to meet the requirements of accounting and recovery in the future. The INDUSTRY PARTNER shall identify and take into account current

studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies.

A. Method: The INDUSTRY PARTNER shall:

- Describe and assess the current DoD recovery effort for which the U.S. Army is the executive agent.
- Conduct a detailed analysis of mission, organizational structure, and associated budgets of the DPMO, U.S. Army Central Identification Laboratory, HI; the U.S. Army Central Memorial Affairs Operations Center; the Armed Forces DNA Identification Laboratory; the USAF Life Sciences Equipment Laboratory, and the Joint Task Force-Full Accounting.
- Conduct analyses leading to findings and recommendations on the capability of the current DoD remains-recovery program and its ability to handle requirements of the 21st Century.
- Identify requirements to modify organizations of the recovery community to include the potential need to conduct future manpower, budgetary, and other resource studies.
- Coordinate working groups with key stakeholders in the worldwide recovery program to develop draft and final reports of findings.
- Consider the impact of interagency and NGOs on accounting policy and operations.
- Make recommendations that consider and incorporate current DoD budget and personnel realities.

B. Interim Deliverables:

As attachments to the monthly status reports, The INDUSTRY PARTNER shall prepare interim deliverables (i.e, point papers, and graphics) that summarize the results of the activities above.

C: Final Deliverable:

The INDUSTRY PARTNER shall provide draft and final versions of a Final Recovery Reports and Executive Briefing. The Report will fully describes the results of this analysis, including: (1) the methodology, (2) analytic tools, (3) DOD organization/ infrastructure (i.e, description of each of the components, their mission, and operations), (4) analysis and findings, and (5) recommendations.

**1.7.3.3 Subtask 3.3 - Develop Personnel Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible model or methodology to calculate recovery-force requirements for the full range of military operations. The model will serve as a planning tool for operational and strategic-level personnel-recovery planners, and as a precursor to a Joint Warfighting Capabilities Assessment.

A. Method: The INDUSTRY PARTNER shall Collect data and use available analytical methods to forecast loss rates across the spectrum of conflict derived from Defense planning

documentation or develop a new method that is mathematically rigorous and credible. Determine force mixes that are capable of various recovery operations and provide options for planners.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that predicts losses and provides options for recovery force selection. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
- 2) Upon acceptance of the final model and report, The INDUSTRY PARTNER shall provide a model demonstration that forecasts Personnel Recovery resources required over the next five years.

**1.7.3.4 Subtask 3.4 - Develop Accounting And Recovery Analytical Model**

The INDUSTRY PARTNER shall develop a credible computer model that calculates requirements (i.e., force structure, budget, time, etc.) to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and World War II (WWII).

**A. Method:** The INDUSTRY PARTNER shall use available methods and historical data from efforts to account for Americans still missing as a result of the wars in Southeast Asia, the Korean Conflict, the Cold War and WWII to develop a mathematically rigorous and credible model. The model must incorporate variables such as investigative and recovery team mix, site access, field operations frequency, and budget constraints.

**B. Deliverables:**

- 1) The INDUSTRY PARTNER shall develop draft and final versions of a non-proprietary model or method that forecasts requirements to achieve the fullest possible accounting for Americans still unaccounted for as a result of the conflict in Southeast Asia, the Korean Conflict, the Cold War and WWII. The model will be fully documented in draft and final version of a report that describes each component of the model, the research, analytic tools, and processes that were utilized to create the model
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**1.7.3.5 Subtask 3.5 - Conduct Personnel Recovery Advisory Group (PRAG) Meetings**

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<b>3.4 Accounting And Recovery Analytical Model</b>		
Draft Model and Documentation	<b>INDUSTRY PARTNER</b>	In accordance with Plan
Comments	<b>DPMO</b>	Draft + 2 weeks
Final	<b>INDUSTRY PARTNER</b>	Comments + 2 weeks
Demonstration	<b>INDUSTRY PARTNER</b>	At a time mutually convenient to THE INDUSTRY PARTNER AND DPMO

### 3.5 PRAG Meetings

Facilitated Sessions with reproduced materials, briefings, audio-visual aids, identification tags

**INDUSTRY** As required  
**PARTNER/**  
**DPMO**

Minutes of meetings

**INDUSTRY** Within 5 work days of meeting  
**PARTNER**

### 1.9 Period of Performance

The period of performance on this Delivery Order for the MANDATORY TASKS is Date of Award (DOA) plus 3 months. The period of Performance on the OPTIONAL Tasks is nine months after acceptance of the Plan.

### 1.10 Security

The project manager assigned to work on this project shall have TS/SI/TK clearance. There will be no exceptions. The Government anticipates there will be a close-working relationship with the Industry Partner and that there will be occasions when work is to be performed on-site. The entire DPMO organization is housed within a SCIF (Sensitive Compartmented Information Facility).

The INDUSTRY PARTNER SHALL comply with all appropriate security regulations in handling classified material and in publishing reports and other products. DPMO will not accept nor pay any billings for uncleared contractor personnel without prior approval of the DPMO POC.

Required clearances for the analysis of requirements Top Secret/SCI, (estimated for a very limited number of contractors (<5)).

For all other personnel, secret security clearances are required for to access DPMO office space, attend or facilitate the Conferences, or to view plans, procedures, and historical data. Contractor candidates must have at least a security clearance IAW DD 254 established for the task.

The contractor must be able to store secret documents and material.

### 1.11 Key Personnel

1.11.1 The Industry partner shall identify key personnel. The Corporate Officer shall be an employee of the Prime Contractor whose role is that of overall manager of the contract and single point-of-contact for FEDSIM for resolution of contract-related (as opposed to specific DO-related) issues. The Corporate Officer shall also be a recourse when DO-related issues are not resolved to the Government's satisfaction at the DO level.

1.11.2 Key personnel assigned to the contract must be assigned for the entire contract period barring circumstances outside the control of the Contractor, e.g., resignation, death, disability, etc.

1.11.3 In order to ensure a smooth and orderly start up of a DO, it is essential that the key personnel specified in the Contractor's proposal for that DO be available on the effective date of the DO. If these personnel are not made available at that time, the Contractor shall show cause. If the Contractor does not show cause, the Contractor may be subject to default action as prescribed by FAR 52.249-8, Default (Fixed-Price Supply and Service).

#### 1.12 Government-Furnished Equipment

- Desks or workstations equipped with suitable computers and access to appropriate local area networks (including e-mail and Internet access) for cleared contractor personnel. DPMO will determine the number of persons based on tasks and the contractor's analytical plan.
- The Government will furnish or make available to the contractor any necessary Government documentation to accomplish the task.

#### 1.13 Place of Performance

Work is to be performed at the contractor's facility and in the Defense POW/Missing Personnel Office at 1745 Jefferson Davis highway, Arlington, VA, 22202.

#### 1.14 Travel

Travel may be required to gather information and to meet with subject matter experts, and organization representatives involved in the process of Personnel Recovery, and Accounting and Remains Recovery. Specific locations include: Combatant Commands; Joint Services SERE Agency at Ft. Belvoir, Virginia; Joint Task Force-Full Accounting, Camp H. M. Smith, Hawaii; Central Identification Laboratory-Hawaii; Combat Search and Rescue Agency at Langley AFB, Virginia; and the Joint Warfighting Center at Ft. Monroe, Virginia. As a travel requirement is identified, the INDUSTRY PARTNER SHALL coordinate requirements with the Task Monitor.

Travel will be on a cost reimbursable basis in accordance with Federal Joint Travel Regulations and Section H.4 of the base contract. All travel shall be authorized in advance by the Contracting Officer's Representative (COR). Travel costs shall be itemized in accordance with Paragraphs 1.15 and 1.16 below.

The Government estimates the following trips:

		# Persons	# Days
Trip 1	Tampa, FL	2	5
Trip 2	Stuttgart, GE	2	7
Trip 3	Hampton, VA	2	3
Trip 4	Honolulu, HI	2	7
Trip 5	Miami, FL	2	2
Trip 6	Spokane, WA	2	2

Trip 7	San Diego, CA	2	4
Trip 8	Fayetteville, NC	2	2
Trip 9	Montgomery, AL	2	2
Trip 10	Little Creek, VA	2	2
Trip 11	Seoul, Korea	2	7

**1.15 Invoice Submission**

Invoices shall be submitted to FEDSIM electronically in TOS. TOS Help Support Phone number is 703 605 9716. Prior to submission in TOS to FEDSIM, the contractor shall obtain a signature from the Client POC on the Form 1034.

- (1) Send the 1034 with client's signature to:

Ms. Holly T. Carr  
5203 Leesburg Pike, Suite 1100  
Falls Church, VA 22041

**1.16 Invoice Detail**

The INDUSTRY PARTNER shall provide for each WBS element in the Task Order Management Plan, the labor category, the number of hours worked, the labor rate, current price, cumulative cost to date. When applicable, the contractor shall provide copies of invoices and/or receipts for Other Direct Costs. When applicable, the contractor shall provide copies of invoices and receipts for software tools. Each invoice that includes travel shall provide itemized detail and supporting information to enable the reviewer to assess compliance.

**1.17 FEDSIM Points-of-Contact**

**Project Manager:** Ms. Holly T. Carr  
**Senior Project Manager:** Ms. Sue Latham  
**Mailing Address:** 5203 Leesburg Pike, Suite 1100  
Falls Church, VA 22041

**Telephone No:** (703) 605 9829(Carr)  
(703) 605 9822 (Latham)

**Fax No:** (703) 605 9870

**Email:** [holly.carr@gsa.gov](mailto:holly.carr@gsa.gov)

	Location	Persons	Days	Per Diem	Travel	Rental Car	Total
Trip 1	Tampa, FL	2	5	143.00	775.00	150.00	1,640.00
Trip 2	Stuttgart, GE	2	7	133.00	3,600.00	350.00	4,881.00
Trip 3	Hampton, VA	2	3	129.00	75.00	0.00	462.00
Trip 4	Honolulu, HI	2	7	171.00	3,000.00	350.00	4,547.00
Trip 5	Miami, FL	2	2	117.00	500.00	150.00	884.00
Trip 6	Spokane, WA	2	2	99.00	750.00	150.00	1,098.00
Trip 7	San Diego, CA	2	4	142.00	750.00	150.00	1,468.00
Trip 8	Fayetteville, NC	2	2	89.00	350.00	75.00	603.00
Trip 9	Montgomery, AL	2	2	89.00	550.00	75.00	803.00
Trip 10	Little Creek, VA	2	2	129.00	75.00	0.00	333.00
Trip 11	Seoul, Korea	2	7	247.00	3,000.00	350.00	5,079.00
							0.00
							43,596.00

For Official Use Only



Defense Prisoner of War/Missing Personnel Office

# Personnel Recovery Advisory Group



6 April 2000

For Official Use Only

13N

## Personnel Recovery Advisory Group Meeting

April 6, 2000

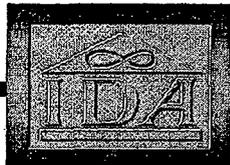
### AGENDA

<u>TIME</u>	<u>SUBJECT</u>	<u>PRESENTER</u>	<u>TAB</u>
1230-1240	Welcome	DPMO	
(b)(6) 1240-1255	Coalition Study Update [REDACTED]	IDA	1
(b)(6) 1255-1310	Mission Area Analysis Update [REDACTED]	ANSER	2
(b)(6) 1310-1325	PRRC Exercise Outbrief [REDACTED]	ANSER	3
1325-1355	US Joint Forces Command Update Col Mike Bergstresser (JPRA)	USJFCOM	CLASSIFIED
1355-1420	PRMS & CPR ACTD Update Mr Ric Fontaine	JPRA	4
1420-1430	Wrap Up	DPMO	

Future PRAG Meetings (Tentative)

June 29, 2000 (Thursday)

September 28, 2000 (Thursday)



# Institute for Defense Analyses

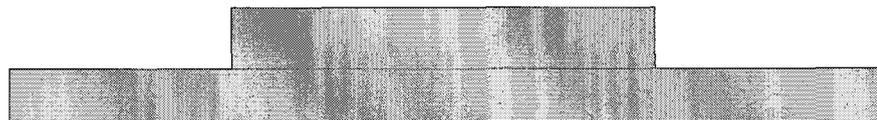
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TRN1

Briefing to the PRAG

6 April, 2000

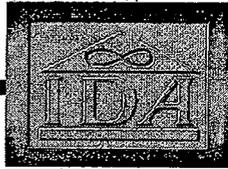
## *Policy Issues for Personnel Recovery in a Coalition Environment*



4/5/00-1

(b)(6)

(b)(6)



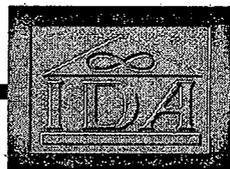
# Advisory Inputs from the Last PRAG Meeting

## Advisory Input

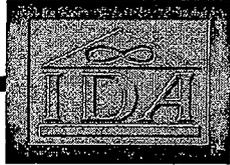
## Status

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• To investigate the issue of incompatible doctrine, the Study Team should collect samples of Allied CSAR doctrine and compare them to US CSAR doctrine.</li></ul>   | <ul style="list-style-type: none"><li>• In Progress – NATO ATP 62</li></ul>                                     |
| <ul style="list-style-type: none"><li>• To improve our understanding of the issues facing Coalition operations, the Study Team should research after-action reports on Operation Allied Force written by our Coalition partners.</li></ul>   | <ul style="list-style-type: none"><li>• In Progress</li></ul>   |
| <ul style="list-style-type: none"><li>• The Study Team should attend the International SAR Conference, Brighton, UK, 22-24 Mar 00, to conduct interviews and collect data from the Coalition partners in attendance.</li></ul>   | <ul style="list-style-type: none"><li>• Complete – DPMO attended ISAR Conference</li></ul>                      |
| <ul style="list-style-type: none"><li>• The Study Team should examine the process used by the NATO CSAR STANAG to develop the NATO CSAR tactics manual. HQ USAF/XOOP has recently assumed responsibility for this process from JCRA.</li></ul>                                     | <ul style="list-style-type: none"><li>• NATO CSAR Conference, 20-22 November, 2000</li></ul>                    |
| <ul style="list-style-type: none"><li>• The Study Team should interview the staff of the Joint US/Icelandic Rescue Coordination Center (RCC) to collect data on a “good” example of Coalition PR plans and operations.</li></ul>   | <ul style="list-style-type: none"><li>• Pending addition of Peacetime SAR to scope of study (FY 2001)</li></ul> |
| <ul style="list-style-type: none"><li>• The Study Team should investigate the International SAR Manual, written by the ICAO and the IMO, as an example of Coalition Policy &amp; Doctrine. The Study Team should examine the process by which that manual was developed.</li></ul> | <ul style="list-style-type: none"><li>• Pending addition of Peacetime SAR to scope of study (FY 2001)</li></ul> |

## What We've Done

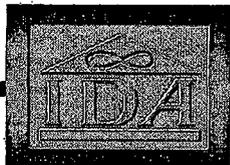


- Since the last PRAG meeting, IDA and DPMO have interviewed key personnel from the following organizations:
  - HQ USSOCOM/J5
  - HQ USCENTCOM/J5
  - SOUTHAF RCC
  - Allied Force JFACC, CAOC/DIR, CAOC/PRCC
  - HQ USAFE/DO, 32 AOG, USAFE AOS
  - HQ EUCOM/J35, PA(IO)
  - HQ SOCEUR/J3, J5
  - HQ NATO
  - HQ SHAPE
  - RAF School for Combat Survival & Recovery (SCSR)
  - 352 SOG (MH-53, MC-130)
  - 81 FS (A-10)
  - PACOM JRCC
  - International SAR Conference



## Where We're Headed

- Before the next PRAG meeting, IDA and DPMO plan to interview key personnel from the following organizations:
  - Army, Air Force, Navy, Marine, and Coast Guard PR Offices
  - JPRA
  - OJCS/J8
  - Joint Forces Command
  - COMACC, HQ ACC/XO
  - HQ AFSOC, 6 SOS (FID)
  - HQ CENTAF/A-3(DOOR)
  - HQ ARSOC
  - 41 RQS (HH-60), 71 RQS (HC-130)
  - HQ SOUTHAF/J3
  - HQ NAVSPECWAR
  - USPACOM PR Council – HQ PACOM/J3, PACAF, SOCPAC, USFK, MARFORPAC, ARPAC, ALCOM, AKANG



## Questionnaire Data - Issues

**Policy & Doctrine**

**TTP**

**Interoperability**

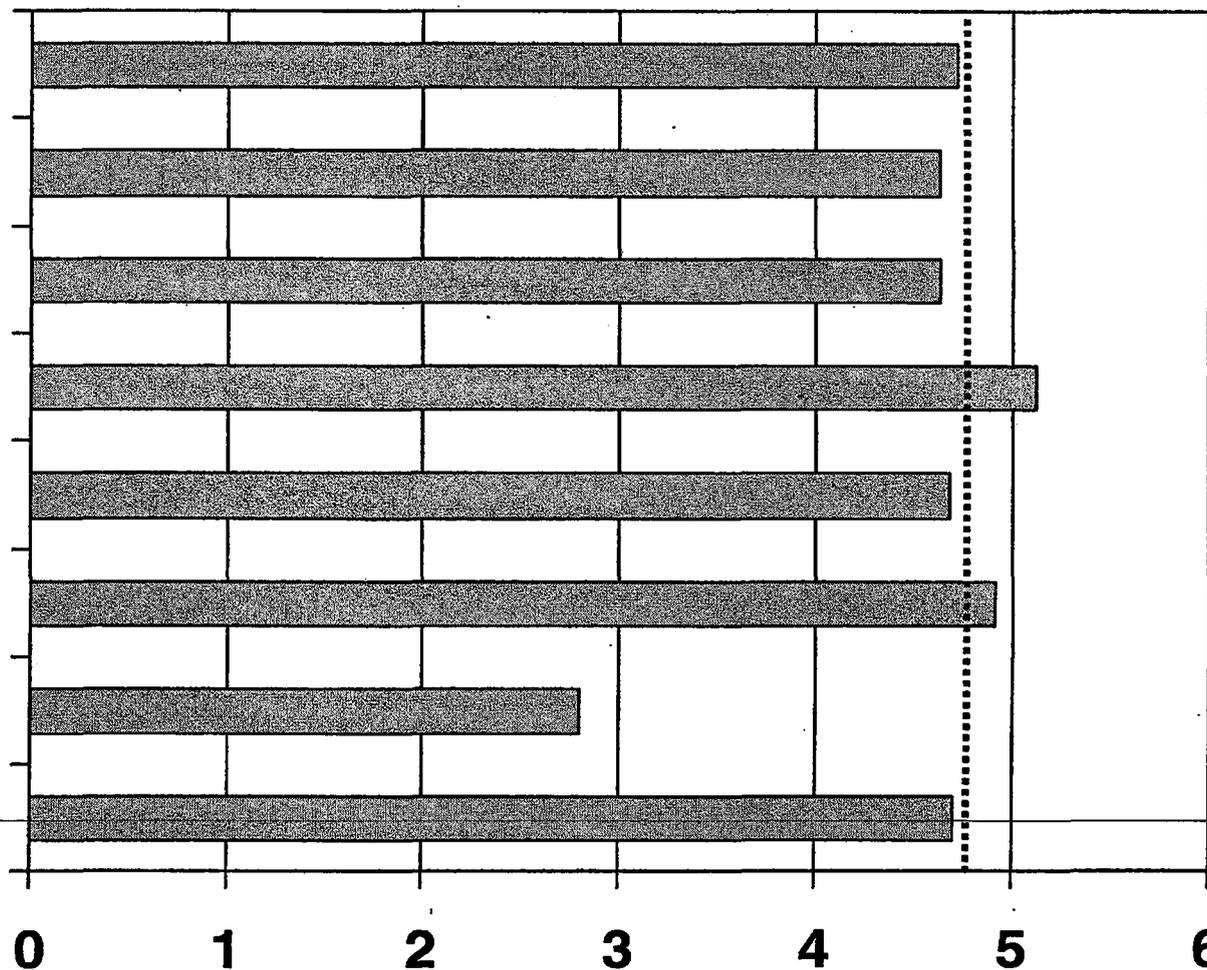
**Language**

**Training**

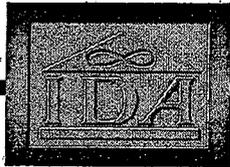
**Classified Intel**

**Liaison Officers**

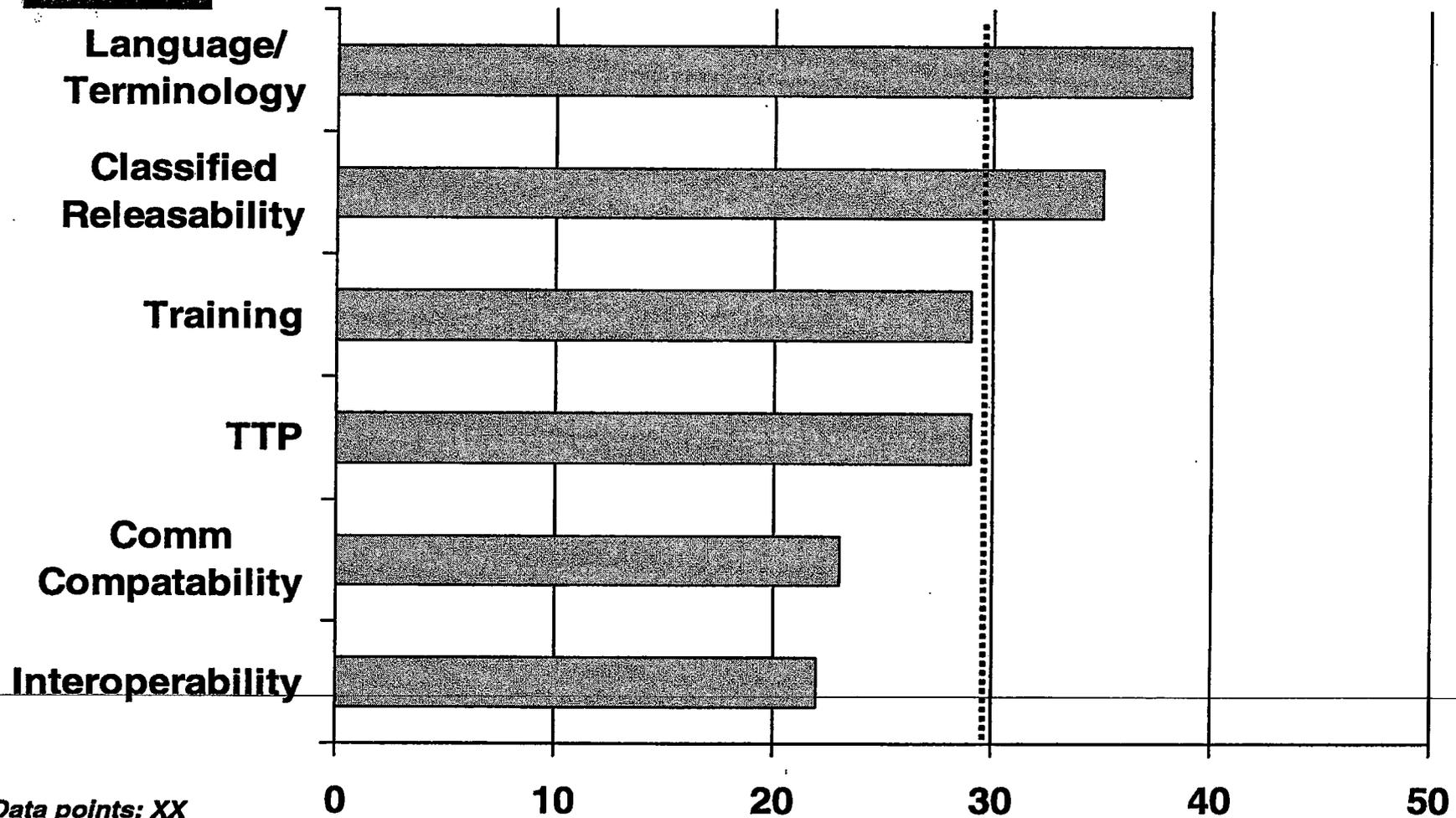
**Comm**



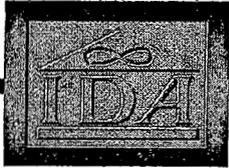
*Data points: 73  
As of 1 March, 2000*



## Questionnaire Data - Issues

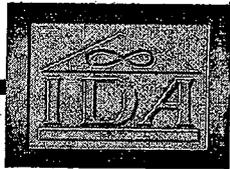


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As of 1 March, 2000*

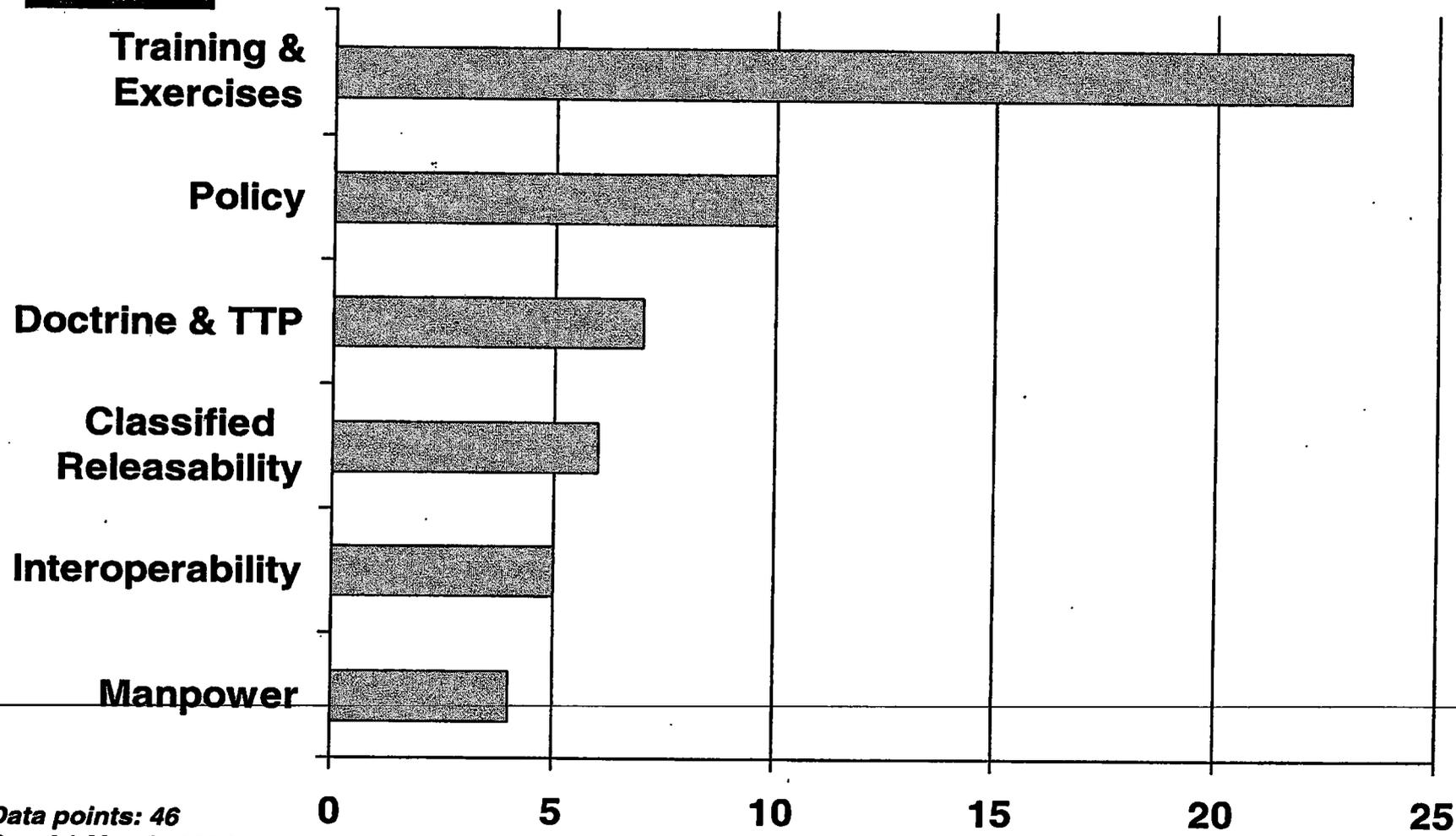


## What We've Learned So Far

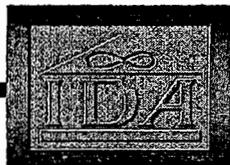
- **For Personnel Recovery in a Coalition environment, the two leading problems are:**
  - Lack of a common 'language' – terminology, acronyms, brevity codes
  - Releasability of classified information within the Coalition
- **These problems highlight a theme in Coalition Interoperability**  
***“Our Coalition Interoperability problems mirror our Joint and Inter-Agency Interoperability problems”***
- **Solving the Joint and Inter-Agency problems within the U.S. Personnel Recovery community serves two purposes:**
  - Establish the perception within the Coalition that the U.S. “has its own house in order.”
  - Provide a roadmap to establishing Coalition interoperability



# Questionnaire Data - Recommendations

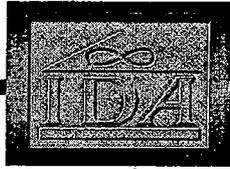


*Data points: 46  
As of 1 March, 2000*



## What We've Learned So Far

- **The Combatant Theaters will most readily accept changes in DoD Personnel Recovery Policy that promote or improve training with our Coalition partners.**
- **There are two aspects to the training issue:**
  - Lack of opportunities for PR forces to exercise as a Coalition in preparation for contingency operations
  - Disparity between levels of training in U.S. and Coalition PR forces, including HRC personnel
- **Solutions proposed from the field:**
  - In-theater CSAR exercises hosted by US for coalition recovery forces
  - Opportunities for coalition PR forces at US Exercises & Schools
    - » Red Flag, Unified Endeavor, C2WS, JPRA PR 101/301
  - Exchange visits to coalition PR units from US PR forces in-theater
  - In-theater SERE training provided by US MTTs to coalition HRC personnel

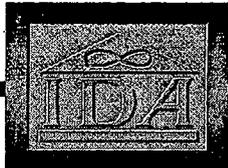


## Possible Coalition Partners

### *Countries whose military is developing a conventional SAR/CSAR capability*

- **In the Pacific Theater**
  - Singapore
  - Australia
  - Hong Kong
  - Japan
  - New Zealand
  - Malaysia
  - Philippines
  - South Korea
  - Taiwan
  - Thailand
  - Indonesia
- **In the Southern Theater**
  - Brazil
  - Argentina
  - Chile
  - Peru
  - Bolivia
  - Ecuador
  - Columbia
  - Venezuela
  - Uruguay
  - Paraguay
  - Guyana
  - Surinam
  - French Guiana
- **In the European Theater**
  - France
  - Turkey
  - Greece
  - United Kingdom
  - Italy
  - Canada
  - Portugal
  - Finland
  - Sweden
  - Denmark
  - Norway
  - Spain
  - Netherlands
  - Hungary
  - Belgium
  - Holland
- **In the Central Theater**
  - Saudi Arabia
  - Jordan

***Continued investigation  
is adding to this list!***



## Current Coalition PR Policy

**The DoD has “primary responsibility” for recovering US personnel (military, DoD civilians, DoD contractors) who are deployed outside the US. The DoD shall provide PR support to allied, coalition, friendly military, paramilitary, and other designated personnel, “when directed.”**

- **Issues with current policy**

- Not aligned with current NATO policy
- Not aligned with many coalition partner expectations
- DoD cannot currently meet “primary responsibility” in all deployments, world-wide, 24/7 (insufficient LD/HD assets)
- No opportunity to organize, train, or equip for “directed” support
- Challenge to plan for unknown demand
- “Ad hoc” recovery mission for coalition personnel is high risk
  - » Tactical risk of losing forces
  - » Political risk of mission failure



## Issues at the Forefront

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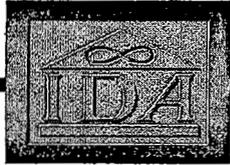
**Should it be DoD Policy to establish and maintain a Theater SAR Alliance as an aspect of theater engagement?**

### PROs

- Means of establishing Mil-to-Mil contact & point-of-entry
- Strengthens alliances
- Promotes development of Allies' SAR/CSAR capability
- Continuity of SAR infrastructure
- Value-added: allied recovery of DoD persons in distress

### CONs

- Very long development time
  - Detracts from immediate CSAR needs
  - Possible tactics & technology transfer to future adversaries
  - With limited resources, Coalition training comes at expense of Joint and Service training
-



## Issues at the Forefront

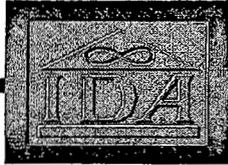
**Should it be DoD Policy to make US forces responsible for the combat recovery of coalition personnel?**

### PROs

- In line with current NATO policy
- Builds coalition unity
- Simplifies operational planning and SOP
- Improved coalition capability
- Opportunity to organize, train, & equip
- Protects PR tactics & technology
- Coalition partners concentrate on quality training & equipment for HRC personnel

### CONs

- US loses autonomy over PR process (HRC personnel)
- US must support lowest common denominator
- US incurs risk of failure to recover coalition personnel
- Increased cost



## Issues at the Forefront

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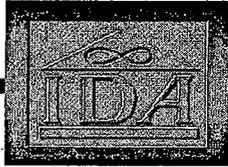
**Should it be DoD Policy to permit coalition forces to conduct combat recovery of US personnel?**

### PROs

- Builds coalition unity
- Value-added: more PR assets

### CONs

- Possible political backlash of perception that US "did nothing" if recovery fails
  - Complicates operational planning and SOP
  - Complicates HRC personnel training and planning
  - US loses autonomy over PR process (planning, C2, execution)
-



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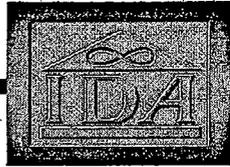
# *Questions?*

**Mr. Robert Mohan**  
**LtGen Devol "Rock" Brett (USAF, Retired)**



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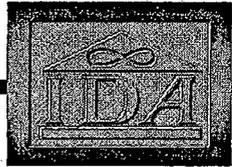
# ***Backup Slides***



## IDA's Tasks

- **Assess CSAR-specific interoperability issues between US and coalition partners.**
- **Assess the impact of coalition partners' different personnel recovery policies on coalition personnel recovery efforts.**
- **Assess the implications, both military and legal, of the reliance of combat forces on DoD or coalition civilians or contract personnel on personnel recovery policies.**
- **Assess the impact on SERE training on the ability of hostile forces to obtain significant personal information on missing personnel via the Internet.**

# Initial Priorities



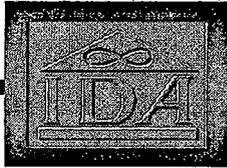
- **Focus first on: Combat Search and Rescue -specific interoperability issues.**
  - CSAR-specific interoperability issues between US and coalition partners, since Operation Allied Force revealed significant interoperability problems between US and NATO forces.
  - The impact of these problems on Joint US-NATO personnel recovery efforts.
  - The impact of interoperability problems on joint recovery efforts with other Allies.
  - The impact on personnel recovery efforts of the releasability of classified information to none of or a subset of coalition partners.
  
- **Initially focus on US-NATO operations.**
  - Take advantage of Kosovo experience base before it disappears.
  - Take advantage of lessons-learned studies on Operation Allied Force.
  - CENTCOM/Korea will be studied next.

# Approach

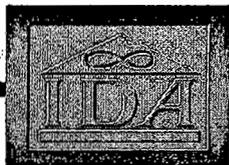


- **Conduct interviews with individuals who were directly involved in Bosnia/Kosovo actions and, in particular, with individuals involved in rescue operations.**
  - Correlate with information from lessons learned studies.
- **Observe exercises in Korea and Europe which involve Personnel Recovery operations.**
- **Visit major military commands involved in or responsible for personnel recovery, especially CENTCOM and SOCOM.**
- **Gather sufficient actual experience information in combination with the views of those individuals and responsible agencies to provide an understanding of the problems and potential solutions for personnel recovery in a coalition environment.**
  - Correlate with information from lessons learned studies.

## Secondary Focus



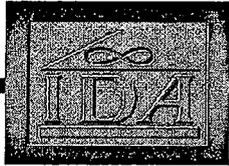
- **While focusing on first task, we expect we will also collect information the personnel recovery policies of Allies and coalition partners -- the second task.**
  - Begin to learn what their policies are.
  - Begin to understand what they do differently.
    - » Look at ISOPREP, SERE training, recovery operations
  - Ascertain status of planning within theaters.



## What We've Learned So Far

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- **Each CINC and each Service has different requirements. Currently no standard PR structure.**
  - **Some component commands have not identified a PR point-of-contact**
  - **PR coalition interface so far has proven to be loose and on a case-by-case need**
  - **No set procedures for PR coalition actions or structure yet found**
  - **Interest in PR activities varies significantly from Service-to-Service and Command-to-Command**
  - **Organizational structure of USAF CSAR elements vs. USAF special operations in question by many and at all levels of command**
- 
- **The release of classified info between coalition partners is a significant problem. Classified info is critical to effective/successful rescue ops**



## What We've Learned So Far (cont.)

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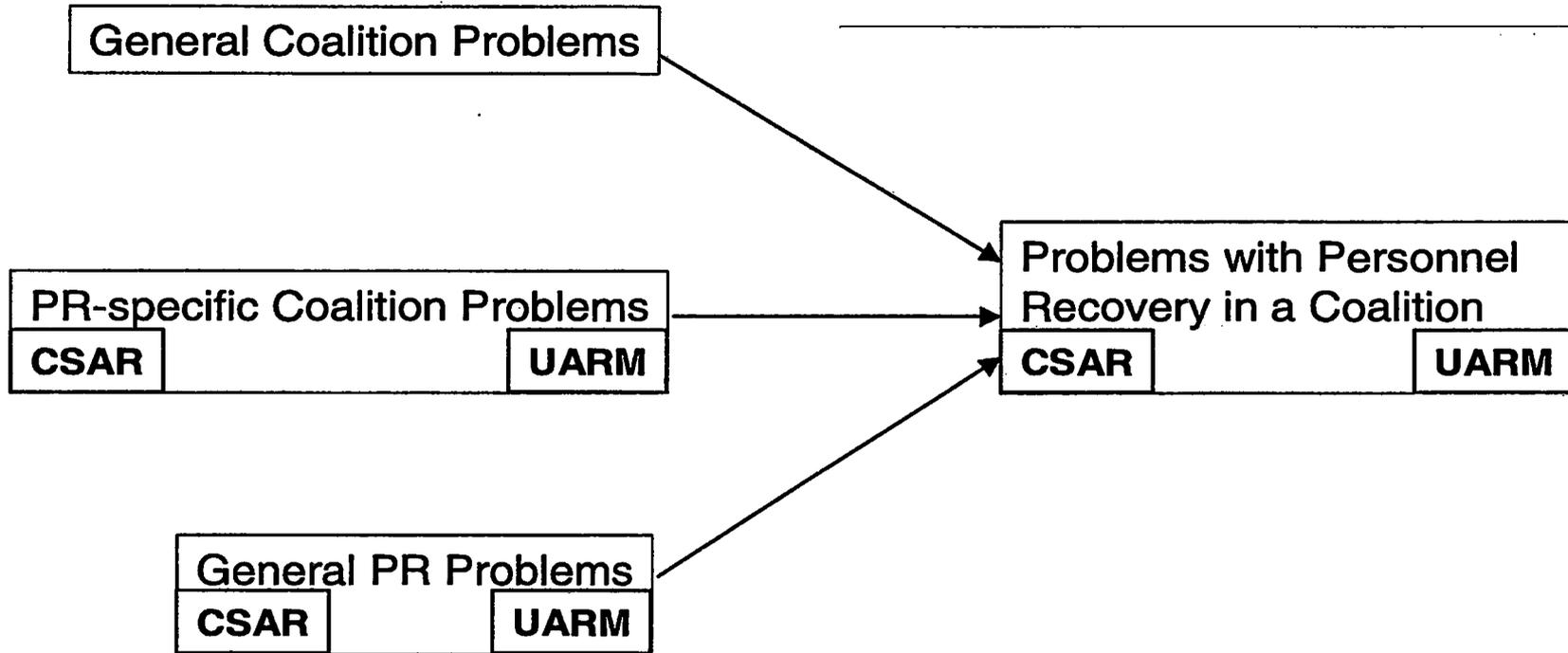
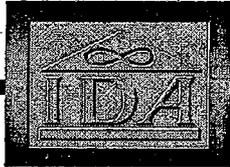
- **Theater CINCs engage their coalitions differently**
  - Number of 'assistance' visits varies greatly
- **Different interpretations of Title 10 (Theater SAR)**
- **Some Theaters emphasize Civil SAR (PACOM, SOUTHCOM), while others emphasize Combat SAR (EUCOM, CENTCOM)**
  - No Theater weights each type equally
  - Limited resources forces them to choose one or the other
- **Perception at the grass-roots level:**
  - Lack of combined training exercises is the problem
  - More combined training exercises is the solution
    - » Solution depends on having U.S. and allied PR/CSAR forces in-theater



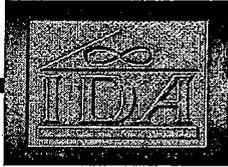
## Issues at the Forefront

- **Recovery of coalition personnel by US forces**
- **Recovery of US personnel by coalition forces**
- **SAR/CSAR support to allies as an aspect of theater engagement**
- **In-theater SERE training provided by US to coalition HRC personnel**
- **In-theater CSAR exercises hosted by US for coalition recovery forces**

# Scope of the Problem



# Hypothesis

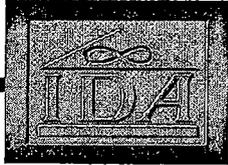


- **General Coalition Problems**
  - Lack of interoperable equipment
  - Language barriers
  - Different levels of training
  - Releasability of classified intelligence by/to coalition partners
  - Releasability of information on sensitive systems to partners
  - Lack of communications infrastructure among coalition partners
  - Lack of training with coalition partners

- **PR-specific Coalition Problems**
  - Incompatible policy and doctrine
  - Incompatible tactics, techniques, and procedures (TTP)
  - Insufficient numbers of Liaison Officers

- **General PR Problems**
  - Lack of interoperable equipment among Services
  - Different levels of training among Services
  - Releasability of highly classified intelligence
  - Lack of communications infrastructure among Joint forces
  - Lack of training with Joint forces

Problems  
with PR in  
a Coalition



## Embryo of an Idea

- **Concept for U.S. Personnel Recovery Policy**
  - Progressive Engagement with coalition partners
  - Multiple levels
    - » Specific policy at each level
  - Each partner country progresses thru levels at own pace
    - » Maturity of US-partner relations
    - » Military capability and limitations
    - » Economic strengths and weaknesses
    - » Cultural values
  - Engagement begins with govt-to-govt contact
    - » Support development of civil SAR capability (USCG?)
    - » PACOM model
  - Engagement culminates in use of coalition PR/CSAR forces during coalition exercises and combat operations
    - » No good model yet



1215 Jefferson Davis Highway, Suite 800; Arlington, VA 22202; 703-416-2000

**GSA**  
**Federal Systems Integration**  
**and Management Center**  
**(FEDSIM)**

13N2

# ***Mission Area Analysis (MAA) / Business Process Reengineering (BPR) for DPMO -- Update***

---

*presented to the*  
**Personnel Recovery  
Advisory Group**

*6 April 2000*

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13N2



# Overview

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- **Tasking**
- **Schedule**
- **Progress since last PRAG (Jan - Mar)**
- **A Look Ahead (Apr - Jun)**

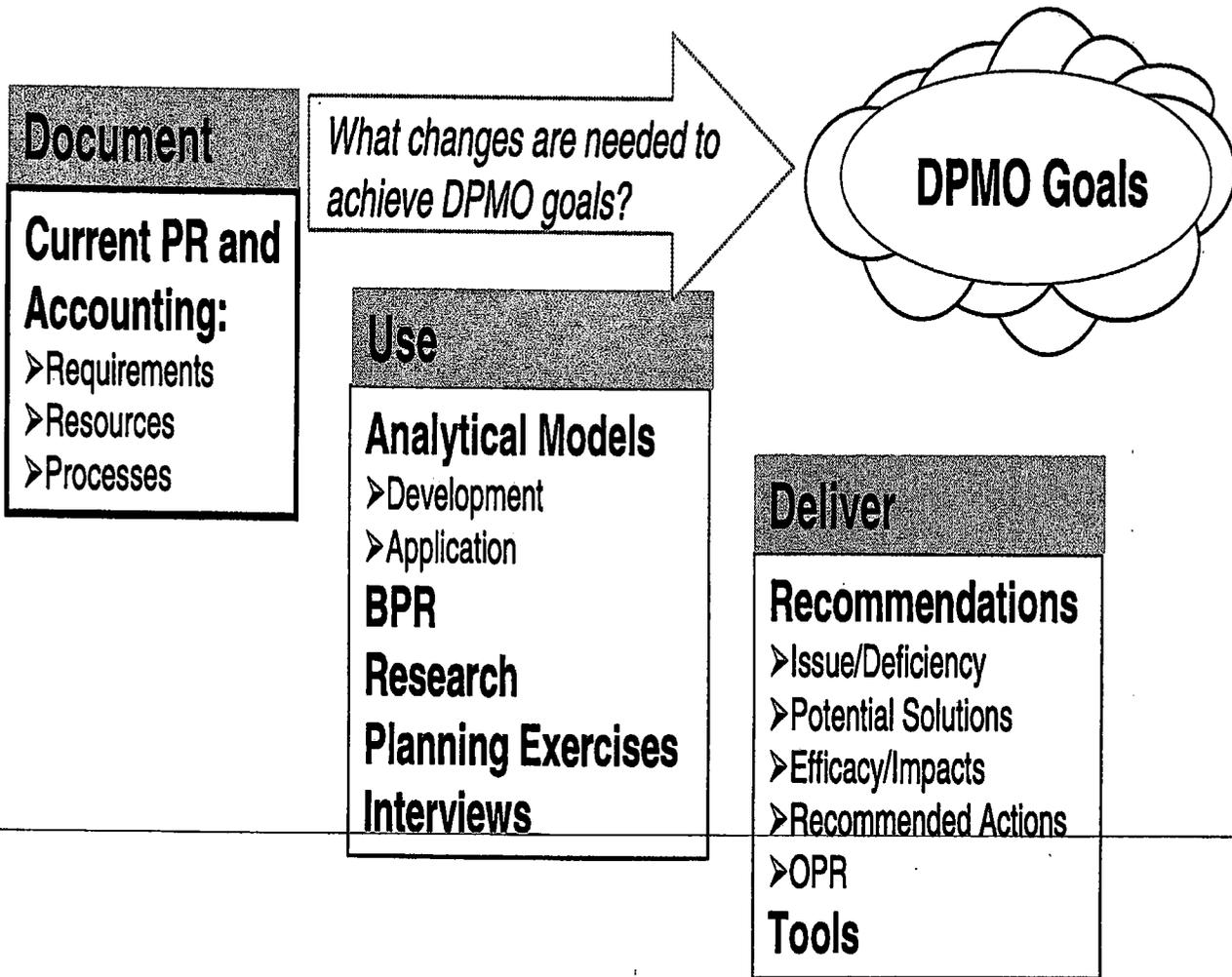
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# Tasking

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)





# WBS / Schedule

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

WBS Tasks  For additional detail, see exhibits	2nd Qtr FY00	3rd Qtr FY00	4th Qtr FY00
Define Missions, Functions, Tasks for MAA	██████████		
Develop Integrated Event Flows	██████████		
Collect Requirements Data	██████████		
Develop PR Requirements Module		██████████	
Collect PR Capabilities Data	██████████		
Develop PR Capabilities/Accounting Requirements Module		██████████	
Develop Analytical Model(s) for Accounting	██████████		
Assess Capabilities, Identify Deficiencies		██████████	
Develop Recommendations			██████████
Develop Final Report and Briefing			██████████
IPRs/ PRAG Meetings	██████████	██████████	██████████

Apr - Jun:

“Picture” of Mission Area

- Basic Activity Model
- Missions

Analysis In Progress

Data Collection

Modeling & Analysis

Conclusions & Recommendations

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# *Data Collection Activities*

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- Published materials
- Interviews
- Exercises and other planning processes
  - PRRC



# Data Collection Visits

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- **Joint Staff (J-7, J-8)**
  - **Note: Accounting & Recovery formally nominated as JWCA topic**
- **Unified Commands**
  - **USEUCOM (preliminary: CAOC, HQ USEUCOM, USAFE, SOCEUR)**
  - **USSOCOM (and USASOC)**
  - **USCENTCOM**

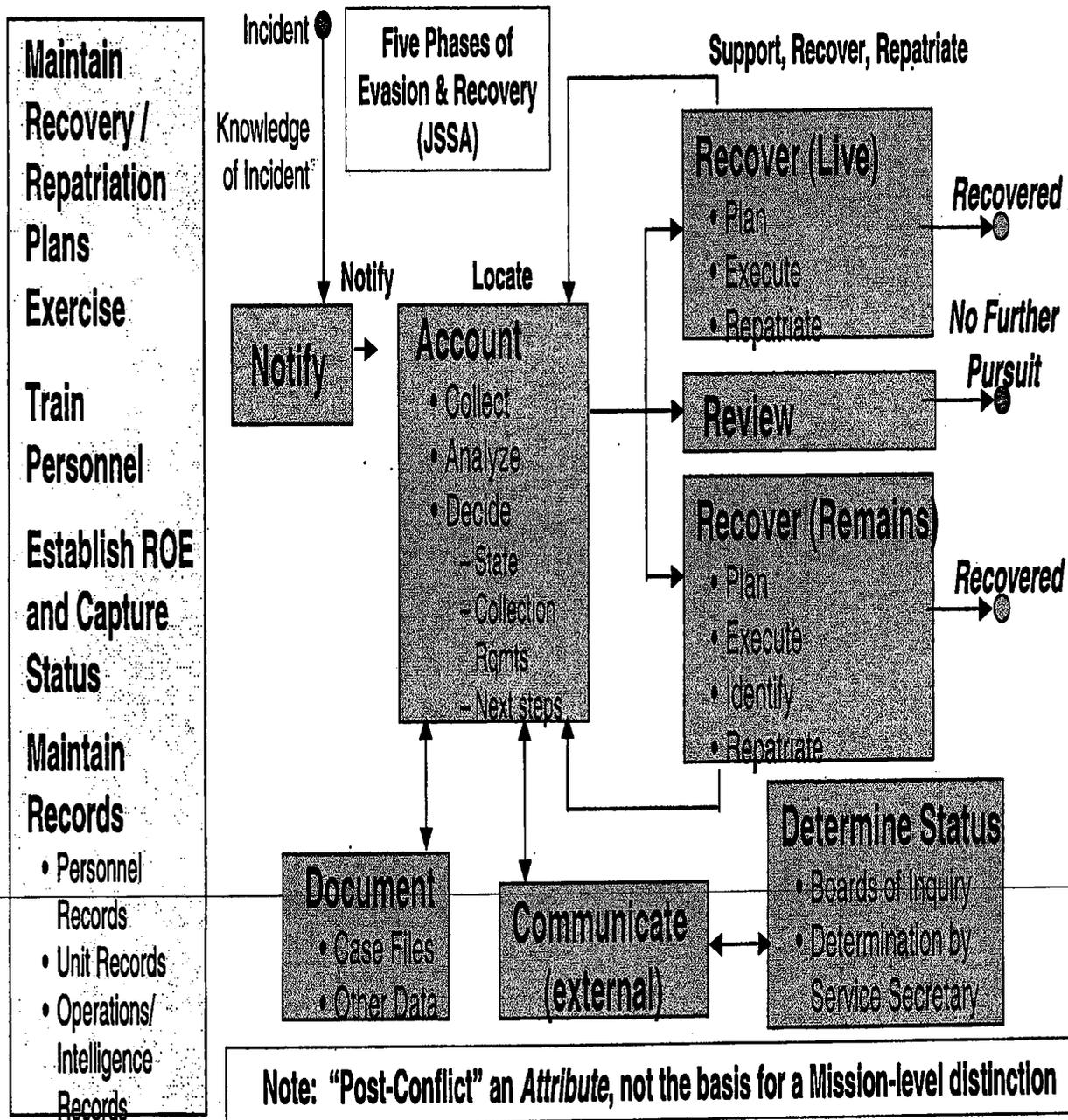
- **Services**
  - **DAMO-ODO**
  - **HQ USMC MAGTF**
  - **AF/XOOP (and ACC)**
  - **N-35**
- **USCG**



# Top-Level Architecture

(Preliminary)

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)



Note: "Post-Conflict" an Attribute, not the basis for a Mission-level distinction

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# ***DoD Personnel Recovery Response Cell***



13N2107

## ***PRRC Seminar Wargame***

### **10 March 2000**

---



# ***Seminar Game Objectives***



- **Focus attention on Personnel Recovery**
  - **Surface Critical Personnel Recovery Issues**
  - **Review Basic PRRC Procedures**
  - **Update Notification Information**
  - **Build Rapport and Confidence**
-



# ***Seminar Game Process and Roles***



- **Seminar exercise versus simulation**
  - **Three basic moves driven by updates**
  - **Situations designed to focus discussion**
  - **No set time for each move**
  - **Participants represent their organizations**
  - **Facilitator kept discussion focused on key issues**
- 
- **Recorder captured key insights**



# ***Issues for Investigation***



- **Coalition operations – Implications for PR**
- **Status of detainees versus POWs**
- **Impact of “Fog of War,” lack of information**
- **Influence of the media; requirement for clear media guidance**

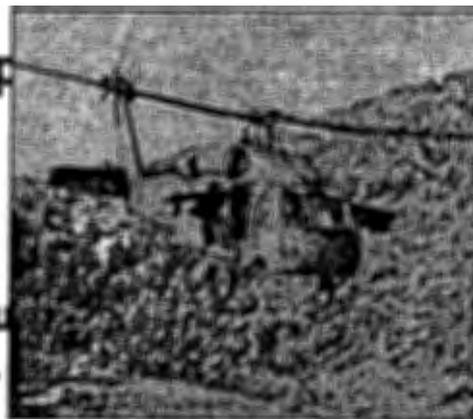
***Scenario and inject events designed to highlight these issues to the group...***



# *Incident*



- **CONTEXT: U.S. part of NATO-sponsored humanitarian assistance operation in Montenegro**
- **Limited U.S. military presence as part of multi-national HA CJTF**
- **UH-60 on an assessment mission rep Serbian/Kosovo Border**
- **The Blackhawk was carrying:**
  - The U.S. JTF CO, USAID team leader, UN Hu senior Brown and Root representative, U.S.
- **Wreckage discovered by French SAR element, military and civilian personnel missing, status unclear.**





## ***Issues for Discussion***



- **The drive to take action versus determine situation.**
  - **Status of individuals and responsible agencies.**
    - **Military versus non-military; U.S. versus non-U.S.**
  - **Information flow, interagency coordination, and concurrent crisis management cells.**
  - **The line between PR and Combat Operations.**
  - **Feasibility of generating Policy Options given the time allowed.**
- 
- **Importance of ROE (supplemental ROE).**



# *Findings*



## **When should the PRRC be Convened?**

- **Members indicated that they would like to be notified as early as possible.**
- **Regular and easy access to e-mail preferred method.**
- **PRRC functions most effectively as a “virtual group” with participation varying based on:**
  - **Location, status, and citizenship of missing personnel.**
  - **Identity of parties responsible for the incident.**
  - **The operational environment.**



## ***Findings (cont.)***



### **Why should the PRRC be exercised?**

- **Broaden participant's access to information beyond normal scope.**
  - **Expand participant's understanding of other perspectives, capabilities, and sensitivities.**
  - **Identify policy decisions that can be made prior to an in-theater operation (e.g. determining ROE, personnel status).**
- 
- **Identify lessons learned in both SAR and CSAR to improve future performance.**



## ***Findings (cont.)***



### **Observations**

- **The wargame demonstrated that the PRRC will only begin to develop policy options until they have a good understanding of the situation.**
  - **Compressed collection timelines are shorter than the time required to use HUMINT.**
  - **Participants knew of PR response cells within their organizations that were unknown to others.**
-

ACTD

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(b)(6)

**Special Projects  
Program Manager**  
*(abbreviated version)*

6 Apr 2000



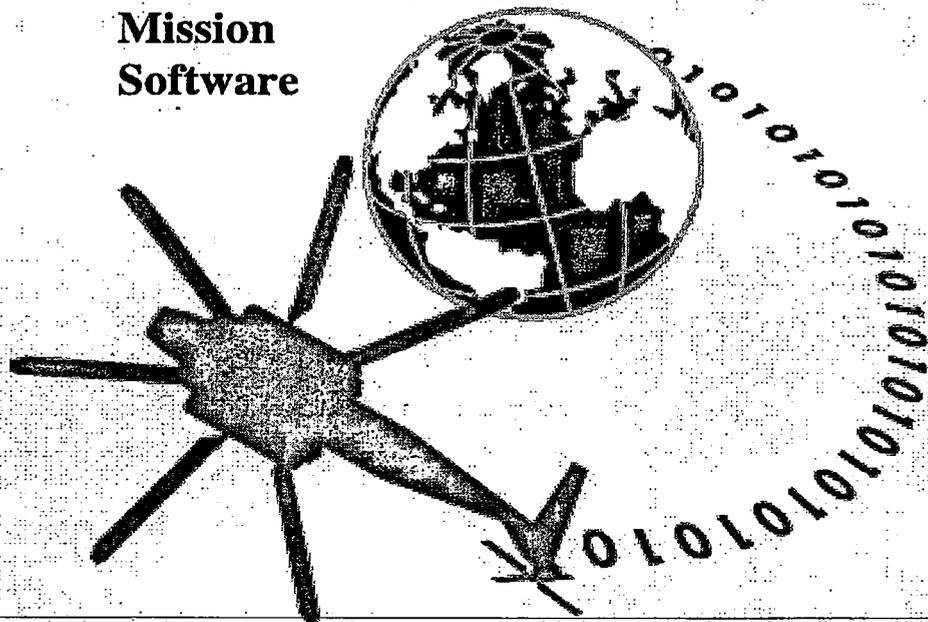
## Overview

- Personnel Recovery Mission Software (PRMS) ACTD
  - Comprehensive Personnel Recovery (CPR) ACTD
-



# PRMS ACTD

**Personnel Recovery**  
**Mission**  
**Software**





## PRMS Assessment Results

- Personnel Recovery Mission Software ACTD
  - Information management for recovery centers
- Preliminary Data from USPACOM assessment
  - Three noteworthy items
    - Electronic ISOPREP and EPA database
      - Reduced retrieval time from 1 hour to mere seconds
      - Improved management functions
    - Reliability
      - No network or SIPRNET failures
    - Excellent opportunity for user “buy in”
      - Feedback to developers



## CPR ACTD

Comprehensive Personnel Recovery (CPR),  
An ACTD Proposal for FY01 Start

---



## CPR ACTD Military Need

- Lessons learned from previous conflicts
  - Iraq
  - Bosnia
  - Kosovo
- Feedback from actual isolated personnel
  - Capt O'Grady
  - Vega 31
- Several deficiencies identified by CSAR Joint Test Force
  - OTH-capable Loc/Id systems (covert signaling, sensor items)
  - Situational awareness systems (threats, imagery)
  - Threat detectors (advanced sensors, UAVs)
  - Aircraft survivability equipment (ECM, decoys)
  - Passive detection of evader location (electro-optical & infrared)



## CPR ACTD Objectives

- Provide mature technologies to facilitate prompt recovery of isolated personnel throughout the full spectrum of conflict
- Establish a modernization path for the entire PR area



## CPR ACTD Mission

### CPR ACTD Mission

1. Determine the military utility of *advanced technologies and new operational concepts* for achieving dominance in PR operations
2. Provide *interim advanced operational capabilities* to the CPR ACTD experimental units, including associated TTPs
3. Set the stage for *rapid fielding* of successful ACTD products



## CPR ACTD Warfighter Payoff

- Provide operators with mature technologies to prevent
    - Detection
    - Attack, if detected
    - Damage, if attacked
  - Expand warfighter PR capabilities and options
    - Develop new PR operational concepts
    - Refine PR capabilities for joint and combined operations
-



## CPR ACTD Assessment Focus

Increased  
Situational  
Awareness

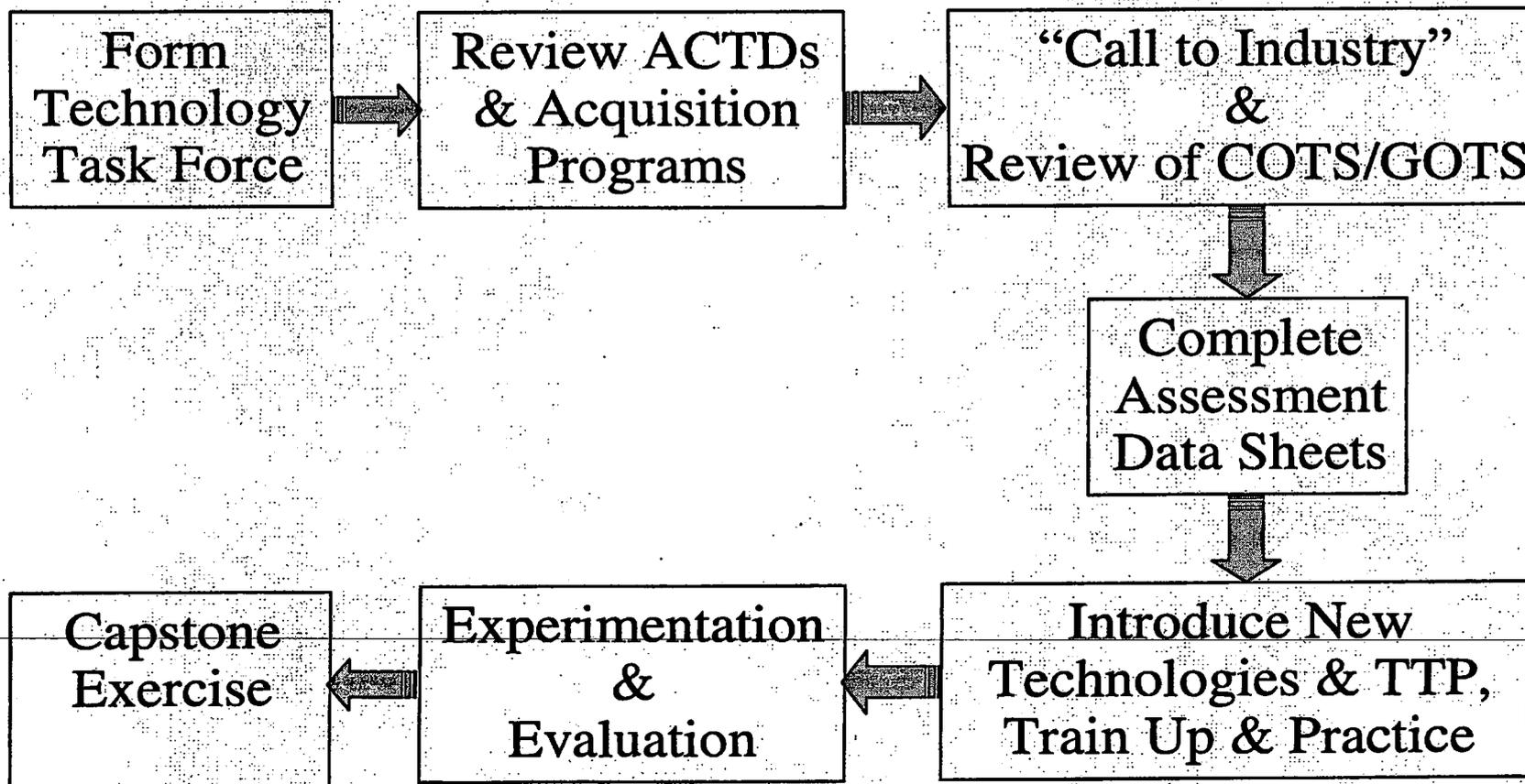
Improved  
Recovery  
Equipment

Tactical  
Recovery  
Operations

Enhanced  
Support  
Capabilities



# CPR ACTD Assessment Process





## CPR ACTD Jointness

- **Multi-Service Demonstrations**
    - Experiments to be tested at various locations
      - Red/Green Flag (USAF)
      - JRTC (USA)
      - Wild Stallion (ANG)
      - NTC (USA)
      - Desert Rescue (USN)
      - Ridge Runner (JPRA)
  - **Active Outside Involvement**
    - Other DoD Activities (DIA, NIMA, DARPA, NSA)
    - Other Federal Agencies (NSARC, USCG, NASA)
    - Multinational interest (UK, AU, CAN)
- 
- Outcome affects **ALL** isolated personnel, regardless of their Service affiliation



# CPR ACTD Measures of Effectiveness

## PR ACTD Overarching Measures of Effectiveness

(as percent improvement over baseline to be qualified in baseline experiments)

Measure of Effectiveness	Goal
Weight Reduction	25%
Force Protection	30%
Accuracy	60%
Interoperability	30%



## CPR ACTD Interim Capability

- Enhanced Situational Awareness
  - Cognitive Decision Aids
  - OTH-capable information fusion display tool
- Advanced sensors to locate & ID isolated personnel
- Survivability Tools (EW/IW)
  - Defeat “Mark 1 Eyeball”
  - Counter-Counter CSAR TTP/equipment
- UAV Support Applications
  - Re-supply, comm, etc., using miniaturized aircraft
  - Deception devices (munitions, emitters, acoustics)



## CPR ACTD Funding

	FY01	FY02	FY03	FY04	Post ACTD FY05-06
Army	TBD	TBD	TBD	TBD	
Navy	TBD	TBD	TBD	TBD	
Air Force	TBD	TBD	TBD	TBD	
USSOCOM	TBD	TBD	TBD	TBD	
DARPA	TBD	TBD	TBD	TBD	
DPMO	TBD	TBD	TBD	TBD	
Other USG	TBD	TBD	TBD	TBD	
International	TBD	TBD	TBD	TBD	
DUSD (AS&C)	\$1M	\$2M	\$2.5M	\$3M	\$1M
Total	\$4M	\$8M	\$10M	\$12M	\$3M



## CPR ACTD Summary

- **Warfighter Payoff**
  - Mature technologies to prevent detection, attack and damage
  - Rapid modernization path for the entire PR area
- **Funding**
  - Lack of funding support jeopardizes FY01 selection
- **Transition/Interim Capability**
  - CPR ACTD will provide warfighter with best available technologies, combined with supporting TTPs, to increase success and survivability of recovery forces



**CPR ACTD**

Questions

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# CPR ACTD Summary

**BACKUP SLIDES**

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INTERNATIONAL  
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

2400 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2400

21 DEC 1999



In reply refer to:  
I-99/016315

Dear PRAG Member:

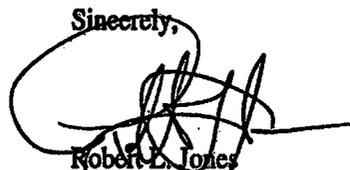
The Personnel Recovery Advisory Group (PRAG) will meet on January 6, 2000 from 1100-1300 in Suite 800, ANSER Headquarters, 1215 Jefferson Davis Highway, Arlington, Virginia (Crystal Gateway 3). The meeting will include a no-host working luncheon for which we will collect approximately \$5.00 per person at the start of the session.

The purpose of the PRAG meeting is threefold. First, we want to apprise you of the findings of Phase I of our mission area analysis (MAA) and brief you on our plan for the conduct of the actual analysis. I believe it is critical that I include all of you in the decision making process for the analysis and solicit your comments and advice regarding the direction we are taking. Our intent is for the MAA to benefit the entire personnel recovery community and DoD, not just DPMO. Second, we want to inform you of the progress the Institute for Defense Analyses (IDA) has made in their study of the impact operating within a coalition environment has on personnel recovery operations. Once again, your involvement in this study is critical to its success. Finally, I would like to spend the remainder of the time discussing the status of the Combat Survivor/Evader Locator system and to get your thoughts on an initiative we have been working to develop a Department of Defense/Department of State Memorandum of Agreement on Personnel Recovery, similar to the one DoD has with the CIA.

Additionally, we have included in enclosure 6 the directives and instructions we have forwarded for final coordination. These documents are due back to our office by January 15, 2000 and are provided to you for your information only.

I hope to see you at the meeting and look forward to your thoughts on the direction we are heading. My primary points of contact for the PRAG meeting are Major Mangente (703-602-2202, ext 213) and LCDR Doan (703-602-2202, ext 215).

Sincerely,



Robert L. Jones  
Deputy Assistant Secretary of Defense  
(ROW/Missing Personnel Affairs)

Enclosures:

- 1 - Agenda
- 2 - ANSER Visitor Brochure
- 3 - Security Clearance & General Information
- 4 - PRAG Membership (Principals)
- 5 - PRAG Supporting Members
- 6 - IDA Advance Sheet
- 7 - Draft DOD/DOS MOA on Personnel Recovery
- 8 - Directives & Instructions Out for Coordination



13N5F



INTERNATIONAL  
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

2400 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2400



19 JAN 2000

In reply refer to:  
I-00/000556

MEMORANDUM FOR SEE DISTRIBUTION

FROM: Deputy Assistant Secretary of Defense for POW/Missing Personnel Affairs  
Prepared by: Colonel Mel Richmond, DPMO, 602-1244

SUBJECT: Personnel Recovery Advisory Group (PRAG) After Action Report —  
INFORMATION MEMORANDUM

PURPOSE: To summarize the events of the January 6, 2000 meeting of the Personnel Recovery Advisory Group (PRAG)

DISCUSSION: The third meeting of the PRAG convened at 1100 on January 6, 2000 at the ANSER Conference Facility in Crystal City, Virginia. A fact sheet providing background on the PRAG and its composition is at Tab A.

• Major issues of discussion:

- **Personnel Recovery/Accounting Mission Area Analysis (MAA).** DPMO briefed the membership of the MAA and solicited their support for various aspects of the analysis. ANSER, Inc. representatives detailed the results of Phase I of the study addressing their plans for the actual analysis over the next nine months. PRAG principals were very supportive of the analysis and agreed to cooperate wherever necessary. Two suggestions arose during the discussion:
  - ✓ MG Honore suggested we contact the Joint Staff J-8 office to brief them on the MAA. He suggested that we should seek sponsorship for the MAA by a JWCA director in order to preclude "stove-piping" the issue outside normal channels. ACTION: DPMO has contacted the office of the J-8 and is arranging to brief the appropriate officials on the study.
  - ✓ [REDACTED] Commander, Joint Personnel Recovery Agency, suggested that we ensure the computer models ANSER develops during the study are compatible with the developing Personnel Recovery Mission Software being developed by TRW so that all personnel recovery "tools" would be available in a single, compatible system. ACTION: ANSER has contacted TRW to ensure compatibility.
- **Institute for Defense Analysis (IDA) Study of the impact on Personnel Recovery when working in a coalition environment.** IDA briefed the PRAG on the progress of their study without significant discussion. The study is actively working two tasks:

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- ✓ Capture Combat Search and Rescue (CSAR) interoperability issues with allied partners, capitalizing on lessons learned from Bosnia. IDA initially focused on US-NATO operations, but intend to also address related issues in CENTCOM and Korea.
  - ✓ Collect data on coalition/allied partners' personnel recovery procedures.
  - **DoD/Department of State Memorandum of Agreement (MOA) on Mutual Support in Personnel Recovery.** DPMO informed the PRAG that the DoD/Department of State MOA was nearing completion, explaining that the MOA stems from a need to institutionalize the relationship between DoD and State on personnel recovery matters. DPMO stated that DoD signed a similar document with the CIA in 1995, and the CINCs have attested to a significant improvement in interagency cooperation as a result of this agreement. Mr. Adams explained that the MOA issue has been re-energized within State with its reassignment to the Political/Military Affairs Bureau and that the Department of State attaches great value to the MOA in terms of their need to protect US citizens.
  - **Combat Survival/Evader Locator System Update.** Mr. Dyson, Office of the ASD(C<sup>3</sup>I), briefed the PRAG on recent developments in the CSEL program and his office's efforts to get the program on track. The bottom line of the discussion was a frustration among the PRAG principals that the CSEL is another case of continually "gold plating" an item of equipment during the developmental process to such an extent that it never gets to the field.
  - ✓ The PRAG agreed that it might be useful for the combatant commanders to discuss the CSEL during their upcoming Combatant Commanders Conference in February 2000.
  - ✓ MG Honore suggested that if we wanted this discussed at the conference we should draft a letter to the Director of the Joint Staff suggesting same. ACTION: DPMO drafted a letter to the Director and forwarded it to the USD(P) for signature on January 7<sup>th</sup>.
- Minutes of the meeting are at Tab B.
  - The attendance roster is at Tab C.

**Attachments:**

As stated

**DISTRIBUTION:**

USD(P)

PDUSD(P)

ASD(ISA)

PDASD(ISA)

PRAG Principals

cc: PRAG Supporting Members as listed at Tab C



# Defense POW/Missing Personnel Office

## Operations Directorate — Fact Sheet

### Personnel Recovery Advisory Group (PRAG)

**BACKGROUND:** Communication within the Personnel Recovery Community (for which DPMO is the policy-lead) is a major challenge. Many agencies from throughout the government, especially within DoD, are undertaking significant initiatives to improve USG personnel recovery capabilities, but not everyone is aware of the various projects underway. Under the Missing Persons Act (MPA), paragraphs 1501(a)(1)(B), and (a)(2), DPMO is responsible for, “coordination for DoD with other departments and agencies of the United States on all matters concerning missing persons,” and, “within DoD among the military departments, the Joint Staff, and the commanders of the combatant commands.”

- The revision to DoD Directive 2310.2, Personnel Recovery,” currently in final coordination directs DPMO to, “Organize and chair the Personnel Recovery Advisory Group (PRAG), and coordinate its meetings.”
- The purpose of the PRAG is to review DoD progress toward developing a fully integrated personnel recovery architecture that ensures its ability to recover isolated personnel.” In this regard, it continues by directing the PRAG to:
  - Work collaboratively to develop, review, and recommend policy-level actions or initiatives to support achieving the DoD goal of having a fully integrated personnel recovery architecture that ensures the recovery of isolated U.S. personnel worldwide.
  - Provide pre-crisis advice to OSD and other USG principals on personnel recovery policies.
- The goal is for the PRAG to meet quarterly to discuss personnel recovery matters.
- The principal membership of the PRAG includes:

#### Office of the Secretary of Defense

Deputy Assistant Secretary of Defense (DASD) for POW/Missing Personnel Affairs (chair)

DASD for Special Operations Policy and Support, OASD(SO/LIC)

Deputy Under Secretary of Defense for Advanced Systems and Concepts

Principal Deputy Assistant Secretary of Defense for Public Affairs

Deputy Director for Command, Control, and Communications, Office of the ASD(C<sup>3</sup>I)

#### Joint Staff

#### United States Joint Forces Command

Deputy Director for Operations, the Joint Staff

Director for Operations and Plans, USJFCOM

#### Services

Deputy Director, Operations & Training, Headquarters, United States Air Force

Deputy Chief of Naval Operations (Plans, Policy, and Operations), the Navy Staff

Director of Operations, Readiness and Mobilization, the Army Staff

Deputy Chief of Staff, Plans, Policies, and Operations, United States Marine Corps

Director, Center for Operations, Plans and Policy, USSOCOM

Director of Operations Policy, Headquarters, United States Coast Guard

#### Intelligence Community

DIA

Intelligence Agency

Central

(b)(3) DPMO

#### Interagency Community

Assistant Secretary of State for Political Military Affairs, Department of State

Director of Defense Policy, National Security Council

(b)(3):10 USC  
(b)(3):50 USC  
§403(g) Section  
6

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**PERSONNEL RECOVERY ADVISORY GROUP MEETING**

**AFTER ACTION REPORT**

January 6, 2000

**INTRODUCTION**

Mr. Robert Jones (DASD POW/Missing Personnel Affairs) convened the Personnel Recovery Advisory Group (PRAG) at 1100 on January 6, 2000. The agenda covered the following topics:

- ANSER Mission Area Analysis (MAA) for Personnel Recovery and Accounting
- Institute for Defense Analysis (IDA) study on Personnel Recovery in a Coalition Environment
- Department of Defense/Department of State Memorandum of Agreement (MOA)
- OASD(C<sup>3</sup>) briefing on status of Combat Survivor/Evader Locator (CSEL)

**OPENING REMARKS**

Following Mr. Jones' opening remarks regarding convening the PRAG quarterly, Colonel Mel Richmond (DPMO) led the PRAG through a brief review of the PRAG's charter to provide planning guidance at the policy level. Mr. Jones concluded by noting that one of the purposes for this meeting was to provide apprise the PRAG of the ANSER MAA and IDA study and solicit their feedback.

**ANSER MISSION AREA ANALYSIS FOR PERSONNEL RECOVERY AND ACCOUNTING**

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[REDACTED] (ANSER) briefed a summary of the MAA, to include Phase I "Lessons Learned" and the Phase II Study Plan. Although the MAA encompasses both personnel recovery and accounting, [REDACTED] briefing concentrated on those aspects related to personnel recovery. ANSER provided attendees a copy of the briefing, along with a detailed breakout of the MAA tasks and the project schedule. Upon completion, the MAA will yield both recommendations for policy, doctrine, organization, force structure, and training, and a set of analytical tools that the Joint Staff, the Combatant Commands, and Services can use.

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(b)(6)

[REDACTED] requested feedback and emphasized the need for collaboration between ANSER's efforts and the work other organizations are accomplishing. He noted that the MAA will address areas that are typically the province of the Joint Staff, CINCs and Services (e.g. doctrine, requirements, force structure) to ensure that personnel recovery policy is properly aligned with these areas. Mr. Jones emphasized the need for active participation on behalf of the members of the PRAG.

**Issues Raised During the MAA Discussion:**

- Colonel Harned (OASD(SO/LIC)) recommended that ANSER consider "pre-conflict" personnel recovery activities, in addition to conflict and post-conflict issues.

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- Major General Honoré (Joint Staff/J-3) pointed out the need to better define the relationship between this MAA and the Joint Requirements Oversight Council (JROC)/Joint Warfighting Capability Assessment (JWCA) process, and the need to ensure that any resulting models are compatible with existing tools.

(b)(6)

- [REDACTED] Commander of the Joint Personnel Recovery Agency (JPRA) suggested we consider incorporating the MAA models as potential add-ins to the Personnel Recovery Mission Software (PRMS) being developed as an Advanced Concept Technology Demonstration (ACTD). He also stated the JPRA's desire to work closely with the ANSER MAA study team to avoid duplication of effort with the JPRA MAA.

#### **Actions**

- The MAA already incorporates pre-conflict considerations. DPMO and ANSER will continue to ensure the MAA covers this aspect of the function.
- DPMO will contact J-8, the Joint Staff, to see if we can have ANSER brief him on the MAA and request that he assign a Joint Warfighting Capabilities team to monitor the MAA from a JWCA standpoint.
- ANSER will coordinate with JPRA, ASD(C<sup>3</sup>D), and TRW with the goal of ensuring compatibility of the models with PRMS.

#### **IDA STUDY ON PERSONNEL RECOVERY IN A COALITION ENVIRONMENT**

(b)(6)

[REDACTED] (IDA) briefed the status of the IDA study. The study is actively working two tasks:

- Capture Combat Search and Rescue (CSAR) interoperability issues with allied partners, capitalizing on lessons learned from Bosnia. IDA initially focused on US-NATO operations, but intend to also address related issues in CENTCOM and Korea.
- Collect data on coalition/allied partners personnel recovery procedures.

Tasks that are included in the Statement of Work but are not currently funded include:

- Document lessons learned by coalition partners in Operations Other Than War,
- Analyze personnel recovery-related safety and security issues associated with the use of service member social security numbers as serial numbers,
- Review of doctrine among coalition partners to determine possible incompatibility issues.

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[REDACTED] suggested that study issues could be grouped into three categories: general coalition problems, general personnel recovery problems, and personnel recovery-specific coalition problems. He indicated that the relationships between these different types of problems would affect the nature of – and, in some cases, the existence of – solutions. IDA will identify the search and rescue/CSAR capabilities of possible coalition partners, including those just beginning to develop such capabilities.

#### **Issues Raised During the IDA Study Discussion:**

- Mr. Jones asked IDA to consider after-action reports of coalition partners' personnel recovery missions within their study.
- Captain Kinney (USCG) recommended IDA consider the implications of accepted procedures within international organizations (e.g. International Civil Aviation Organization and International Maritime Organization).
- Colonel Daley (USSOCOM) reinforced the importance of continued input from the theater special operations commands.
- Captain Kinney suggested IDA attend the International Search and Rescue Conference in Brighton, UK, scheduled for March 23-24, 2000.

#### **Actions**

- When IDA contacts other nations' military in support of Task 1 of the Statement of Work, they will also request copies of after action reports from their operations.
- DPMO is coordinating for discussions with all the commands' components, including their Special Operations Commands during ANSER and IDA visits.
- IDA will arrange a meeting with Captain Kinney to get more information concerning his suggestion.
- IDA will examine their travel budget to determine the possibility of attending the SAR Conference in the UK, but if they are unable to attend, DPMO personnel already scheduled to attend can gather the appropriate information and share it with IDA.

#### **DEPARTMENT OF STATE MEMORANDUM OF AGREEMENT**

Colonel Richmond introduced Mr. Martin Adams from the Department of State (DoS) and discussed the MOA. Colonel Richmond explained that the MOA stems from a need to institutionalize the relationship between DoD and DoS on personnel recovery matters. He stated that a similar document was signed with the CIA in 1995, and the CINCs have attested to a significant improvement as a result of this agreement. Mr. Adams explained that the MOA issue has been re-energized within the DoS with its reassignment to the Political/Military Affairs Bureau and that DoS attaches great value to the MOA in terms of their need to protect US citizens.

#### **Issues Raised During the DoD/DoS MOA Discussion:**

- Major General Cody (DAMO-ODZ) warned against mixing hostage rescue with personnel recovery.
- Colonel Richmond concurred, emphasizing that neither hostage rescue nor noncombatant evacuation operations should be considered part of personnel recovery.

**Action:** DPMO will clearly exclude NEO, hostage rescue or other counter-terrorism activities from the definition of personnel recovery in the MOA.

### COMBAT SURVIVOR/EVADER LOCATOR PROGRAM STATUS

Mr. Richard Dyson (OASD(C<sup>3</sup>I)) briefed the status of the CSEL development. He began by saying that the Air Force had put the program in an evolutionary spiral development as a result of two high-risk developments in the system. Spiral 1 occurred in FY98 and had identified significant problems with the CSEL radio itself. Changes were made and the development test results from Spiral 2 (FY99) were more favorable. The program is currently in Spiral 3, with additional changes to be followed by operational testing in summer 2000. These tests are intended to produce the level of confidence necessary to begin putting the system in the hands of the users. Mr. Dyson explained that the definition of initial operational capability (IOC) needs to be revised if the plan is to accelerate CSEL delivery to 3d Qtr FY00. He mentioned a need to form an integrated process team to consider Air Force/Joint Tactical Radio System issues. Current issues also include Demand Assigned Multiple Access (DAMA) compatibility and Defense Information Infrastructure Common Operating Environment (DII COE)-7 certification.

#### **Issues Raised During the CSEL Discussion:**

- There is no automated interface between the base station computer and the C<sup>3</sup>I systems in place at the Recue Coordination Center (RCC); i.e., the problem is how to get the received signal to the RCC. Mr. Hornik (OASD(C<sup>3</sup>I)) explained that compatibility problems with the CSEL are not associated with the radio per se, but rather with the proprietary base station software.
- Colonel Harned asked whether OASD(C<sup>3</sup>I) is pushing for acquisition and software upgrades if the Spiral 3 tests are successful. Mr. Dyson replied that, in his opinion, Spiral 4 should not hold things up. He noted a distinction between "DAMA-compatible" and "DAMA-compliant" and suggested that the Joint Staff may wish to reconsider current policy in this area.
- Mr. Joseph Eash (DUSD(AS&C)) stated as long as the hardware itself met test requirements, accelerating the acquisition would save many months in the total program, while putting a useful capability in the hands of the operators.
- Mr. Hornik cautioned that a successful test program is not a "given" -- the original CSEL radios failed on approximately half of the required 84 channels and, although the improved system has demonstrated a success rate of approximately 80 out of 84 channels at the breadboard level, the performance of a deployable version remains to be seen.
- Mr. Eash replied that the ambitious CSEL requirement may itself be a problem, emphasizing that even the ability to connect on 40 channels would be a significant improvement over current capability.
- Colonel Richmond added that CINC US Special Operations Command (USCINCSOC) and CINC US Central Command (USCINCCENT) have sent messages in favor of accelerating CSEL acquisition.

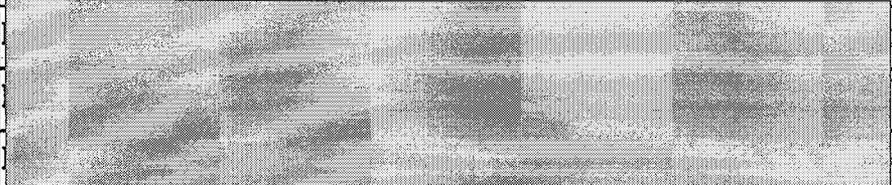
- Mr. Jones asked the group for its opinion on how to proceed.
- Major General Honoré stated that the issue should be taken to the Service Chiefs.
- Lieutenant General Ayres (Deputy Chief of Staff, Plans, Policies, and Operations, USMC) suggested that the requirement should be re-examined, requested copies of the USCINCSOC and USCINCCENT messages from Mr. Jones, and stated that he'd push for accelerated deployment.
- Major General Cody agreed, saying that the purpose of spiral development was to produce something, and that a radio in someone's hands would not prevent further development.
- Mr. Jones asked the PRAG whether it would be helpful if Mr. Slocombe (USD(P)) sent a letter to the Chairman.
- Lieutenant Colonel Berger (Joint Staff/J-5) replied that the Director, J-5 would first want to review the schedule.

#### **Actions**

- DPMO forwarded the information LtGen Ayers requested to him on January 10<sup>th</sup>.
- DPMO has drafted a letter for the USD(P) for his consideration to send to the Director of the Joint Staff.

Mr. Jones concluded the meeting at 1300 by reiterating his commitment to do everything possible to get the necessary tools into the hands of the operator.

**Personnel Recovery Advisory Group  
January 6, 2000  
Attendance Roster**

Office of the Secretary of Defense		
DPMO	Jones, Robert L.	DASD
	Richmond, COL Melvin E. Jr.	Director of Operations
	Caswell, James R.	Director of Plans & Policy
	Drake, Lyle	Operations
	Gilk, Maj Clair M.	Operations
	Doan, LCDR William R.	Operations
	Mangente, Maj Brenda	Operations
	Geisler, Fred	Operations
	Travis, JoAnne B.	Operations
	Basham, Jay W.	Operations
	Nasarenko, Jennifer	Plans & Policy
General Counsel	Burger, James A.	DoD GC
OASD(C <sup>3</sup> T)	Dyson, Richard M.	Deputy Director, C <sup>3</sup>
	Hornik, Morris	
OASD(SO/LIC)	Doheny, Robert C.	
	Harned, COL Glenn	
USD(AT&L)	Eash, Joseph J., III	DUSD(AS&C)
	Shields, Robert B.	ODUSD(AS&C)
OASD(PA)	Phillips, LTC Paul	
Joint Staff		
J-3	Honore, MG Russel L.	Vice J-3
J-5		

(b)(6)

130(3)

**United States Joint Forces Command**

<b>J-3/J-5</b>	<b>Helland, BGen Samuel T.</b>	<b>Director for Operations and Plans</b>
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<b>JPRA</b>		
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**Services**

<b>Air Staff</b>	<b>Watkins, Col Daniel</b>	<b>AF/DXOO</b>
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	<b>Boucher, Paul A.</b>	<b>AF/XOOP</b>
--	-------------------------	----------------

<b>Army Staff</b>	<b>Cody, MG Richard A.</b>	<b>DAMO-ODZ</b>
-------------------	----------------------------	-----------------

	<b>Logan, COL Patrick</b>	<b>DAMO/DCSOPS</b>
--	---------------------------	--------------------

	<b>Ball, LTC A.T.</b>	<b>DAMO/DCSOPS</b>
--	-----------------------	--------------------

	<b>Halder, MAJ Mathew</b>	<b>DAMO-ODOM</b>
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<b>Navy Staff</b>	<b>Dunne, CAPT Patrick W.</b>	<b>N3N5</b>
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<b>USMC Staff</b>	<b>Ayres, LtGen Raymond P., Jr.</b>	<b>USMC DCS/PP&amp;O</b>
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	<b>Huston, Maj Jay L.</b>	<b>DCS/PP&amp;O</b>
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<b>USSOCOM</b>	<b>Daley, Col Judson D.</b>	<b>USSOCOM</b>
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	<b>DePalo, Maj Lee</b>	<b>USSOCOM</b>
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**Intelligence Community**

<b>DIA</b>		<b>DIA -</b>
		<b>DIA -</b>
		<b>DIA -</b>

<b>NRO</b>	(b)(3):10 USC §424	<b>NRO</b>
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<b>NSA</b>	(b)(3):50 USC §402 Note	<b>NSA</b>
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		<b>NSA</b>
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<b>NIMA</b>	(b)(3):50 USC §403(g) Section 6	<b>NIMA</b>
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**Interagency Community**

<b>US Coast Guard</b>	<b>Kinney, CAPT Gabriel O.</b>	<b>Office of Search &amp; Rescue</b>
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<b>CIA</b>	(b)(3):50 USC §403(g) Section 6	
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<b>Department of State</b>	<b>Adams, Martin</b>	<b>Political/Military Affairs</b>
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(b)(6)

(b)(3):10 USC §424

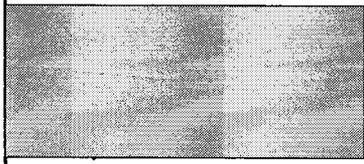
(b)(3):10 §424

DPMO (b)(3)

Contractor Support

(b)(6)

IDA



(b)(6)

ANSER



**MEMORANDUM FOR DASD, POW/MISSING PERSONNEL AFFAIRS**

**THROUGH:** DEPUTY DIRECTOR, DPMO  
CHIEF OF STAFF, DPMO

**FROM:** ANSER

(b)(6)

**SUBJECT:** Read-Ahead for 16 Dec 99 Meeting with ANSER – INFORMATION  
MEMORANDUM

**EVENT:** ANSER will brief you at 1000 hours on their Phase I support to define a Project Plan for conducting the Phase II Mission Area Analysis (MAA) / Business Process Reengineering (BPR).

**BACKGROUND:** ANSER was awarded a contract 30 Sep 99 for the MAA/BPR Phase I effort (3 months) to identify the problem and develop an analytical plan. The Phase II effort (8-9 months) is optional and requires your approval to proceed. The key component of Phase II is the actual functional analysis and preparation of the final report.

**PARTICIPANTS:** From ANSER are:

(b)(6)

[REDACTED] Study Director

(b)(6)

[REDACTED] Principal Analyst

(b)(6)

[REDACTED] Principal Analyst

(b)(6)

[REDACTED] Senior Analyst

**MAIN ISSUE:** Your decision is needed for contract award of Phase II. The timing of this decision is critical because there are key meetings and councils occurring in the early part of January 2000, which will serve as key data opportunities for the MAA/BRR.

Attachment  
ANSER Briefing (16 Dec 99)

BPR(1)



1215 Jefferson Davis Highway, Suite 800; Arlington, VA 22202; 703-416-2000

**GSA**  
**Federal Systems Integration**  
**and Management Center**  
**(FEDSIM)**

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***Mission Area Analysis (MAA) /  
Business Process Reengineering (BPR)  
for DPMO***

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**-- PROJECT PLAN --**

***16 December 1999***

13P(1)A



# ***Background & Purpose***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

**Phase I: Oct 99 - Dec 99 - *Develop Project Plan***

**Phase II: Jan 00 - Sep 00 - *Execute Project Plan***

- **Present plan for DPMO approval**
- **Initiate plan as a “living document”**



# Outline

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## Briefing Contents:

***Tasking***

***Insights from  
Phase I***

***Proposed Scope  
of Phase II***

***Approach***

***Methodology***

***Resources and  
Project Management***

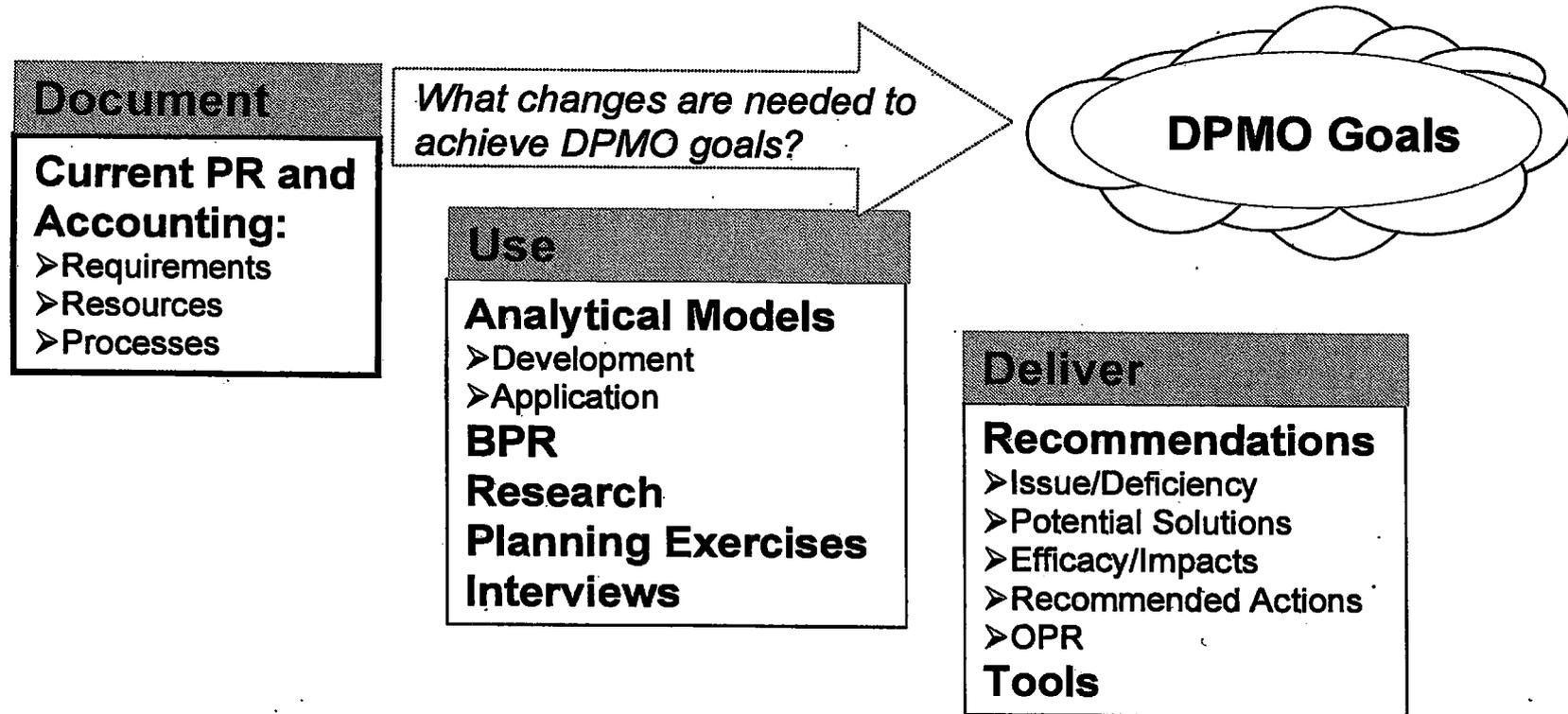
## Exhibits

- **DPMO Goals, Objectives, Strategies**
- **Central Questions**
- **Work Breakdown Structure (WBS)**
- **Detailed Task Schedule**
- **Data Collection Schedule**
- **Level of Effort by Task**
- **Personnel Assigned**



# Tasking

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)





# DPMO Goals

GSA  
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Integration and  
Management Center  
(FEDSIM)

## DPMO Strategic Plan:

### Mission:

Exercise policy, control and oversight of the missing person investigation and recovery process

### Vision:

Move to an active program of loss prevention, immediate rescue and rapid post-hostility accounting by FY04

### Goals :

Guide the transition to an integrated recovery and accounting process without degrading current capabilities

Provide a more secure operating environment for our armed forces

Resolve long-standing questions by families of our nation's unaccounted-for service members

Note: This view of the DPMO Strategic Plan is structured and scoped to support MAA Planning

☆ For additional detail, see exhibits



# *Insights from Phase I*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Heightened appreciation of sensitivities**
  - **Multiple chains of command, political and legal considerations**
  - **Implications for data collection, presentation of results**
- **Developed perspectives on technology**
  - **Potential to exploit current technologies in operations, research, and analysis processes**
- **Identified related efforts**
  - **Some represent opportunities to avoid duplication through collaboration and information sharing (with DPMO approval)**



# Related Efforts

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## Activity

## Impact on DPMO MAA

Joint CILHI and/or JTF-FA & CILHI merger	Influences starting point for "as is" analysis
DPMO Workflow Engineering Analysis	Application of information technology
PR Mission Software ACTD	Source of information flow and impact analysis data
USAF Combat Rescue Analysis of Alternatives (AoA)	Possible sharing of PR requirements data, models
JPRA Mission Area Analysis (MAA) [planned]	Possible collaboration in defining JPRA roles and missions
PR in a Coalition Environment [IDA study]	Shared data collection



# ***Insights from Phase I*** (continued)

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Built SOW into Study Plan**
  - **Integrated task list (see Approach)**
  - **Prioritized travel and data collection requirements**
- **Prioritized study tasks based on most immediate needs**
  - **Define missions, functions, tasks**
  - **Build the process “map” connecting PR and accounting activities**
- **Developed central questions**
  - **Basis to scope study**



# Central Questions

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## ➤ Focus the research and analysis effort

- Point to the Essential Elements of Analysis
- Look ahead to recommendations
- Help identify information requirements
- Guide modeling and BPR

## ➤ Used to scope Phase II

## ➤ Sources:

- Meetings/staff interviews (DPMO, CILHI, JTF-FA, PACOM)
- PR Conference
- PR Council Meetings (SOCOM & CENTCOM)
- Family Update (Birmingham, AL)
- Document Review
- Research

★ For additional detail, see exhibits



# ***Phase II Scope***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Interrelationships: policy, requirements, resources**
- **Mechanisms for information transfer between and within PR and accounting communities**
- **Political constraints associated with personnel recovery and accounting**
- **C2 for Personnel Recovery operations**



# ***Outside Phase II Scope***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Detailed process analysis related to Enemy Prisoners of War (EPWs)**
- **Manpower studies**
- **Internal DPMO organization**



# *Approach*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Built detailed study plan needed to implement original proposal**
  - **Details two - to - three levels below SOW**
- **Developed integrated task list and Work Breakdown Structure (WBS)**
  - **Accomplishes all SOW tasks**
- **WBS facilitates integrated approach to PR and Accounting**
  - **PR and Accounting Models and Analyses are Linked**



# WBS Covers SOW Requirements

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

WBS Tasks	SOW Tasks	3.1	3.2	3.3	3.4	3.5
	★ For additional detail, see exhibits	PR Analysis	Acct'g Analysis	PR Model	Acct'g Model	PRAG
1	Define Missions, Functions, Tasks for MAA	1	1			
2	Develop Integrated Event Flows	2	2			
3	Collect Requirements Data	3	3			
4	Develop PR Requirements Module			4		
5	Collect PR Capabilities Data			5		
6	Develop PR Capabilities/Accounting Requirements Module			6	6	
7	Develop Analytical Model(s) for Accounting				7	
8	Assess Capabilities, Identify Deficiencies	8	8			
9	Develop Recommendations	9	9			
10	Develop Final Report and Briefing	10	10			
11	Support PRAG Meetings					11



# WBS / Schedule

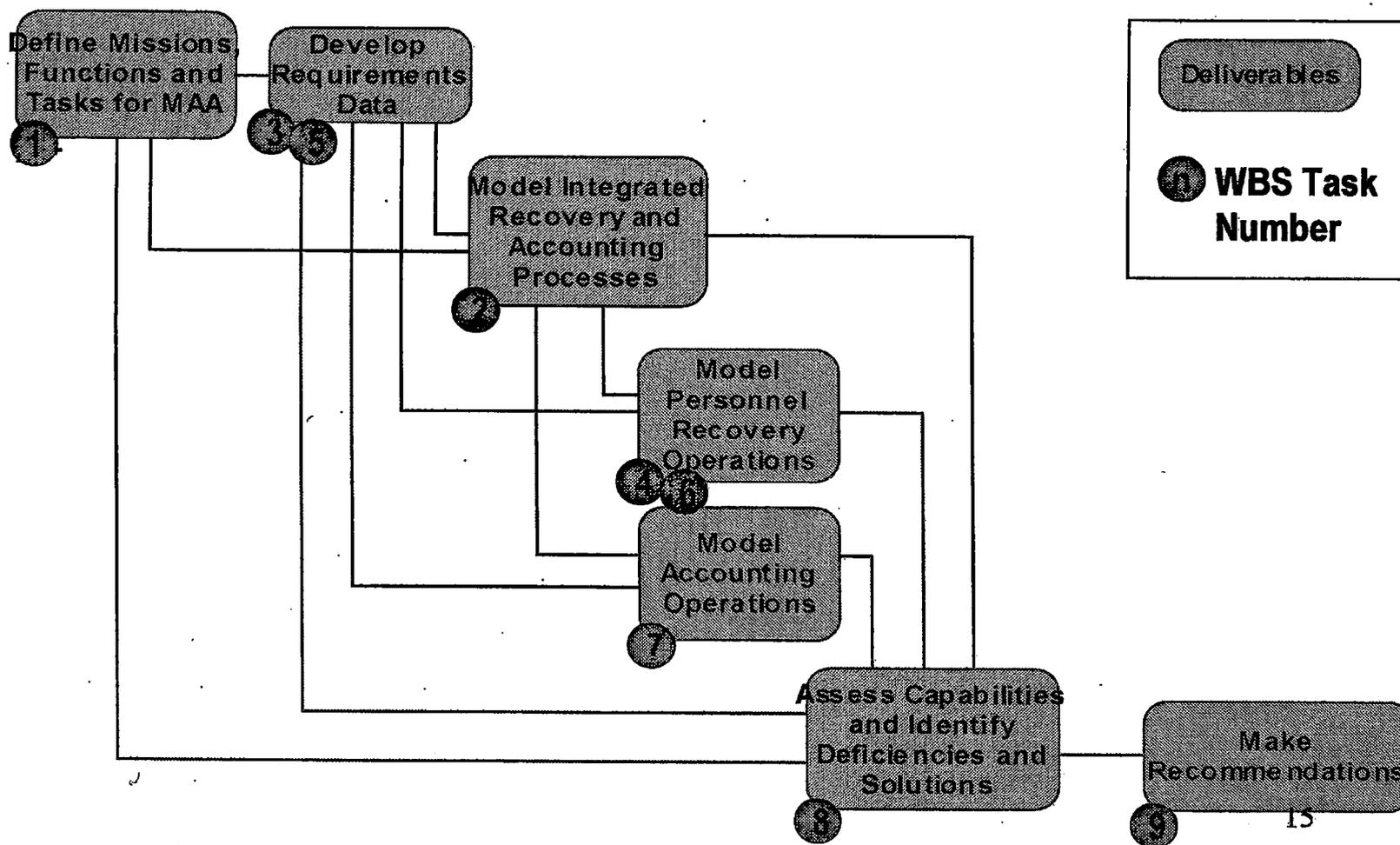
GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

WBS Tasks	★ For additional detail, see exhibits	2nd Qtr FY00	3rd Qtr FY00	4th Qtr FY00
1 Define Missions, Functions, Tasks for MAA		██████████		
2 Develop Integrated Event Flows		████████████████████		
3 Collect Requirements Data		████████████████████		
4 Develop PR Requirements Module		████████████████████	████████████████████	
5 Collect PR Capabilities Data		████████████████████		
6 Develop PR Capabilities/Accounting Requirements Module			████████████████████	
7 Develop Analytical Model(s) for Accounting		████████████████████	████████████████████	
8 Assess Capabilities, Identify Deficiencies			████████████████████	
9 Develop Recommendations			██████████	
10 Develop Final Report and Briefing				██████████
11 Support PRAG Meetings		██████████	██████████	14 ██████████



# Analysis Overview

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)



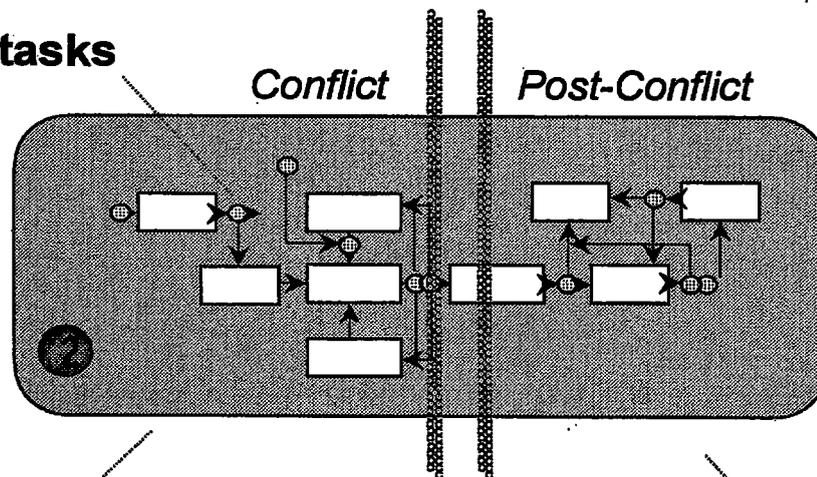


# Methodology

## Integrated Event Flows: Key to the MAA

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

1 Context for analyzing missions/tasks



2 Framework for analyzing central questions

3 Starting Point for PR model

- CINC planning tool
- Translates campaign description and assigned forces into recoveries
- Provides initial states for post-conflict accounting

4 Basis for Accounting model

- A simulation of transitions from state to state, based on value of "state variables"

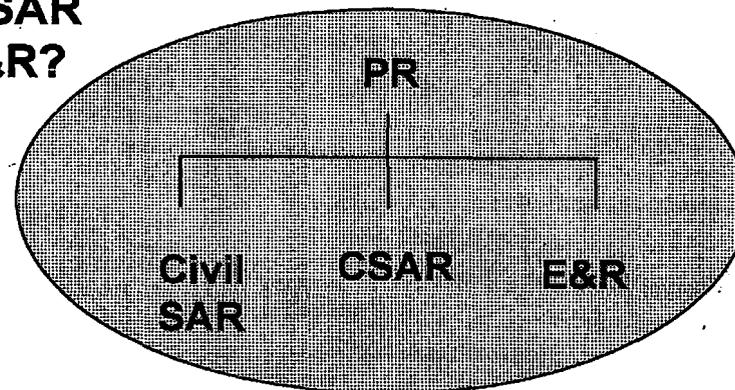
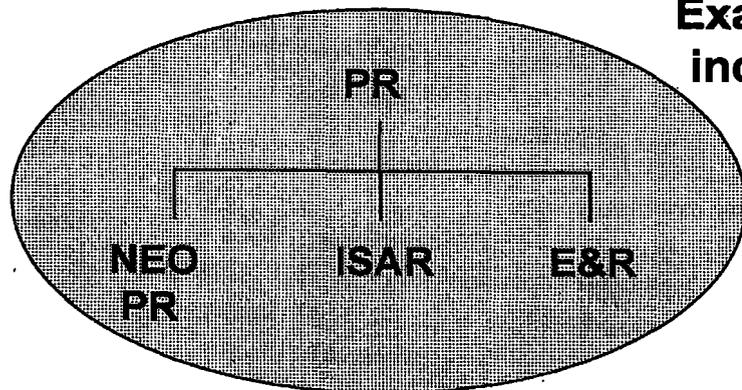


# Methodology

## Task 1 - Define Missions, Functions, Tasks

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Federal Systems  
Integration and  
Management Center  
(FEDSIM)

Example: is CSAR  
included in E&R?



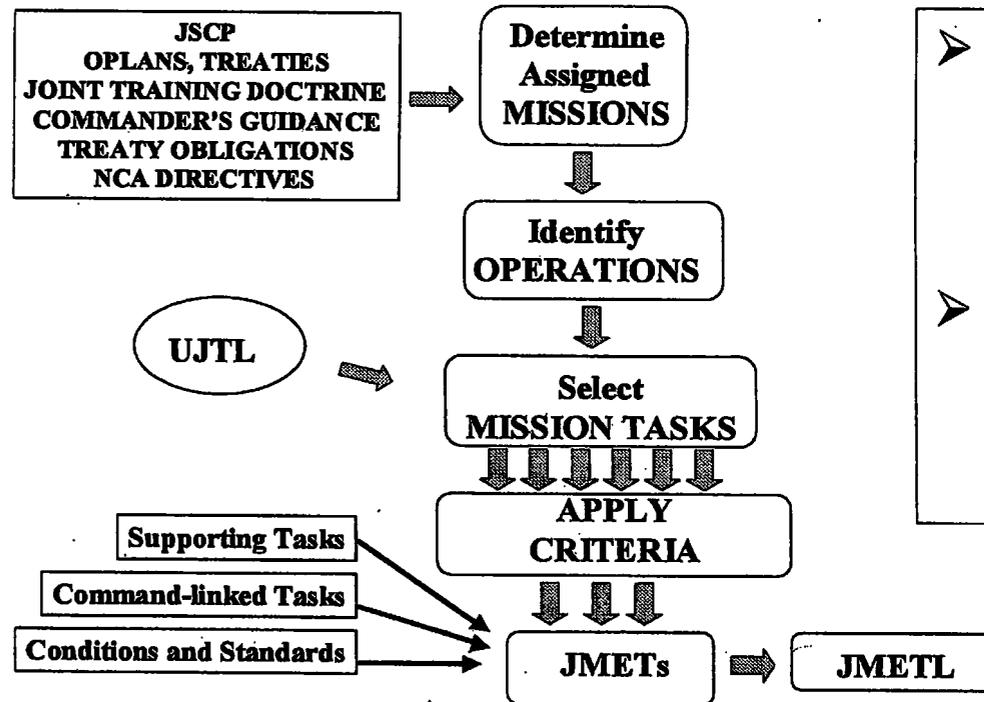
Need to define a consistent set of missions,  
functions, and tasks for MAA purposes



# Methodology

## Task 1 - JMETL Linkage

GSA  
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Integration and  
Management Center  
(FEDSIM)



- **Coordinate with:**
  - JCS J-7
  - JFCOM / JPRA
  - CINC Planners
- **Ensure inputs are compatible with Joint Exercise Management Package (JEMP III)**



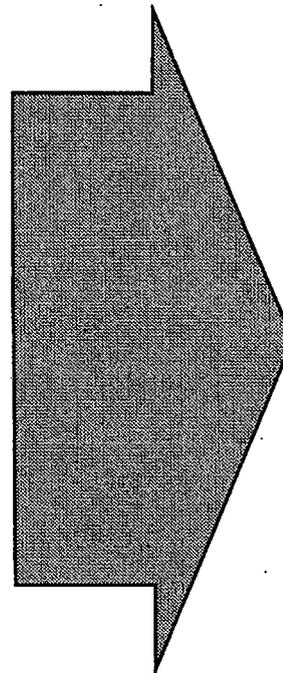
# Methodology

## Tasks 3-4 - PR Requirements

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- **Aircraft Incidents**
  - Dates, phases
  - Aircraft types, sorties, locations
  - Attrition rates
- **Ground incidents**
  - Engagement types, locations
  - Forces
  - Casualties
- **Incidents at Sea**
  - Numbers, locations

- **Planning Factors**
  - State variables / locations  
(threat, population, terrain...)
  - Immediate KIA/BNR
  - Immediate POW
  - SERE factors
  - Recovery mechanisms vs state  
variables / locations



### PR Requirements


Distributions include  
state variables  
critical to accounting



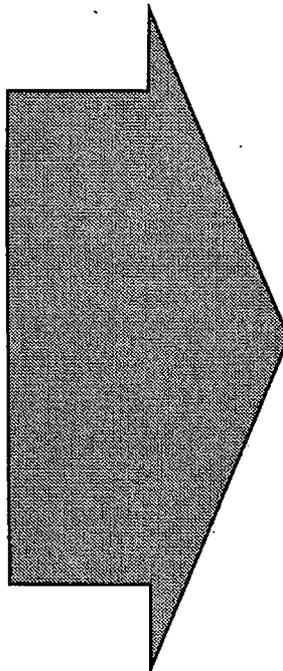
# Methodology

## Tasks 5-6 - PR Capabilities

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Federal Systems  
Integration and  
Management Center  
(FEDSIM)

### PR Requirements


- **Assets / Capabilities**
  - Numbers, basing
  - Threats, operating radius
  - Availability
  - C2 limitations
  - Force packages
  - Unplanned / unassisted recovery assumptions
  - Unconventional recovery assumptions



### Recoveries


For unsuccessful recoveries, includes resultant distributions for accounting

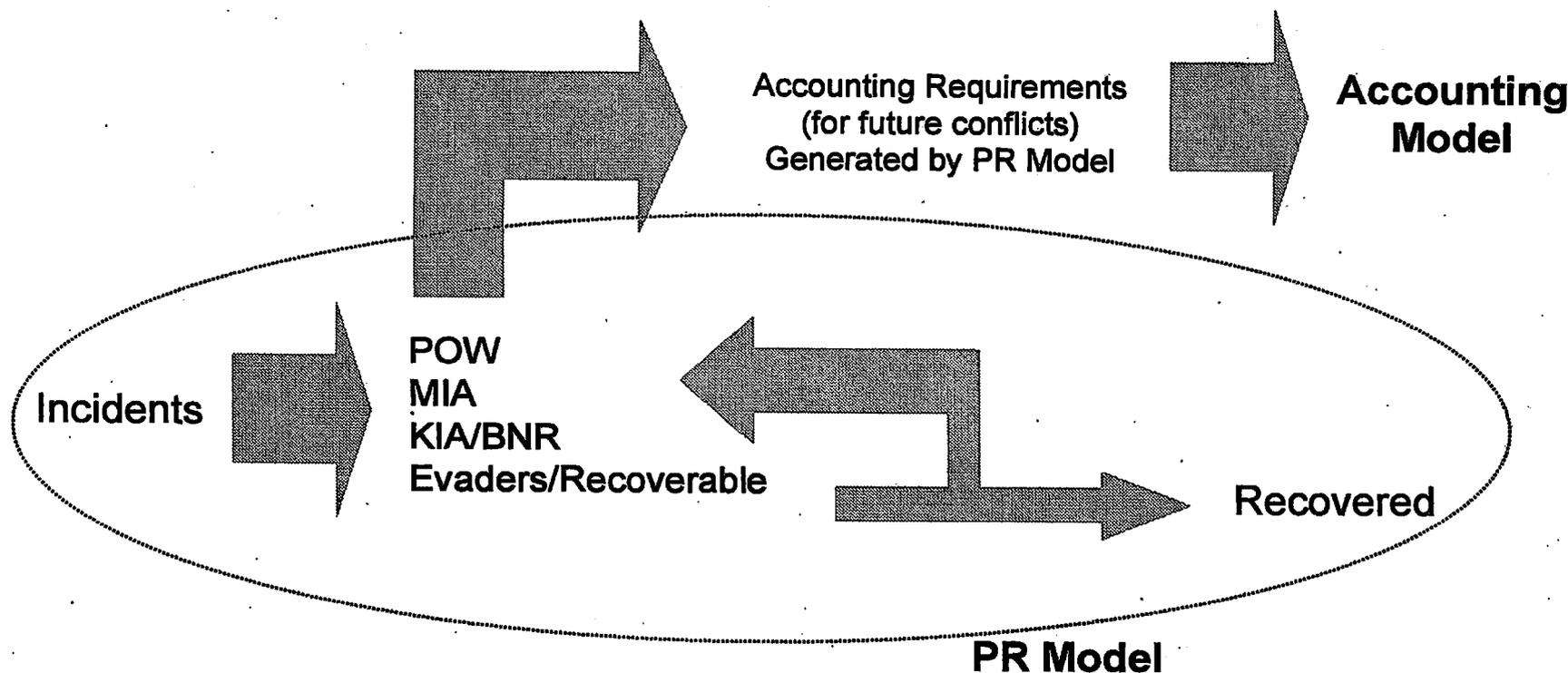
*Simplified / expanded-  
scope version of ANSER  
rescue model*



# Methodology

## Tasks 6-7 - Model Linkage

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Integration and  
Management Center  
(FEDSIM)





# Methodology

## Task 7 - Accounting Model Overview

GSA  
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Integration and  
Management Center  
(FEDSIM)

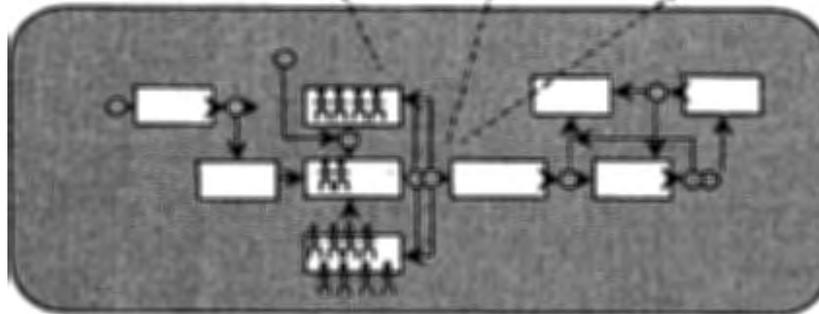
### State variables for each individual; e.g.

- Location uncertainty
- Terrain
- Infrastructure
- Access
- Time

### Activities require time and resources

### State transitions

- Probabilities depend on time & resources, state variables



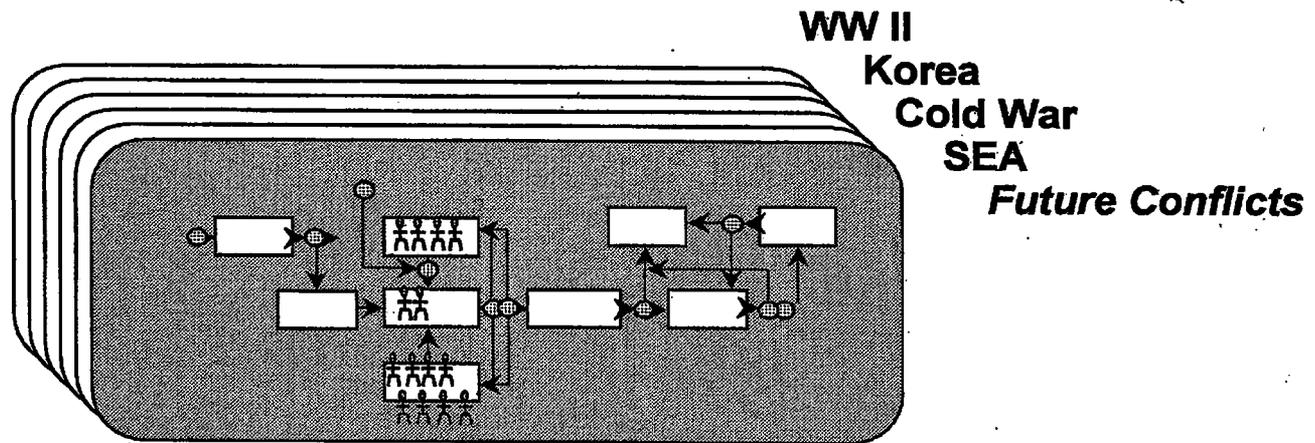


# Methodology

## Task 7 - Application of Accounting Model

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- Accounting model captures resource allocation tradeoffs across total set of requirements





# Methodology

## Task 7 - Using Existing Allocation Software

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

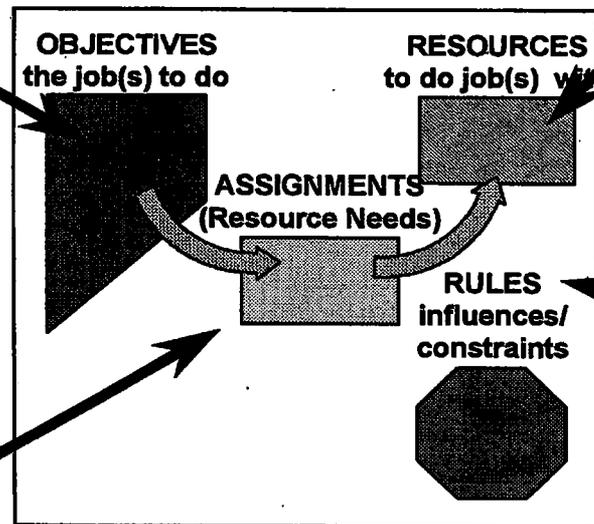
### Activities

- External Events
- MAA Tasks and Functions

### Priorities

### Time

Characteristic  
Individuals,  
Personnel / Activity



### Individuals

- Current State
- Elapsed Time
- [State Variables]

### Skilled Personnel

(Analysts, Linguists,  
Anthropologists, ... )

### Funds

### Actions vs Current State

### State Transitions

Adjustments based on  
State Variables

- Priority
- Individuals & Skilled  
Personnel / Activity

Restrictions based on  
State Variables

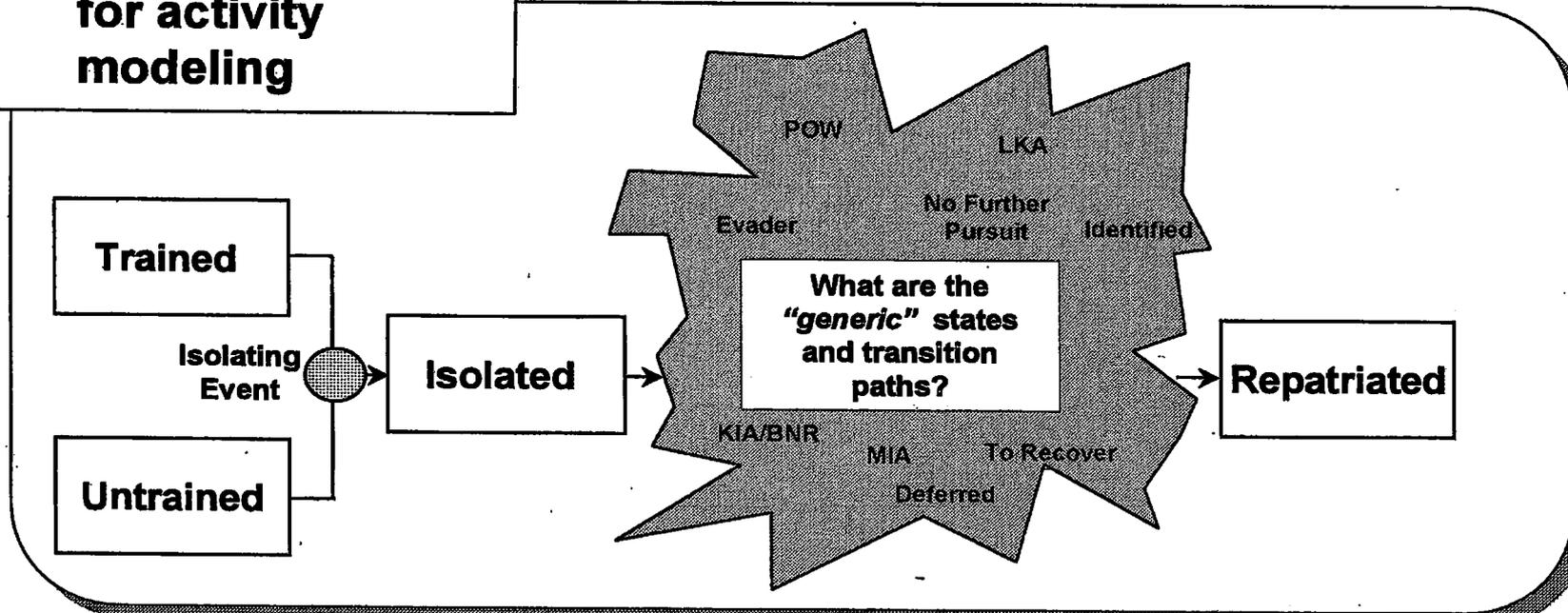


# Methodology

## Task 2 - Integrated Event Flows

GSA  
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Integration and  
Management Center  
(FEDSIM)

► Provides context for activity modeling



Xxxxxx = States

● = Activities { External events  
MAA functions and tasks

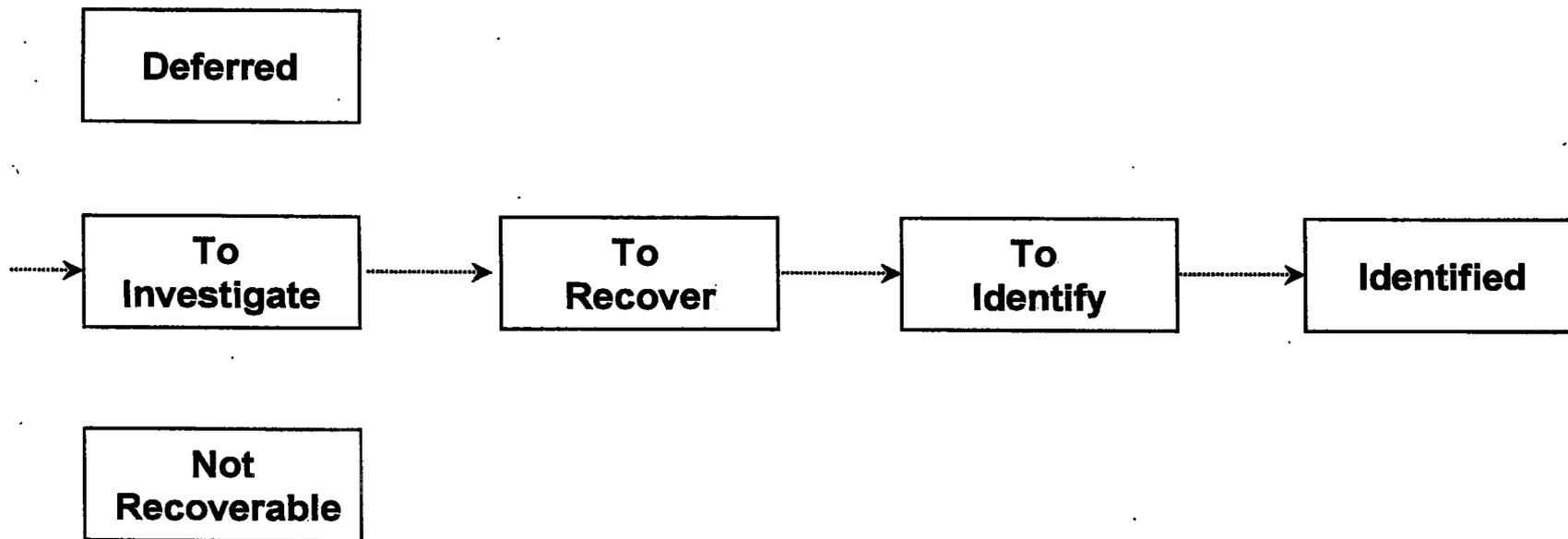


# Methodology

## Task 2 - Developing Event Flows

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

### Example 1



Source: JTF-FA Interviews

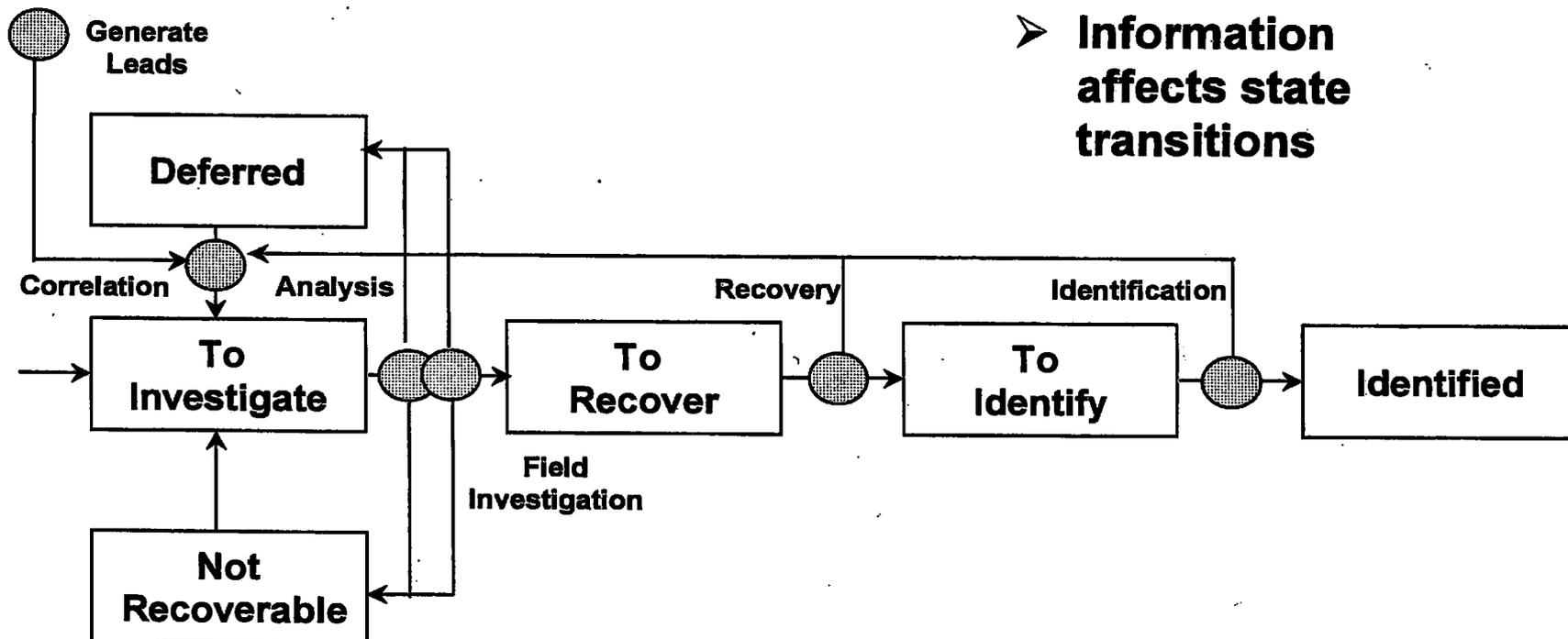


# Methodology

## Task 2 - Developing Event Flows (continued)

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

### Example 1 (continued)



- Dynamic, not static
- Information affects state transitions



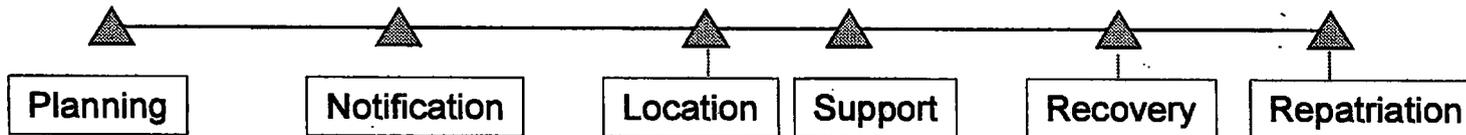
# Methodology

## Task 2 - Developing Event Flows (continued)

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Integration and  
Management Center  
(FEDSIM)

### Example 2

#### JSRC Timeline



#### Evader Timeline



Source: CENTCOM PR Architecture



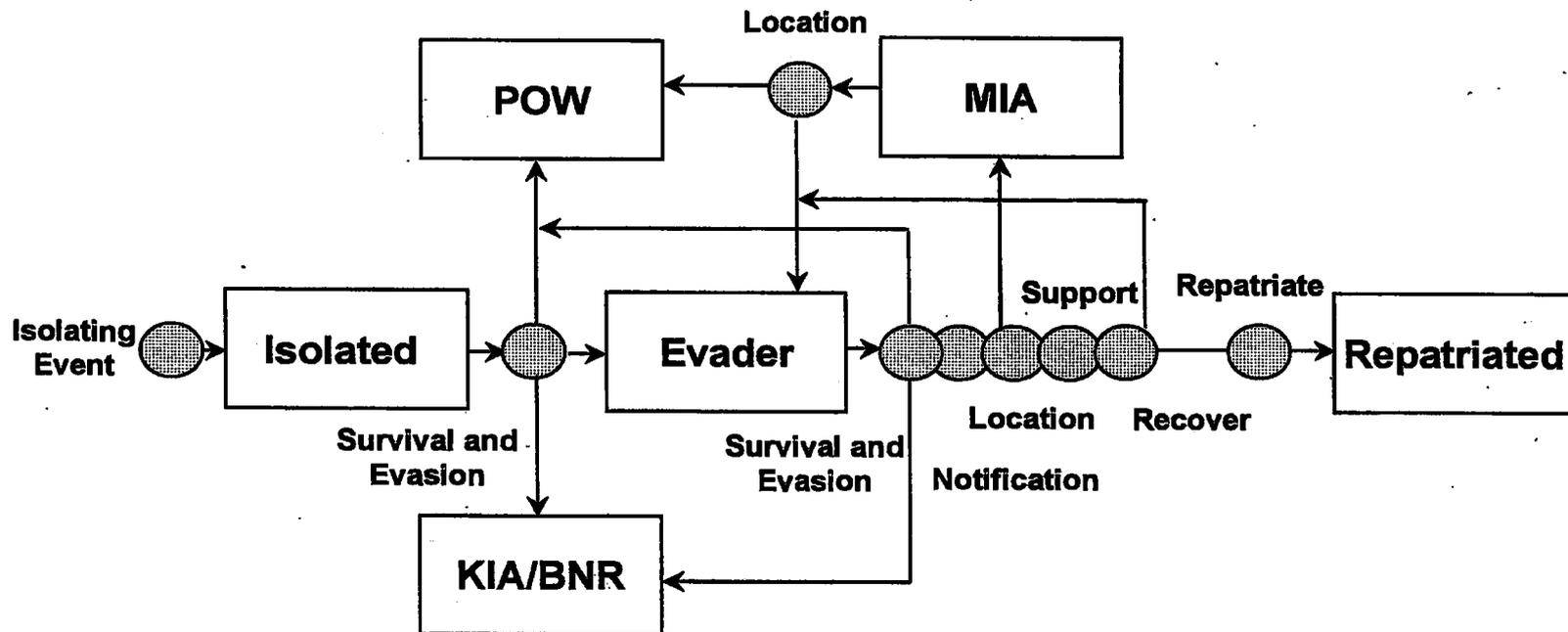
# Methodology

## Task 2 - Developing Event Flows (continued)

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- PR success/failure has implications for accounting

### Example 2 (continued)





# Level of Effort

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

WBS Tasks	★ For additional detail, see exhibits	Estimated Staff-Hours
①	Define Missions, Functions, Tasks for MAA	560
②	Develop Integrated Event Flows	2013
③	Collect Requirements Data	1837
④	Develop PR Requirements Module	1351
⑤	Collect PR Capabilities Data	511
⑥	Develop PR Capabilities/Accounting Requirements Module	1011
⑦	Develop Analytical Model(s) for Accounting	2318
⑧	Assess Capabilities, Identify Deficiencies	2508
⑨	Develop Recommendations	836
⑩	Develop Final Report and Briefing	1912
⑪	Support PRAG Meetings	508



# Deliverables

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

	<b>PR and Accounting Analysis (w/ Recommendations)</b>	<b>PR Model</b>	<b>Accounting Model</b>
<b>Draft/ Prototype</b>	01 Sep 00	31 Jul 00	31 Jul 00
<b>Final</b>	29 Sep 00	28 Aug 00	29 Sep 00
<b>Briefing/ Demo</b>	29 Sep 00	29 Sep 00	29 Sep 00



# **Deliverables** *(continued)*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

## **PRAG Meeting Support\***

## **Meeting Minutes**

06 Jan 00	13 Jan 00
16 Mar 00 (?)	23 Mar 00 (?)
15 Jun 00 (?)	22 Jun 00 (?)
14 Sep 00 (?)	21 Sep 00 (?)

### **\*Support includes:**

- Facilitation
- Reproduction of materials
- Briefings
- Audio-visual aids
- Identification tags



# Project Management

## Study Team Organization and POCs--Phase II

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

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**GSA/FEDSIM**

**ANSER**

**Study Director**

**Documentation**

**Analytical Models**

**Data Collection**

**Process/  
Activity Models**

**Missions/Functions,  
PRAG**

★ For additional detail, see exhibits

**DPMO MAA/BPR – Bi-Weekly Review #9**

**January 31, 2000**

*(as amended, January 31, 2000)*

**Reporting Period:**

**January 17 – January 30, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

ANSER

GSA/FEDSIM

## DPMO MAA/BPR – Bi-Weekly Review #9

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions [REDACTED] (b)(6)
  - Continued research / review of published and unpublished materials on PR and accounting missions / definitions. [REDACTED] (b)(6)
  - Developed initial strawman grouping of accounting tasks and functions [REDACTED] (b)(6)
  - Began designing task 1 outputs (including identification of activities for process and analytical models, data collection requirements, and issues). [REDACTED] (b)(6)
  - Attended USASOC PR Conference at Fort Bragg, NC, January 24-26, 2000. Participated in discussions regarding SERE, CSAR, and UAR/NAR tasks and functions. [REDACTED] (b)(6)
- Task 2, Business Process Reengineering [REDACTED] (b)(6)
  - Attended the Live Sighting review panel on January 20, 2000. Interviewed DPMO staff (Sydow, Rosenau) concerning the LSI process. Prepared short narrative description, accompanied by statistics sheet and two sample case files provided by DPMO. [REDACTED] (b)(6)
  - Met with DPMO R&A (Sydow) to discuss accounting databases, LKA data sheets, and one sample LKA case file. Also received a copy of the PM-SEA database. [REDACTED] (b)(6)
  - Met with DPMO General Counsel (Gravelle); received synopsis of Missing Persons Act and implementing DoDI. [REDACTED] (b)(6)
  - Met with DPMO PA (Marish-Boos); received copy of briefing book prepared for the DASD meeting with the Vietnam Veterans of America. [REDACTED] (b)(6)
  - Attended casualty conference hosted by JTF-FA, January 24-26, 2000; conducted additional interviews, January 27-28, 2000, regarding PR and accounting processes. [REDACTED] (b)(6)
- Task 3, Requirements Data [REDACTED] (b)(6)
  - Continued preparations for PR Response Cell (PRRC) exercise. Continued development of pol-mil background, PR incident, and master scenario event list. Conducted research to acquire reference materials. Began development of game guide and facilitator guides. [REDACTED] (b)(6)
  - Identified appropriate USEUCOM POCs for PR requirements. Accompanied IDA study team members on data-collection visits to CAOC,

Vicenza Italy, January 24-26, 2000, and to USEUCOM, Stuttgart Germany, January 27-28, 2000. [REDACTED]

(b)(6)

- Task 4, Personnel Recovery Requirements Module [REDACTED] (b)(6)
  - Began documenting proposed model algorithms. [REDACTED] (b)(6)
  - *Making arrangements to receive PRMS screen captures from TRW. (Pearson)*

(b)(6)

- Task 5, Capabilities Data [REDACTED]
  - Conducted research on PR assets and capabilities throughout DoD.

(b)(6)

- Task 6 Personnel Recovery Capabilities / Accounting Requirements Module

(b)(6)

[REDACTED]  
- [No Activity.]

- Task 7, Accounting and Remains Recovery Analytical Model [REDACTED] (b)(6)

- [No Activity]

- Task 8, Analysis of Capabilities, Deficiencies [REDACTED] (b)(6)

- [No Activity]

(b)(6)

- Task 9, Recommendations [REDACTED]

- [No Activity]

(b)(6)

- Task 10, Final Report / Briefing [REDACTED]

- [No Activity]

(b)(6)

- Task 11, In-Progress Reviews / PRAG Meetings and Conference Support

[REDACTED]  
- Established date of *March 29, for March, 2000, for next PRAG meeting and scheduled ANSER conference space.* [REDACTED] (b)(6)

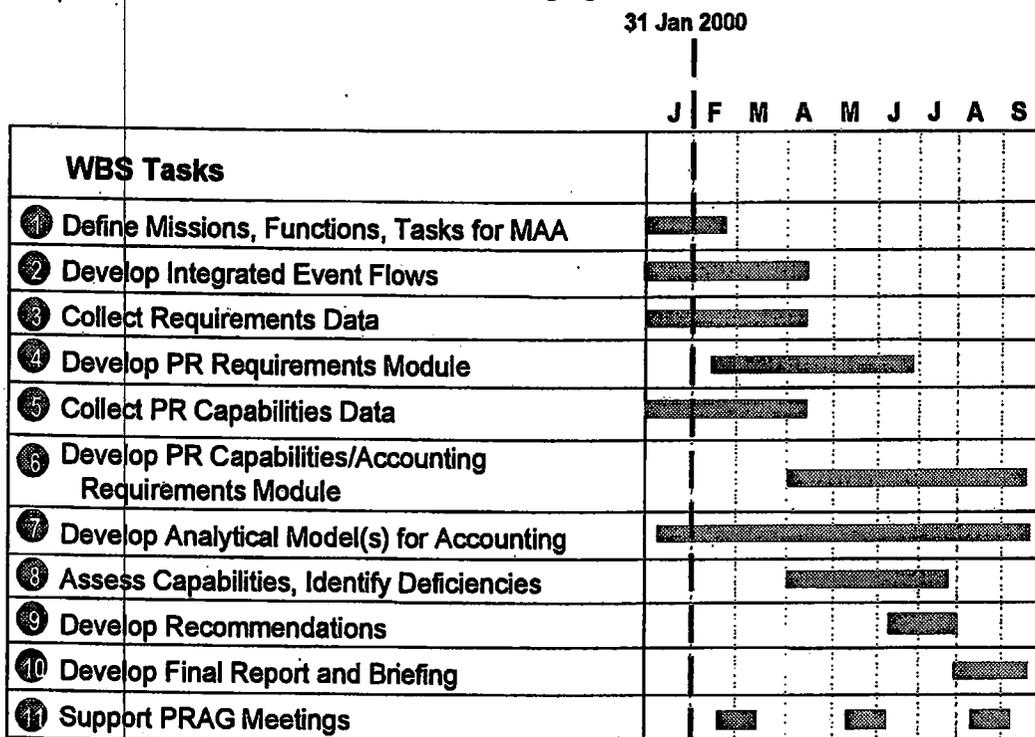
(b)(6)

- Continued working with NDIA to scope out options for October 2000 PR conference. [REDACTED]

- *Checking conference space availability for ASD/C3I PR Intel conference. (Pearson)*

## 2. Schedule and Milestones

- Overview is shown in the following figure:



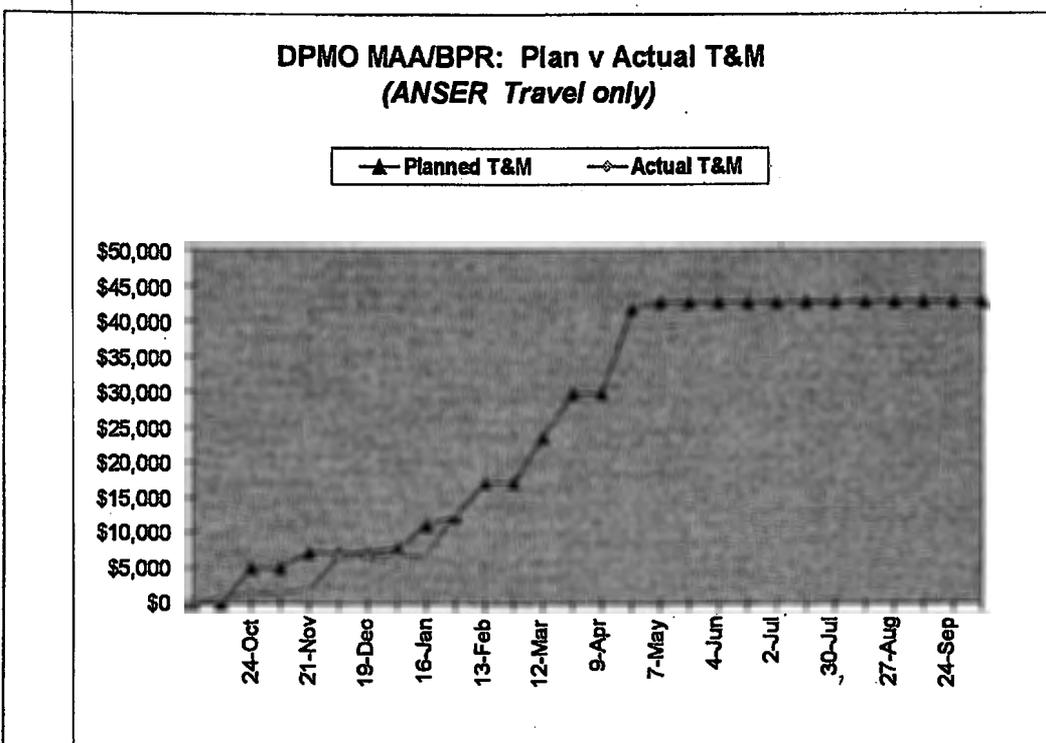
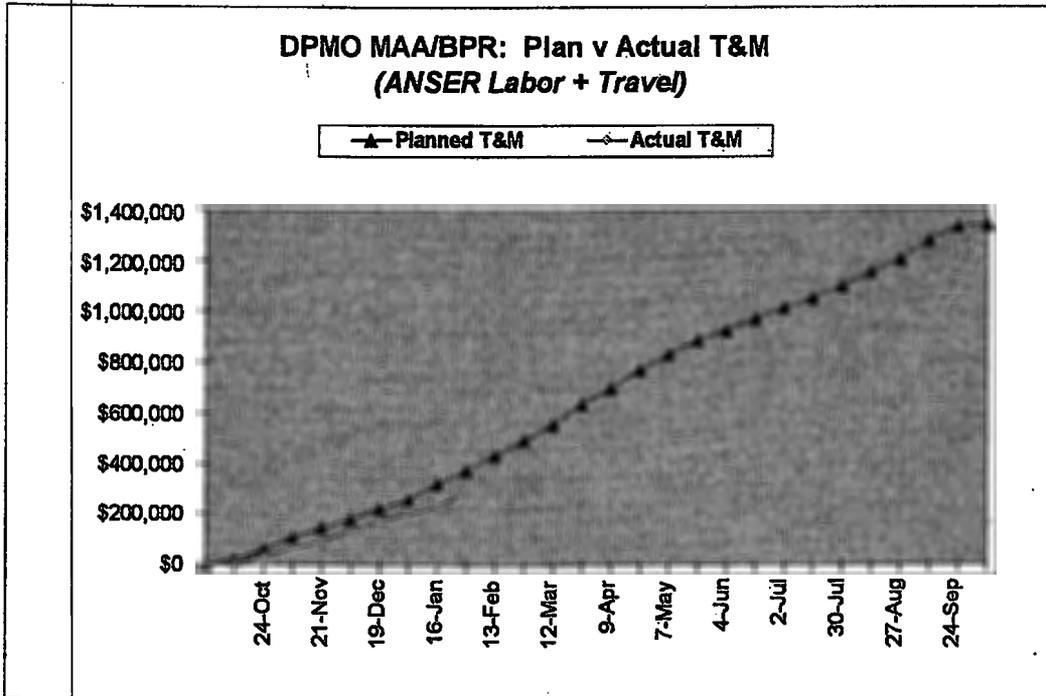
- Scheduled events:

- JPRA staff visits / data collection: February, 2000.
- JFCOM staff visits / data collection: February, 2000.
- Joint Staff visits / data collection: February, 2000.
- Service POC visits / data collection: February, 2000.
- DPMO R&A staff visits / data collection: February, 2000.
- AFDIL visit / data collection; other local-area accounting personnel follow-up: February/March, 2000.
- Data exchange, H-60 replacement AoA: February, 2000 or as available.
- LKA Review: late February, 2000.
- PRRC exercise: February 29, 2000 – potentially reschedule to a date between approx 3 and March 9, 2000?—ANSER needs to respond with proposed date, soonest.
- DASD visit to USN SERE School: February 29 – March 3, 2000.
- Principals' Policy Meeting on Accounting, at DPMO: March 10, 2000.
- CINCPAC MOU Conference: April 10, 2000. (DPMO is making travel arrangements for April 9-16; opportunity for follow-up visits.)

- Formal milestones:
  - None this period.

**3. Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- None

**5. Issues**

- Personnel (Consultant)

– Status of Phase II consultants as follows:

- (b)(6) – [redacted] agreement signed.
- (b)(6) – [redacted] agreement sent out for signature.
- (b)(6) – [redacted] agreement sent out for signature.
- (b)(6) – [redacted] agreement in preparation.
- (b)(6) – [redacted] *no contact.*

- Review of proposed “Central Questions”

– DPMO (Harvey, et al.) has noted that the list of Central Questions may be “light on accounting”. Action: DPMO Policy / R&A (Nasarenko / Larsen) to scrub list and suggest additions or changes.

**DPMO MAA/BPR – Bi-Weekly Review #10**

**February 14, 2000**

**(as amended February 17, 2000)**

**Reporting Period:**

**January 31 – February 13, 2000**

**Contract: GS-10F-0026J, TO# T0099AJ3876**

**ANSER**

**GSA/FEDSIM**

## DPMO MAA/BPR – Bi-Weekly Review #10

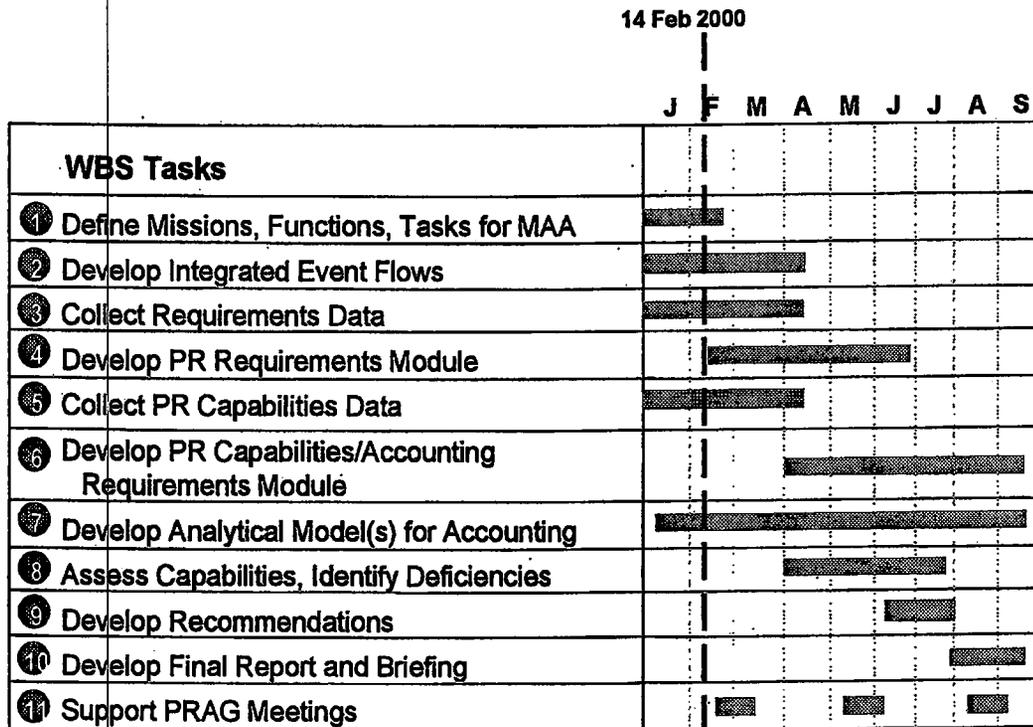
### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions [REDACTED] (b)(6)
  - Continued research / review of published and unpublished materials on PR and accounting missions / definitions. [REDACTED] (b)(6)
  - Continued structuring task 1 outputs. Identified additional research materials required and additional data requirements. [REDACTED] (b)(6)
  - Met with DPMO (Mangente) to discuss definition of PR-related terms. [REDACTED] (b)(6)
- Task 2, Business Process Reengineering [REDACTED] (b)(6)
  - Attended DPMO case resolution policy meeting that discussed changes to proposed draft on accounting status. [REDACTED] (b)(6)
  - Met with DPMO R&A (Sydow) and JCSD (Kass) to discuss accounting processes. [REDACTED] (b)(6)
  - Attended DPMO National Prayer Breakfast. [REDACTED] (b)(6)
  - Developed initial activity models and began to harmonize them with PR and accounting states. [REDACTED] (b)(6)
- Task 3, Requirements Data [REDACTED] (b)(6)
  - Continued preparations for PR Response Cell (PRRC) exercise. Met with DPMO (Richmond) to finalize scenario and preparations for dry run. [REDACTED] (b)(6)
  - Contacted PR POCs for USPACOM, USCENTCOM, and USSOUTHCOM to arrange data collection visits [REDACTED] (b)(6)
  - Met with Joint Staff J-8 on February 11 to discuss MAA interface with Joint Warfighting Capability Assessment (JWCA) process. Began drafting memorandum to nominate PR as a JWCA topic. [REDACTED] (b)(6)
  - Obtained extracts from Air Force War & Mobilization Plan (WMP) and QDR 2000 scenarios for review of PR requirements. [REDACTED] (b)(6)
- Task 4, Personnel Recovery Requirements Module [REDACTED] (b)(6)
  - Began reviewing PRMS flow diagrams. [REDACTED] (b)(6)

- (b)(6) • **Task 5, Capabilities Data** [REDACTED]
  - (b)(6) – Continued researching PR assets and capabilities throughout DoD. [REDACTED]
  - (b)(6) – Met with DAMO, HQ USMC, and HQ USAF to discuss PR capabilities and concepts [REDACTED]
- (b)(6) • **Task 6, Personnel Recovery Capabilities / Accounting Requirements Module** [REDACTED]
  - (b)(6) – [No Activity]
- (b)(6) • **Task 7, Accounting and Remains Recovery Analytical Model** [REDACTED] (b)(6)
  - (b)(6) – [No Activity]
- (b)(6) • **Task 8, Analysis of Capabilities, Deficiencies** [REDACTED] (b)(6)
  - (b)(6) – [No Activity]
- (b)(6) • **Task 9, Recommendations** [REDACTED]
  - (b)(6) – [No Activity]
- (b)(6) • **Task 10, Final Report / Briefing** [REDACTED]
  - (b)(6) – [No Activity]
- (b)(6) • **Task 11, In-Progress Reviews / PRAG Meetings and Conference Support** [REDACTED]
  - (b)(6) – Developed outline for March 30 PRAG and invitation memo. [REDACTED]
  - (b)(6) – With NDIA, developed concept for next PR conference at Hyatt Crystal City in January 2001. [REDACTED]

2. Schedule and Milestones

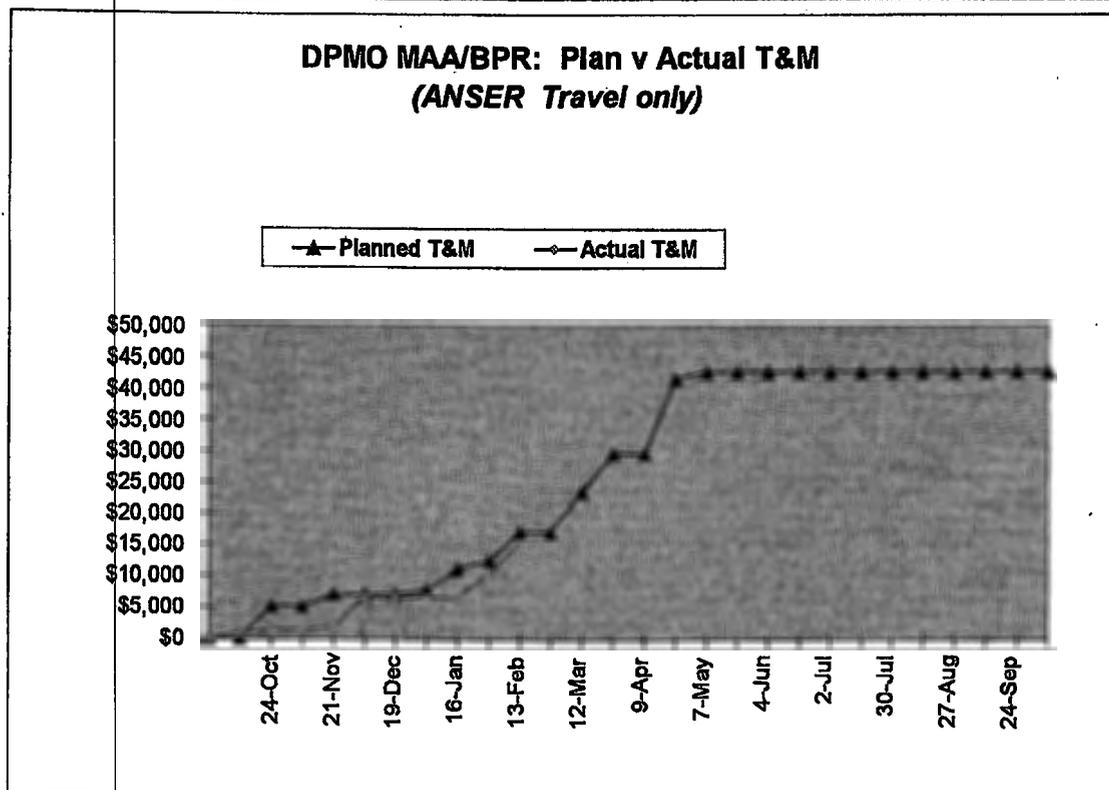
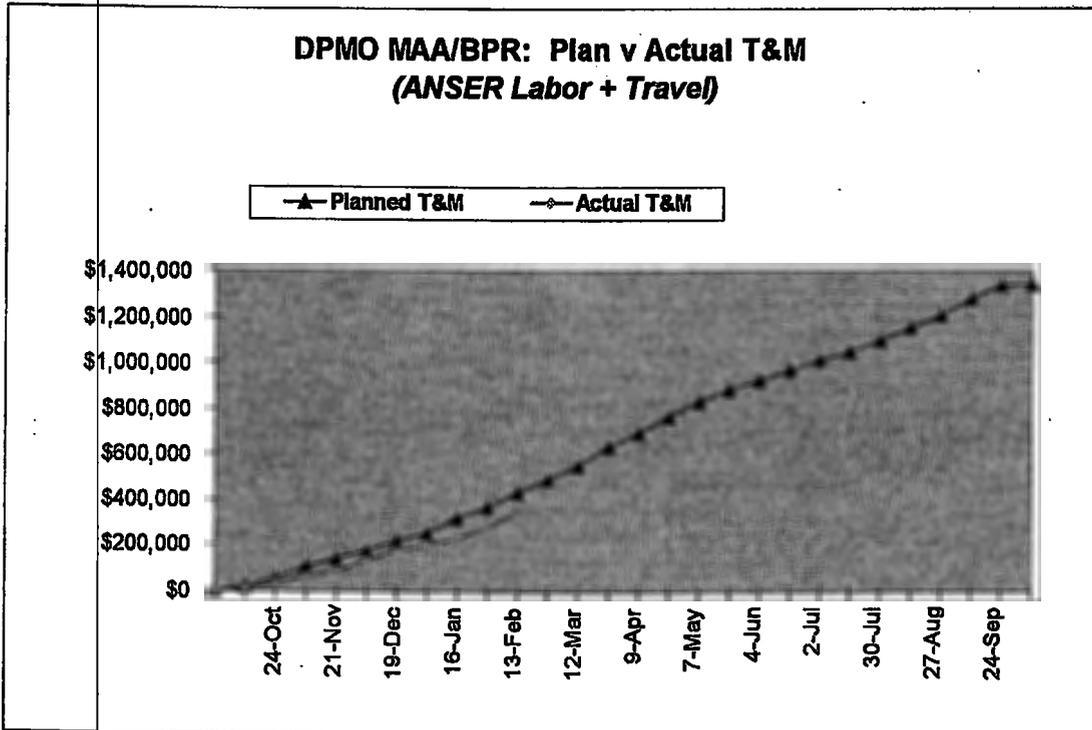
- Overview is shown in the following figure:



- Scheduled events: (does not include non-local travel--see attachment 1)
  - JPRA staff visits / data collection: February, 2000.
  - JFCOM staff visits / data collection: February, 2000.
  - DPMO R&A, JCSD, regional desk officer staff visits / data collection: February, 2000.
  - AFDIL, CMAOC visits / data collection; other local-area accounting follow-up: February/March, 2000.
  - Data exchange, H-60 replacement AoA: [phone/fax, plus follow-up].
  - LKA Review: ~~late February, 2000.~~ *March 8, 2000 (at DPMO)*
  - PRRC dry run: February 29, 2000, 0800 (at DPMO conference room)
  - PRRC exercise: March 10, 2000, 0900 (at ANSER)
  - March IPR: TBD
  - PRAG: March 30, 2000 (at ANSER).
- Formal milestones:
  - None this period.

**Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- See attachment I

**5. Issues**

- Personnel

- Status of Phase II consultants as follows:

- [redacted] signature in process.

- [redacted] agreement signed.

- (b)(6) signature in process.

- [redacted] TBD

- ANSER will request that GSA reclassify [redacted] from category 208A (SME level 1) to category 206A (SME level 3) to reflect increased responsibilities associated with his promotion to Division Manager. *Action required: none, for information only.*

(b)(6)

- Review of proposed “Central Questions”

- DPMO Policy / R&A (Nasarenko / Larsen) to suggest additions or changes.

- No-cost contract modifications

- ANSER will request a no-cost modification to add a Phase II CLIN for Other Direct Costs (ODCs). This is the same type of modification that added an ODC line in Phase I. *Action required: ANSER to request this modification in writing, including documentation of amounts and sources.*

- Personnel Changes

- MAJ Larsen's last day before departing PCS for Mons, Belgium, is March 7, 2000. *Action required: ANSER to schedule interview/data collection with MAJ Larsen before that date.*

- Holly Carr will be departing in March. *Action: she will introduce her replacement at the next bi-weekly (February 28, 2000).*

- PR Conference

- [redacted] raised an issue on whether DPMO can use funds under this contract for conference fees and buy-down of room rates. *Action required: GSA and DPMO to research ground rules; ANSER to try and*

(b)(6)

(b)(6)

(b)(6)

(b)(6)

*devise alternative concepts. Meeting next week (February 21-25) to resolve this issue.*

## Attachment 1: Non-local events / travel scheduled

As of: 9 Feb 00	Location	Start	Finish	ANSER Traveler(s)
<b>February</b>				
DESERT RESCUE (Jones, Doan)	Fallon NAS, NE	14-Feb-00	15-Feb-00	NONE
Worldwide CSAR Seminar (Mangente)	Moody AFB, GA	15-Feb-00	17-Feb-00	NONE
NORTHERN EDGE (Gilk)	Alaska	28-Feb-00	8-Mar-00	NONE
Navy SERE School East (Jones, Magente)	Brunswick, ME	28-Feb-00	2-Mar-00	NONE
Casualty Coordination Conference	Honolulu, HI	28 Feb 00	3 Mar 00	NONE
North Korean Negotiations	New York, NY	Late Feb/Mar		NONE
<b>March</b>				
BLUE FLAG (Gilk, Doan)	Hurlburt Field, FL	5-Mar-00	8-Mar-00	TBD
USSOCOM Data Collection	MacDill AFB, FL	13-Feb-00	15-Feb-00	[REDACTED] plus TBD (b)(6)
USCENTCOM Data Collection	MacDill AFB, FL	15-Mar-00	17-Mar-00	[REDACTED] plus TBD
MOU on Korea POW/MIA	Seoul, Korea	20-Mar-00	23-Mar-00	NONE
US/Vietnam SAR Conference (Richmond, Doan)	Honolulu, HI	22-Mar-00	24-Mar-00	NONE
Int'l Search & Rescue Conference (Jones, Mangente)	Brighton, UK	22-Mar-00	24-Mar-00	NONE
<b>April</b>				
JPRC Worldwide PR Conference (All Ops)	Ft Belvoir, VA	4-Apr-00	6-Apr-00	TBD
USSOUTHCOM Data Collection	Miami Beach, FL	10-Apr-00	12-Apr-00	[REDACTED] plus TBD (b)(6)
Partnership for Peace COOPERATIVE CHANCE (Doan, Gilk)	Slovakia	10-Apr-00	20-Apr-00	NONE
Visit to Moscow (Jones)	Moscow	10-Apr-00	14-Apr-00	NONE
CNO SAR Conference (Doan)	San Diego, CA	11-Apr-00	13-Apr-00	TBD
USEUCOM Data Collection (Tentative)	Stuttgart, Germany	17-Apr-00	21-Apr-00	[REDACTED] plus TBD (b)(6)
<b>May</b>				
USPACOM Data Collection (Tentative)	Honolulu, HI	15-May-00	17-May-00	[REDACTED] plus TBD (b)(6)
CINCPAC (Stoney Beach) MOU Conference	Honolulu, HI	15 May 00	19 May 00	[REDACTED] plus TBD (b)(6)
USPACOM PR Council	Honolulu, HI	18-May-00	19-May-00	[REDACTED] plus TBD (b)(6)
Intel Supt (J-2) to PR Conference	ANSER? JPRC?	23-May-00	25-May-00	TBD
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b>				
USSOUTHCOM PR Council	Miami, FL	Jun/Jul		TBD
National League of Families Annual Meeting	Washington, DC	22-Jun-00	24-Jun-00	[REDACTED] (b)(6)

**DPMO MAA/BPR – Bi-Weekly Review #12**

**March 13, 2000**

**(as amended)**

**Reporting Period:**

**February 28 – March 12, 2000**

**Contract: GS-10F-0026J, TO# T0099AJ3876**

**ANSER**

**GSA/FEDSIM**

## DPMO MAA/BPR – Bi-Weekly Review #12

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions [REDACTED] (b)(6)
  - Discussed draft missions / tasks diagram with DPMO [REDACTED] on February 29, 2000. [REDACTED] (b)(6)
  - Continued researching documents and compiling definitions related to personnel accounting and recovery. [REDACTED] (b)(6)
- Task 2, Business Process Reengineering [REDACTED] (b)(6)
  - Revised and refined process/activity model for accounting and recovery [REDACTED] (b)(6)
  - Interviewed JCSD Moscow Office (Blasser) on March 2, 2000 regarding Russian archival research process. [REDACTED] (b)(6)
  - Visited U.S Army Casualty and Memorial Affairs Operations Center (CMAOC) on March 2, 2000 to discuss relationship between accounting and casualty processes. [REDACTED] (b)(6)
  - Visited DoD DNA Registry and Armed Forces DNA Identification Lab (AFDIL) on March 6, 2000, to discuss DNA identification processes and technologies. [REDACTED] (b)(6)
  - Participated in DPMO activities including Last Known Alive (LKA) panel review on March 8, 2000 [REDACTED] (b)(6)
  - Met with [REDACTED] (b)(3) 10 USC §424 the DIA support element to the SEA accounting effort. Explained the purpose of the MAA and requested an April visit. [REDACTED] (b)(6)
- Task 3, Requirements Data [REDACTED] (b)(6)
  - Contacted JCS J-7 with questions regarding plans review, UJTL/JMETLs, DOC statements, and exercises. [REDACTED] (b)(6)
  - Completed all preparations for Personnel Recovery Response Cell (PRRC) exercise. [REDACTED] (b)(6)
    - Finalized exercise materials.
    - Conducted a dry-run of the exercise on February 29, 2000.
    - Prepared read-ahead memo and pre-briefed Mr. Liotta, on March 2, 2000,
  - Conducted the exercise on March 10, 2000, and began preparing after-action report. [REDACTED] (b)(6)
  - Finalized agenda for USSOCOM visit and met with USSOCOM staff of March 10, 2000 [REDACTED] to begin the process of: [REDACTED] (b)(6)

- OPLAN/CONPLAN review
- TPFDD retrievals from JOPEs
- Review of USSOCOM-unique personnel recovery documents
- Discussion of CJCSM 3122.03 and CJCSI 3141.04 (plans review) processes as they apply to personnel recovery
- Inclusion of personnel recovery in theater engagement plans

– Refined data collection sheet for geo-CINC staff visits, and continued discussions with command POCs. [REDACTED] (b)(6)

(b)(6)

– Met with HQ ACC to discuss sharing of data with HH-60 replacement Analysis of Alternatives. [REDACTED]

(b)(6)

– Arranging follow-up with CMAOC to discuss future casualty estimation.

[REDACTED]

- Task 4, Personnel Recovery Requirements Module ([REDACTED]) – [No Activity]

(b)(6)

(b)(6)

- Task 5, Capabilities Data [REDACTED]

– Met with USCG on March 6, 2000, to discuss recovery capabilities and procedures for coordination with DoD. [REDACTED] (b)(6)

(b)(6)

- Tasks 6 – 10

– [No Activity]

(b)(6)

- Task 11, In-Progress Reviews / PRAG Meetings and Conference Support

[REDACTED]

– Finalized and coordinated release of invitation letters and information for March 30 PRAG meeting. Began developing read-ahead package for [REDACTED]

(b)(6)

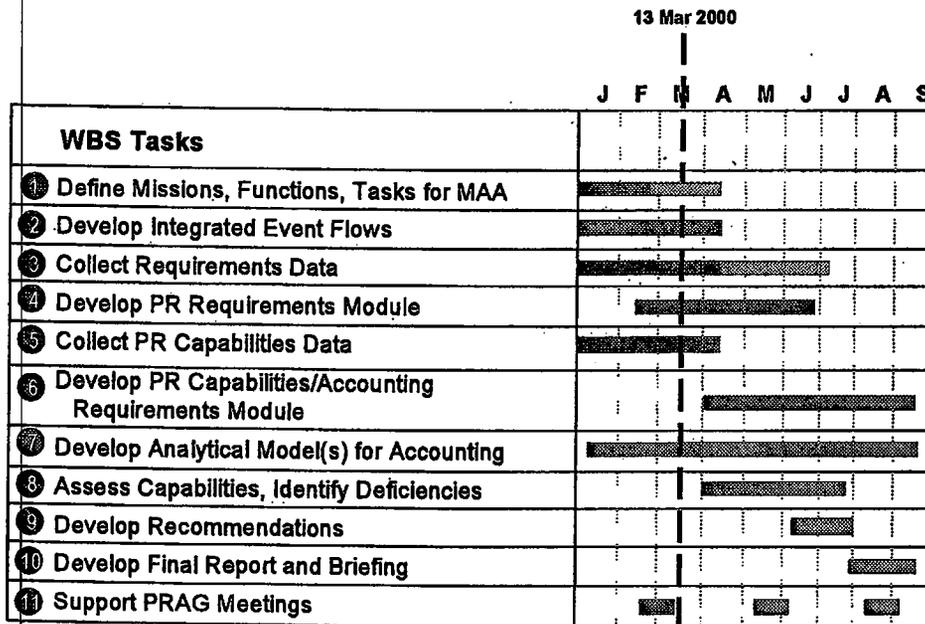
– Worked with DPMO and NDIA to finalize Statement of Work and contracting arrangements for next Personnel Recovery Conference.

(b)(6)

[REDACTED]

**2. Schedule and Milestones**

- Overview is shown in the following figure:
- Scheduled DC-area events: (does not include non-local travel--see atch 1)

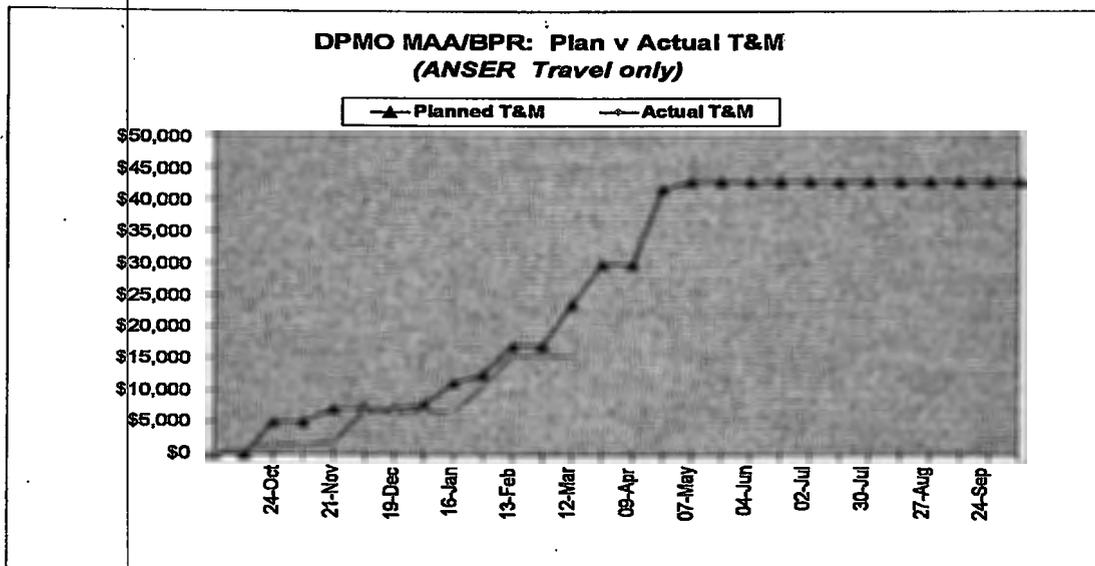
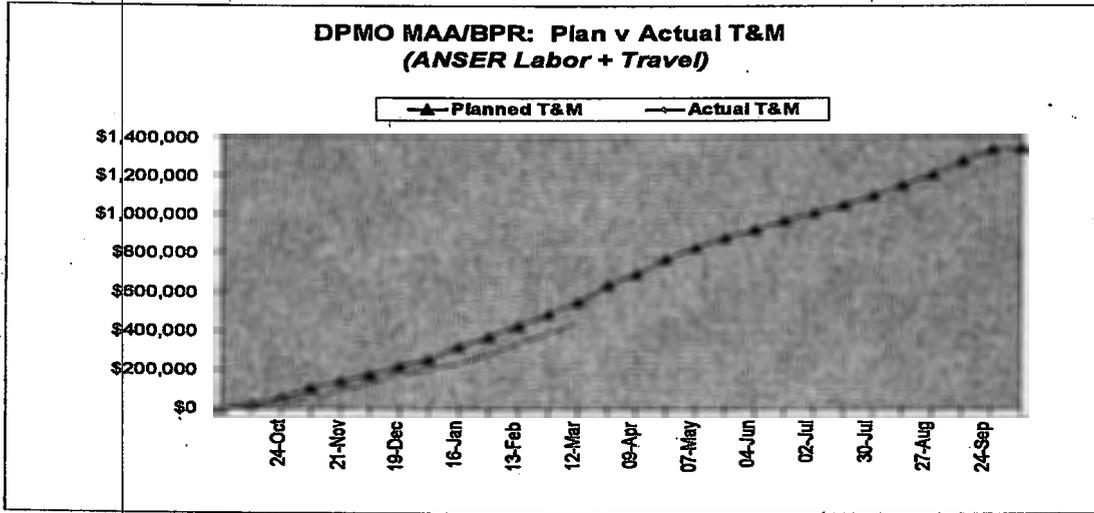


- JPRA, DPMO R&A, JCSD, et al., data collection: [ongoing].
- Data exchange, H-60 replacement AoA: [ongoing].
- MAA Briefing to Joint Staff J-8: [rescheduled; TBD]
- CARIS demonstration (at DPMO): March 15, 2000.
- Read-Ahead for In-Progress Review: March 20, 2000.
- In-Progress Review: March 28, 2000 (at DPMO).
- PRAG: March 30, 2000, 1100-1300 (at ANSER).

- Formal milestones:
  - None this period.

**Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- See attachment 1

**5. Issues**

- ~~None~~ Need to reschedule MAA brief to J-8/CAPT Crowley [redacted] (b)(6)
- Need to schedule "flow diagram" review next week at DPMO [redacted] (b)(6)

## Attachment 1: Non-local events / travel scheduled

As of: 13 Mar 00	Location	Start	Finish	ANSER Traveler(s)
<b>March</b>				
North Korean Negotiations USSOCOM Data Collection	New York, NY MacDill AFB, FL	TBD, Mar 10-Mar-00	15-Mar-00	NONE (b)(6)
USCENTCOM Data Collection	MacDill AFB, FL	22-Mar-00	24-Mar-00	(b)(6)
MOU on Korea POW/MIA	Seoul, Korea	20-Mar-00 <i>Ongoing</i>	23-Mar-00	NONE
USA/Vietnam SAR Conference (Richmond, Dean)	Honolulu, HI	22-Mar-00	24-Mar-00	NONE
Int'l Search & Rescue Conference (Jones, Mangente)	Brighton, UK	22-Mar-00	24-Mar-00	NONE
<b>April</b>				
JPRA Worldwide PR Conference (All Ops)	Ft Belvoir, VA	4-Apr-00 <i>Delayed</i>	6-Apr-00	TBD
Data collection visits, CINCPAC, CILHI, JTF- FA, Stony Beach, other ( <i>Nasarenko</i> )	Honolulu, HI	9-Apr-00	14-Apr-00	(b)(6)
USSOUTHCOM Data Collection	Miami Beach, FL	10-Apr-00	12-Apr-00	(b)(6)
Partnership for Peace COOPERATIVE CHANCE (Doan, Gilk)	Slovakia	10-Apr-00	20-Apr-00	NONE
Visit to Moscow (Jones)	Moscow	10-Apr-00	14-Apr-00	NONE
CNO SAR Conference (Doan)	San Diego, CA	11-Apr-00	13-Apr-00	TBD
USEUCOM Data Collection (Tentative)	Stuttgart, Germany	17-Apr-00	21-Apr-00	(b)(6)
<b>May</b>				
USPACOM Data Collection and PR Council	Honolulu, HI	16-May-00	19-May-00	(b)(6)
Intel Supt (J-2) to PR Conference	ANSER? JPRA?	23-May-00 <i>June</i>	25-May-00	TBD
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b>				
USSOUTHCOM PR Council	Miami, FL	Jun/Jul		TBD
National League of Families Annual Meeting	Washington, DC	22-Jun-00	24-Jun-00	(b)(6)
<b>July</b>				
USFK PR Council / data collection	Osan, Korea	27-Jul-00	28-Jul-00	(b)(6)

**DPMO MAA/BPR – Bi-Weekly Review #13**

**March 27, 2000**

**Reporting Period:**

**March 13 - March 26, 2000**

**Contract: GS-10F-0026J, TO# T0099AJ3876**

**ANSER**

**GSA/FEDSIM**

13T1

## DPMO MAA/BPR – Bi-Weekly Review #13

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions

[No Activity]

- Task 2, Business Process Reengineering [REDACTED] (b)(6)

Prepared draft as-is and to-be process/activity models and presented for comment on March 16 and March 22, 2000. [REDACTED] (b)(6)

Drafted a covering memorandum to circulate the activity models within DPMO for further comment [REDACTED] (b)(6)

Prepared an information paper for internal (study team) use describing the Memorandum of Understanding between DPMO, DIA, and USPACOM, "Intelligence functions and responsibilities in support of resolution of the POW/MIA issue in Southeast Asia." [REDACTED] (b)(6)

Arranged with DPMO (Rodgers) for ANSER to participate as observers at the annual meeting of the National League of Families of POW/MIA in SEA. [REDACTED] (b)(6)

Visited the DPMO language lab to discuss linguist training and requirements to support personnel accounting. [REDACTED] (b)(6)

Met with Ms Elizabeth Lampkin, Women's Executive Leadership Program, to discuss her special project for DPMO on SERE training requirements for DoD civilians. [REDACTED] (b)(6)

Observed the visit to DPMO by a high school history class from North Carolina as part of the DPMO outreach program. [REDACTED] (b)(6)

- Task 3, Requirements Data [REDACTED] (b)(6)

Prepared Personnel Recovery Response Cell (PRRC) exercise products, including notes, executive summary, and briefing slides. [REDACTED] (b)(6)

Completed data-gathering activities at USSOCOM on March 13-14, 2000 [REDACTED] (b)(6) including:

- OPLAN/CONPLAN review
- TPFDD retrievals from JOPES
- Review of USSOCOM-unique personnel recovery documents
- Discussion of CJCSM 3122.03 and CJCSI 3141.04 (plans review) processes as they apply to personnel recovery
- Inclusion of personnel recovery in theater engagement plans

Contacted USCENTCOM and USSOUTHCOM POCs to prepare for data collection visits. [REDACTED]

Visited USCENTCOM on March 22-24, 2000 [REDACTED]

[REDACTED] to conduct

- OPLAN/CONPLAN review
- Data collection for Personnel Recovery model
- Personnel recovery planning exercise

Met with representatives from US Army PERSCOM and Logistics Management Institute (LMI) on March 21, 2000, to discuss approaches for estimation of future casualties for US ground forces. [REDACTED]

- Task 4, Personnel Recovery Requirements Module [REDACTED]

Began incorporating casualty rate ranges for ground forces into Personnel Recovery requirements model. [REDACTED]

- Tasks 5-10

[No Activity]

- Task 11 In-Progress Reviews / PRAG Meetings and Conference Support

Finalized read-ahead package for PRAG meeting. [REDACTED]

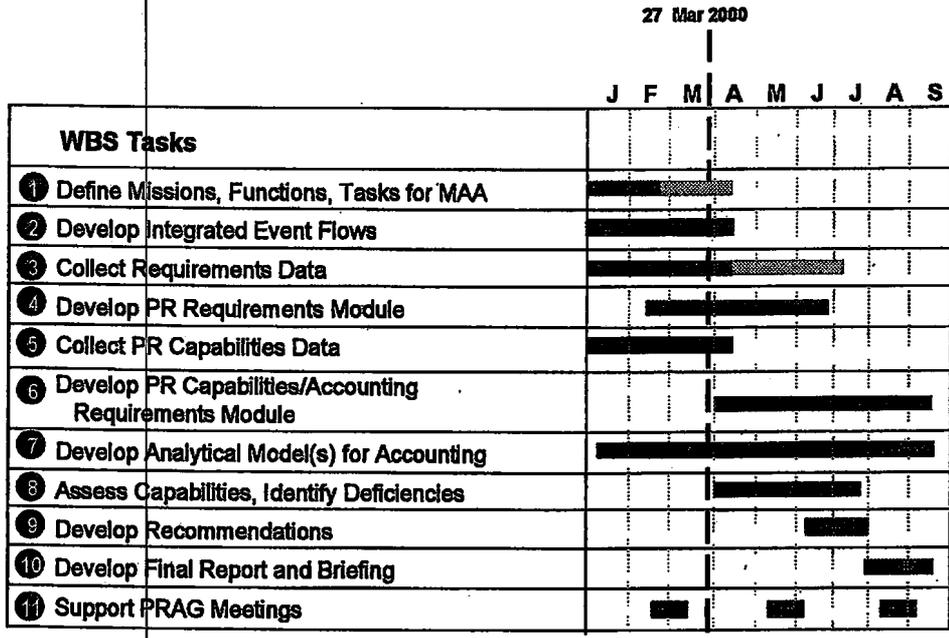
Prepared in-progress review (IPR) briefing. [REDACTED]

Provided a status update on the JWCA topic nomination of "Warrior Accounting and Recovery." [REDACTED]

Drafted a flier advertising the 2001 DoD Personnel Recovery Conference for distribution at the International SAR Conference in London. [REDACTED]

**2. Schedule and Milestones**

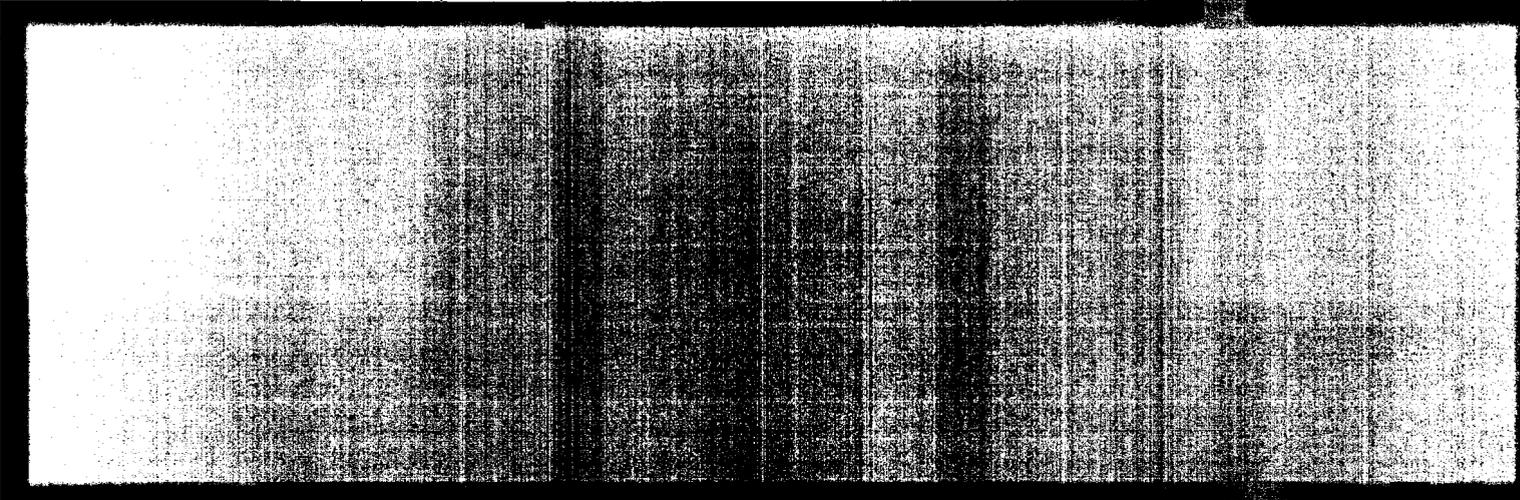
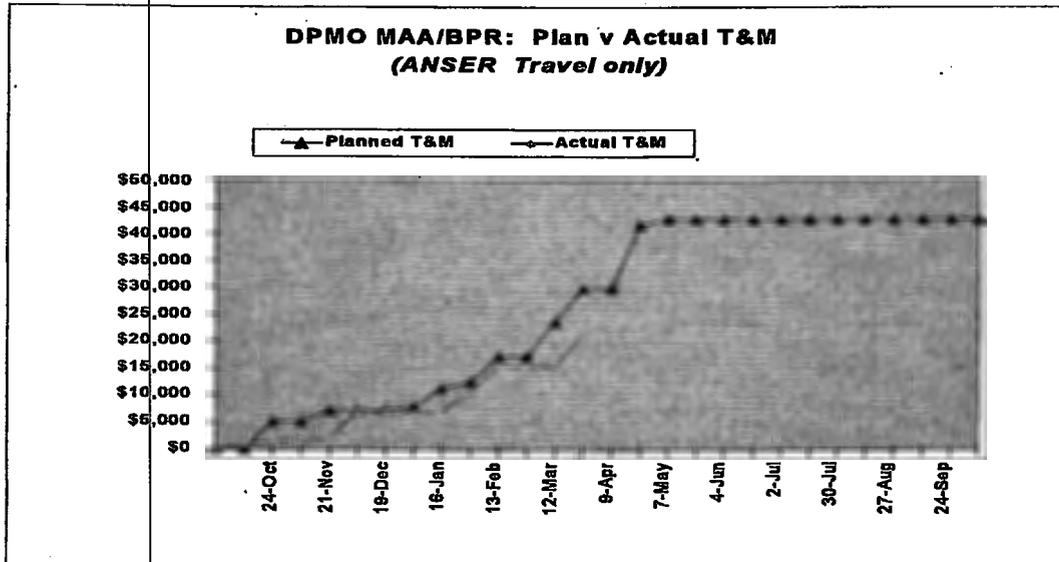
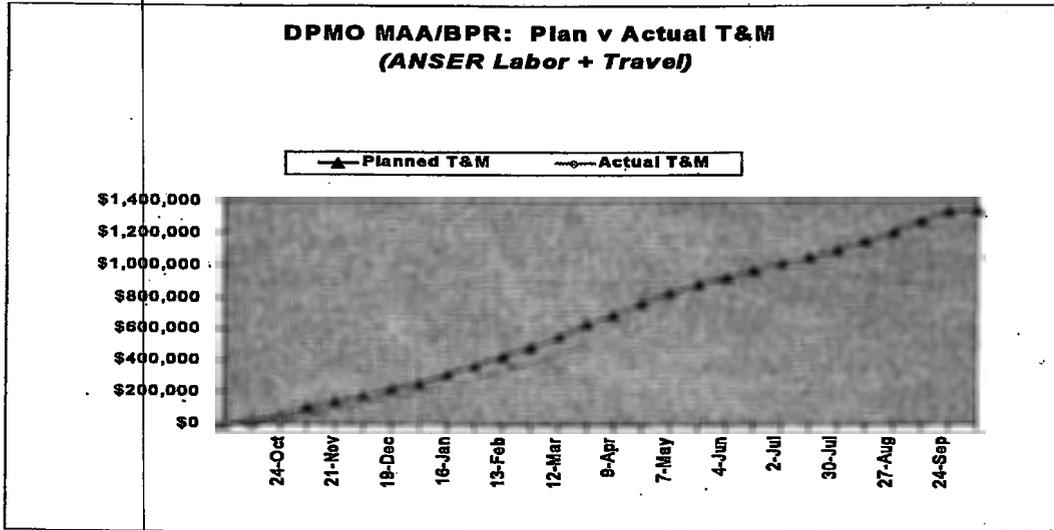
- Overview is shown in the following figure:



- Scheduled DC-area events: (does not include non-local travel--see atch 1)
  - JPRA, DPMO, JCSD, et al., data collection: [ongoing].
  - Data exchange, H-60 replacement AoA: [ongoing].
  - MAA Briefing to Joint Staff J-8: [rescheduled; TBD]
  - In-Progress Review: March 28, 2000 (at DPMO).
  - PRAG: [rescheduled; TBD]
- Formal milestones:
  - None this period.

**Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- See attachment 1

**5. Issues**

- Scheduling of March PRAG.
- In-progress review scheduled for March 28, 2000.

## Attachment 1: Non-local events / travel scheduled

As of: 27 Mar 00

	Location	Start	Finish	ANSER Traveler(s)
<b>March</b>				
<b>April</b>				
JPra Worldwide PR Conference (All Ops)	Ft Belvoir, VA	Delayed		TBD
Data collection visits, CINCPAC, CILHI, JTF-FA, Stony Beach, other (Nasarenko)	Honolulu, HI	9-Apr-00	14-Apr-00	[REDACTED] (b)(6)
USSOUTHCOM Data Collection	Miami Beach, FL	10-Apr-00	12-Apr-00	[REDACTED] (b)(6)
Partnership for Peace COOPERATIVE CHANCE (Doan, Glik)	Slovakia	10-Apr-00	20-Apr-00	NONE
Visit to Moscow (Jones)	Moscow	10-Apr-00	14-Apr-00	NONE
CNO SAR Conference (Doan)	San Diego, CA	11-Apr-00	13-Apr-00	TBD
USEUCOM Data Collection (Tentative)	Stuttgart, Germany	17-Apr-00	21-Apr-00	[REDACTED] (b)(6)
<b>May</b>				
USPACOM Data Collection and PR Council	Honolulu, HI	16-May-00	19-May-00	[REDACTED] (b)(6)
Intel Supt (J-2) to PR Conference	JPRA	June		TBD
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b>				
USSOUTHCOM PR Council	Miami, FL	Jun/Jul		TBD
National League of Families Annual Meeting	Washington, DC	22-Jun-00	24-Jun-00	[REDACTED] (b)(6)
<b>July</b>				
USFK PR Council / data collection	Osan, Korea	27-Jul-00	28-Jul-00	[REDACTED] (b)(6)

**DPMO MAA/BPR – Bi-Weekly Review #13**

**March 27, 2000**

**Reporting Period:**

**March 13 - March 26, 2000**

**Contract: GS-10F-0026J, TO# T0099AJ3876**

**ANSER**

**GSA/FEDSIM**

1371

## DPMO MAA/BPR – Bi-Weekly Review #13

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions

[No Activity]

- Task 2, Business Process Reengineering (Thibault)

Prepared draft as-is and to-be process/activity models and presented for comment on March 16 and March 22, 2000. (Bayne, Glaspy, Thibault, Thompson)

Drafted a covering memorandum to circulate the activity models within DPMO for further comment. (Daley, Thompson)

Prepared an information paper for internal (study team) use describing the Memorandum of Understanding between DPMO, DIA, and USPACOM, "Intelligence functions and responsibilities in support of resolution of the POW/MIA issue in Southeast Asia." (Daley)

Arranged with DPMO (Rodgers) for ANSER to participate as observers at the annual meeting of the National League of Families of POW/MIA in SEA. (Daley)

Visited the DPMO language lab to discuss linguist training and requirements to support personnel accounting. (Daley)

Met with Ms Elizabeth Lampkin, Women's Executive Leadership Program, to discuss her special project for DPMO on SERE training requirements for DoD civilians. (Daley)

Observed the visit to DPMO by a high school history class from North Carolina as part of the DPMO outreach program. (Daley)

- Task 3, Requirements Data (Nicholson)

Prepared Personnel Recovery Response Cell (PRRC) exercise products, including notes, executive summary, and briefing slides. (Pearson, Pratt, Thibault, Thompson)

Completed data-gathering activities at USSOCOM on March 13-14, 2000 (Arnold, Nicholson, Spilman, Spencer), including:

- OPLAN/CONPLAN review
- TPFDD retrievals from JOPES
- Review of USSOCOM-unique personnel recovery documents
- Discussion of CJCSM 3122.03 and CJCSI 3141.04 (plans review) processes as they apply to personnel recovery
- Inclusion of personnel recovery in theater engagement plans

— Contacted USCENTCOM and USSOUTHCOM POCs to prepare for data collection visits. (Arnold, Daley, Nicholson)

— Visited USCENTCOM on March 22-24, 2000 (Arnold, Nicholson, Spilman, Spencer) to conduct

- OPLAN/CONPLAN review
- Data collection for Personnel Recovery model
- Personnel recovery planning exercise

— Met with representatives from US Army PERSCOM and Logistics Management Institute (LMI) on March 21, 2000, to discuss approaches for estimation of future casualties for US ground forces. (Spencer, Thompson)

- **Task 4, Personnel Recovery Requirements Module (Thompson)**

— Began incorporating casualty rate ranges for ground forces into Personnel Recovery requirements model. (Thompson)

- **Tasks 5-10**

— [No Activity]

- **Task 11, In-Progress Reviews / PRAG Meetings and Conference Support (Glaspy)**

— Finalized read-ahead package for PRAG meeting. (Daley, Glaspy, Pearson, Thompson).

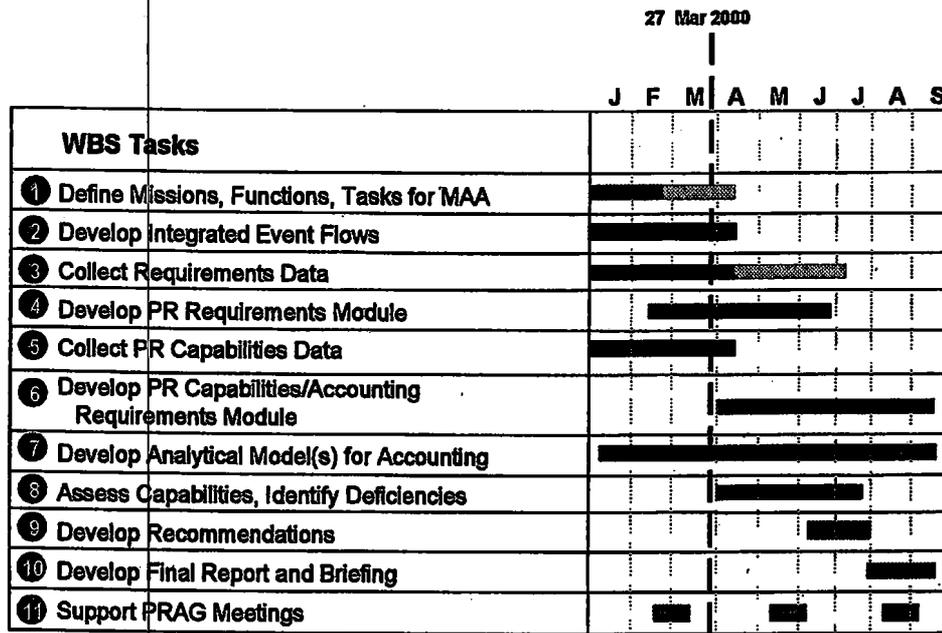
— Prepared in-progress review (IPR) briefing. (Thompson)

— Provided a status update on the JWCA topic nomination of "Warrior Accounting and Recovery." (Daley)

— Drafted a flier advertising the 2001 DoD Personnel Recovery Conference for distribution at the International SAR Conference in London. (Daley, Pearson)

**2. Schedule and Milestones**

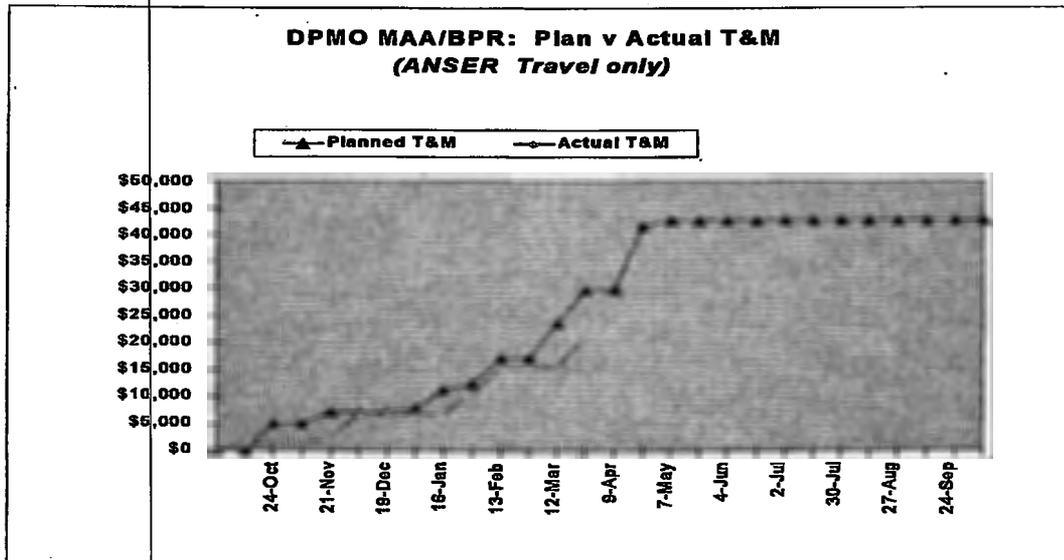
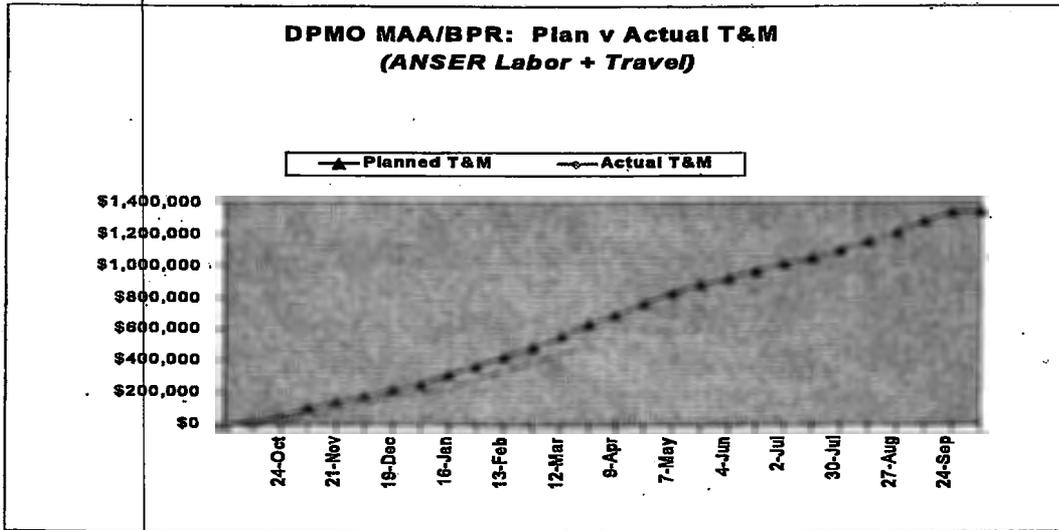
- Overview is shown in the following figure:



- Scheduled DC-area events: (does not include non-local travel--see atch 1)
  - JPRA, DPMO, JCSD, et al., data collection: [ongoing].
  - Data exchange, H-60 replacement AoA: [ongoing].
  - MAA Briefing to Joint Staff J-8: [rescheduled; TBD]
  - In-Progress Review: March 28, 2000 (at DPMO).
  - PRAG: [rescheduled; TBD]
- Formal milestones:
  - None this period.

**Funding Status (Estimated)**

- Estimated status of budgeted funds:



**4. Planned Travel (non-local)**

- See attachment 1

**5. Issues**

- Scheduling of March PRAG.
- In-progress review scheduled for March 28, 2000.

## Attachment 1: Non-local events / travel scheduled

As of: 27 Mar 00	Location	Start	Finish	ANSER Traveler(s)
<b>March</b>				
<b>April</b>				
JPRAs Worldwide PR Conference (All Ops)	Ft Belvoir, VA	Delayed		TBD
Data collection visits, CINCPAC, CILHI, JTF-FA, Stony Beach, other (Nasarenko)	Honolulu, HI	9-Apr-00	14-Apr-00	Bayne, Butler
USSOUTHCOM Data Collection	Miami Beach, FL	10-Apr-00	12-Apr-00	Arnold, Nicholson, Spencer, Spilman
Partnership for Peace COOPERATIVE CHANCE (Doan, Glik)	Slovakia	10-Apr-00	20-Apr-00	NONE
Visit to Moscow (Jones)	Moscow	10-Apr-00	14-Apr-00	NONE
CNO SAR Conference (Doan)	San Diego, CA	11-Apr-00	13-Apr-00	TBD
USEUCOM Data Collection (Tentative)	Stuttgart, Germany	17-Apr-00	21-Apr-00	Arnold, Nicholson, Spencer, Spilman
<b>May</b>				
USPACOM Data Collection and PR Council	Honolulu, HI	16-May-00	19-May-00	Arnold, Nicholson, Spencer, Spilman
Intel Supt (J-2) to PR Conference	JPRAs	June		TBD
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b>				
USSOUTHCOM PR Council	Miami, FL	Jun/Jul		TBD
National League of Families Annual Meeting	Washington, DC	22-Jun-00	24-Jun-00	Thompson, Daley
<b>July</b>				
USFK PR Council / data collection	Osan, Korea	27-Jul-00	28-Jul-00	Arnold, Nicholson, Spilman

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6)

**From:**  
**Sent:**  
**To:**

[Redacted]

Monday, April 10, 2000 4:33 PM  
'DPMO(GSA/FEDSIM), Brian Walters'; 'DPMO, COL Mel Richmond'; 'DPMO, Gary Sydow';  
'DPMO, Jennifer Nasarenko'; 'DPMO, LCDR Bill Doan'; 'DPMO, Lt Col Jim Malingowski';  
'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, Mr.  
Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
**Subject:** Bi-Weekly #14



DPMO-BiWeekly#14(R  
ev10Apr2000)...

Notes are attached.

[Brian: note the "Issue" re travel budget...it looks like somewhere down the line we'll be requesting that funds be moved from labor to the travel CLIN. (No-cost mod.) So far, this is just a (very early) heads-up; as it shakes out, we'll work the details and stay in touch.]

<<DPMO-BiWeekly#14(Rev10Apr2000).doc>>

(b)(6)

(b)(6)

[Redacted]

130

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**DPMO MAA/BPR – Bi-Weekly Review #14**

**April 10, 2000**

*(as amended April 10, 2000)*

**Reporting Period:**

**March 27 – April 9, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

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## DPMO MAA/BPR – Bi-Weekly Review #14

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions

[No Activity]

- Task 2, Business Process Reengineering [REDACTED] (b)(6)

(b)(6) Completed staffing of draft activity models within DPMO, including briefing DASD Jones. [REDACTED]

Attended advanced training in metamodeling and other customization processes needed to create DPMO-specific applications using Ptech Framework. This training enhances our ability to use the activity models for subsequent analysis and analytical modeling tasks. [REDACTED] (b)(6)

Identified next steps in the architecture modeling process; e.g., organizational and information models. [REDACTED] (b)(6)

(b)(6) Began reviewing DPMO comments on draft As-Is and To-Be activity models. [REDACTED]

(b)(6) Met with a panel of DPMO personnel (Greer, Henley, Whitley, Sponagle) on April 4, 2000, to discuss external communications processes. [REDACTED]

(b)(6) Reviewed draft activity models with JTF-FA Deputy (Col Kampsen) on April 7, 2000, and solicited additional feedback from that organization. [REDACTED]

- Task 3, Requirements Data [REDACTED]

(b)(6) Continued classified and unclassified research, including SOUTHCOM operations plans. [REDACTED]

(b)(6) Completed preparations for data-collection visit to USSOUTHCOM, April 7-9, 2000. [REDACTED]

Continued coordination with USEUCOM representatives for data-collection visit scheduled April 25-27, 2000. [REDACTED] (b)(6)

- Task 4, Personnel Recovery Requirements Module [REDACTED] (b)(6)

(b)(6) Drafted portions of the Personnel Recovery requirements model that estimate numbers of downed pilots and conventional ground force casualties unaccounted for after 24 hours, as a function of forces and operations tempo. [REDACTED]

- Tasks 5-6

[No Activity]

- Task 7, Analytical Model for Accounting [redacted] (b)(6)

Began transferring accounting and recovery tasks to resource allocation model file structure. [redacted]

- Tasks 8-10

[No Activity]

- Task 11, In-Progress Reviews / PRAG Meetings and Conference Support

Conducted MAA quarterly in-progress review (IPR) with DASD Jones on March 28, 2000. [redacted] -see "Issues"

Prepared for and supported quarterly PRAG meeting on April 6, 2000.

- Revised letters of invitation and finalized handouts (agendas, briefings, etc.) for the re-scheduled meeting. [redacted] (b)(6)
- Managed administrative details associated with the meeting. [redacted]

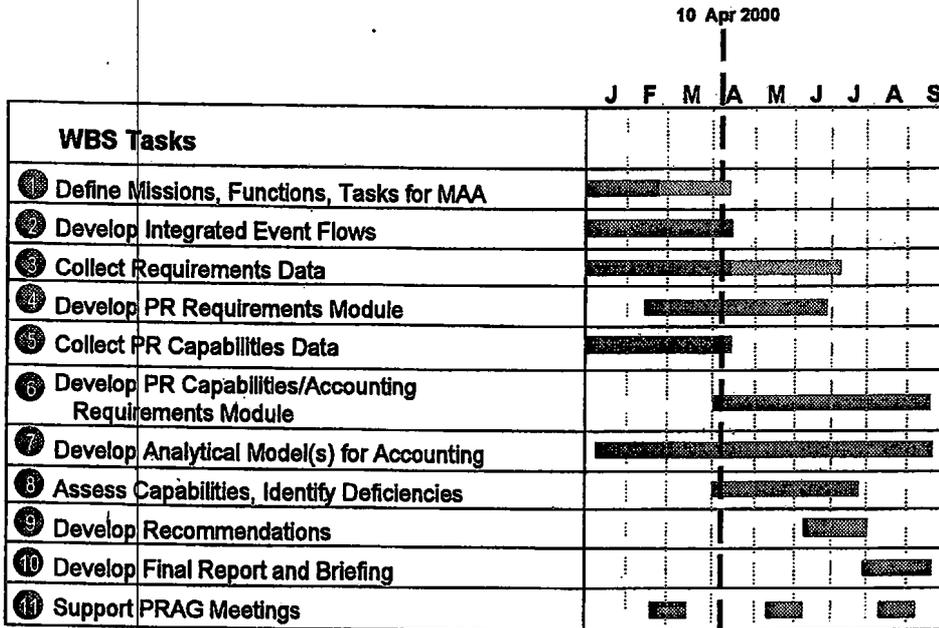
- Provided PRAG members with an update on the progress of the MAA and an after-action briefing on the PRRC exercise held in March 2000. [redacted]

- Began drafting PRAG after-action report. [redacted] (b)(6)

Briefed a Joint Warfighting Capabilities Assessment (JWCA) team from the Joint Staff J-8 on the MAA study plan. [redacted]

2. Schedule and Milestones

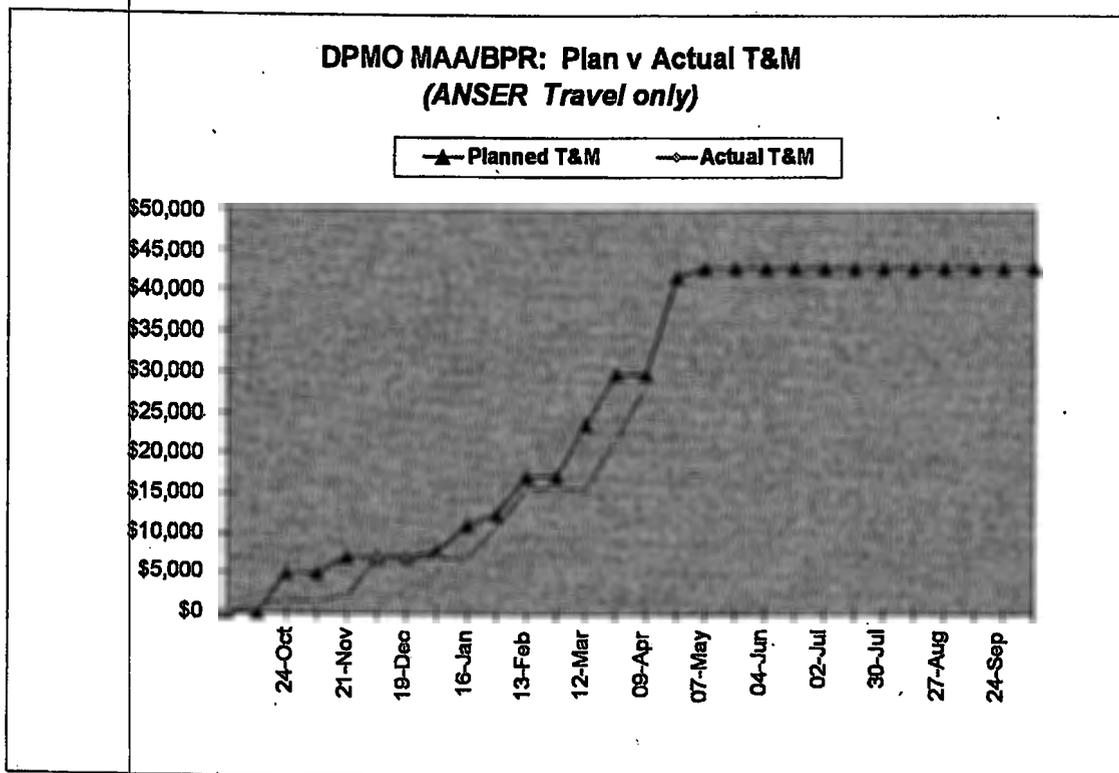
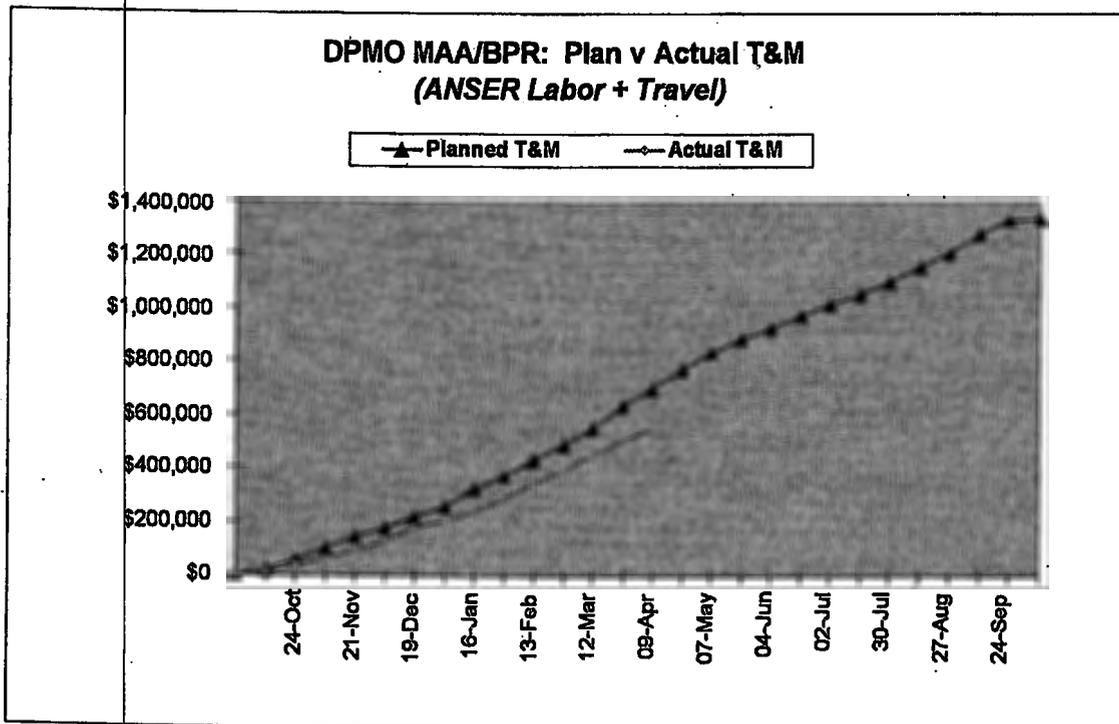
- Overview is shown in the following figure:



- Scheduled DC-area events: (does not include non-local travel--see atch 1)
  - JPRA, DPMO (*Information Management, Special Projects, Communications & External Affairs, and additional interviews in R&A and Policy*), JCSD, et al., data collection: [ongoing].
  - Data exchange, H-60 replacement AoA: [ongoing].
  - Meet with Mr. Webb (CILHI) at DPMO: o/a April 24, 2000.
- Formal milestones:
  - None this period (PRAG after-action report in preparation).

**Funding Status (Estimated)**

- Estimated status of budgeted funds is show. See "Issues" re travel.

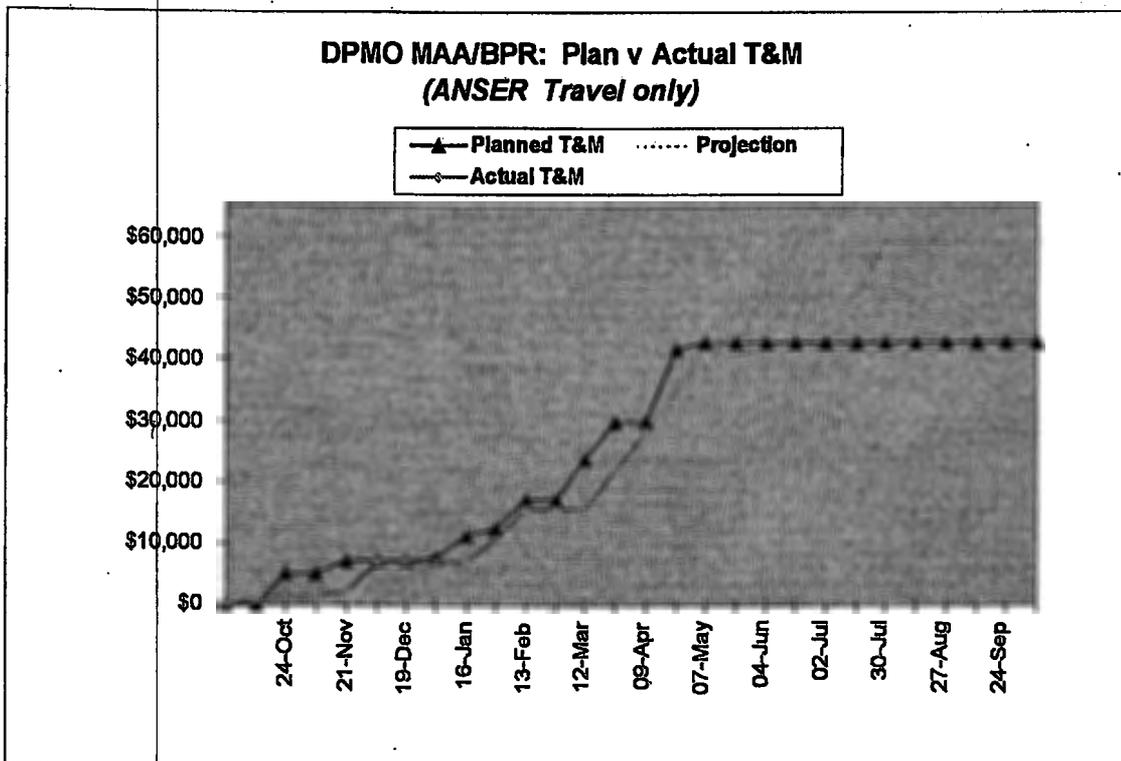


**4. Planned Travel (non-local)**

- See attachment 1

**5. Issues**

- Travel funds. Projected cost for remaining CINC data collection visits is shown in the following figure. Taken together with section 3, these figures suggest an eventual modification to transfer funds from labor to the travel CLIN.
  - Action required: none at present; for information.



- *Interface with families' and veterans' organizations*
  - *During the March 28 IPR, DASD Jones expressed an interest in having the MAA study team interface directly with these organizations sometime during the next 6 to 8 weeks. Purpose is to solicit their inputs as stakeholders in the accounting and recovery process. Contact details have not yet been worked out (in-person meeting, survey, etc.)*
  - *Action required: ANSER to prepare topic outline and questions, followed by additional discussion with DPMO to develop contact details.*

Attachment 1: Non-local events / travel scheduled

As of: 27 Mar 00	Location	Start	Finish	ANSER Traveler(s)
<b>March</b>				
<b>April</b>				
JPRA Worldwide PR Conference (All Ops)	Ft Belvoir, VA	Delayed		TBD
Data collection visits, CINCPAC, CILHI, JTF-FA, Stony Beach, other (Nasarenko)	Honolulu, HI	Cancelled		[Redacted] (b)(6)
USSOUTHCOM Data Collection	Miami Beach, FL	10-Apr-00	12-Apr-00	[Redacted] (b)(6)
Partnership for Peace COOPERATIVE CHANCE (Gilk)	Slovakia	10-Apr-00	20-Apr-00	NONE
Visit to Moscow (Jones)	Moscow	10-Apr-00	14-Apr-00	NONE
USEUCOM Data Collection (Doan)	Stuttgart, Germany	25-Apr-00	28-Apr-00	[Redacted] (b)(6)
<b>May</b>				
USPACOM Data Collection and PR Council (Doan)	Honolulu, HI	16-May-00	19-May-00	[Redacted] (b)(6)
Intel Supt (J-2) to PR Conference	JPRA	June		TBD
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b>				
USSOUTHCOM PR Council	Miami, FL	Jun/Jul		TBD
National League of Families Annual Meeting	Washington, DC	22-Jun-00	24-Jun-00	[Redacted] (b)(6)
<b>July</b>				
USFK PR Council / data collection	Osan, Korea	27-Jul-00	28-Jul-00	[Redacted] (b)(6)

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**DPMO MAA/BPR – Bi-Weekly Review #15**

**April 24, 2000**

*(amended April 24, 2000)*

**Reporting Period:**

**April 10 – April 23, 2000**

Contract: GS-10F-0026J, TO# T0099AJ3876

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## DPMO MAA/BPR – Bi-Weekly Review #15

### 1. PR and Personnel Accounting Analysis Progress

- Task 1, PR and Accounting Missions, Tasks, Functions

- [No Activity]

- Task 2, Business Process Reengineering [REDACTED]

(b)(6)

- Met with DPMO Special Projects (Collura, Maynard) on April 13, 2000 to discuss archival research process and its impacts on personnel accounting.

(b)(6)

- Met with DPMO (Marchi, Sydow) on April 14, 2000 to discuss issues related to information systems. [REDACTED]

(b)(6)

- Met with DPMO (Brown, Sprague, Horn, Wagner) to discuss processes associated with declassification, review, and release of information. [REDACTED]

(b)(6)

- Continued revising draft As-Is and To-Be activity models based on feedback and additional research. [REDACTED]

(b)(6)

(b)(6)

- Task 3, Requirements Data [REDACTED]

- Continued classified and unclassified research, including Time Phased Force Deployment List (TPFDL) for OPLAN 1003, and various JPRA materials.

(b)(6)

- Conducted data collection at IISOUTHCOM, April 10-12, 2000.

(b)(6)

- Completed coordination with USEUCOM, USAFE, USAREUR, and SOCEUR representatives, and departed on April 22, 2000 for data collection visits to that theater. [REDACTED]

(b)(6)

- Attended a meeting on April 21, 2000, with Lt Gen Hurd, former Deputy Commander, Combined Forces Korea and 7<sup>th</sup> Air Force Commander, to discuss theater-specific personnel recovery requirements. [REDACTED]

(b)(6)

- Began processing theater Time-Phase Force Deployment Data (TPFDD) as initial step in determining phasing and OPTEMPO for air campaigns.

(b)(6)

- Task 4, Personnel Recovery Requirements Module

- [No Activity]

• **Task 5, Collect Personnel Recovery Capabilities Data** [REDACTED]

(b)(6)

- Began consolidating information on personnel recovery assets and identifying factors that limit their capability. [REDACTED]

(b)(6)

• **Tasks 7 -10**

- [No Activity]

• **Task 11. In-Progress Reviews / PRAG Meetings and Conference Support**

(b)(6)

- Completed after-action report from April 6, 2000, PRAG meeting and made delivery on April 14, 2000. [REDACTED]
  - Making arrangements with DPMO (Mangente) for distribution of signed report. [REDACTED]
  - Preparing electronic template to speed preparation of subsequent after-action reports. [REDACTED]
- Provided information about the MAA and DPMO to Brig Gen Rod Bishop, AF/XOO. [REDACTED]

(b)(6)

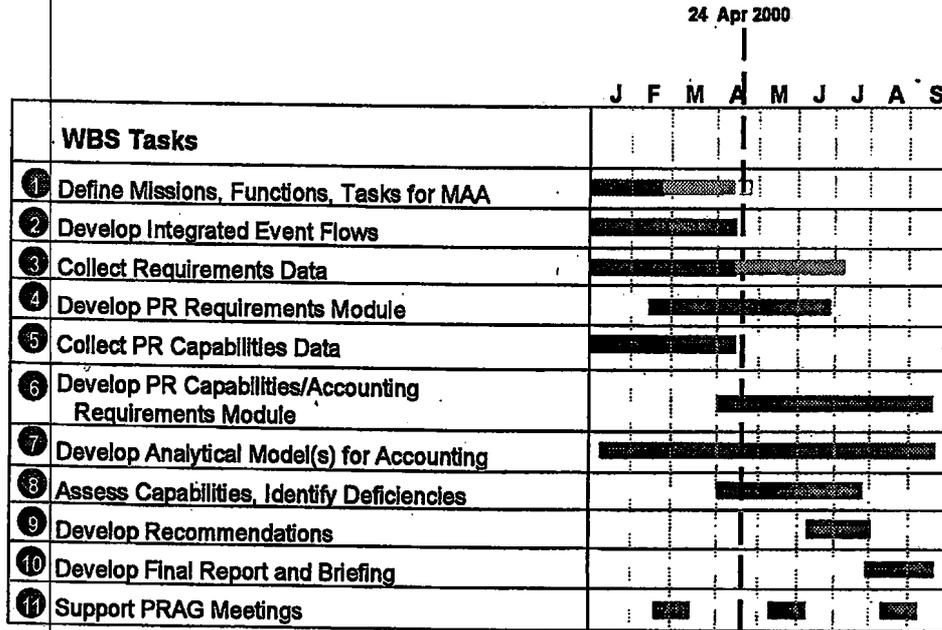
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(b)(6)

(b)(6)

2. Schedule and Milestones

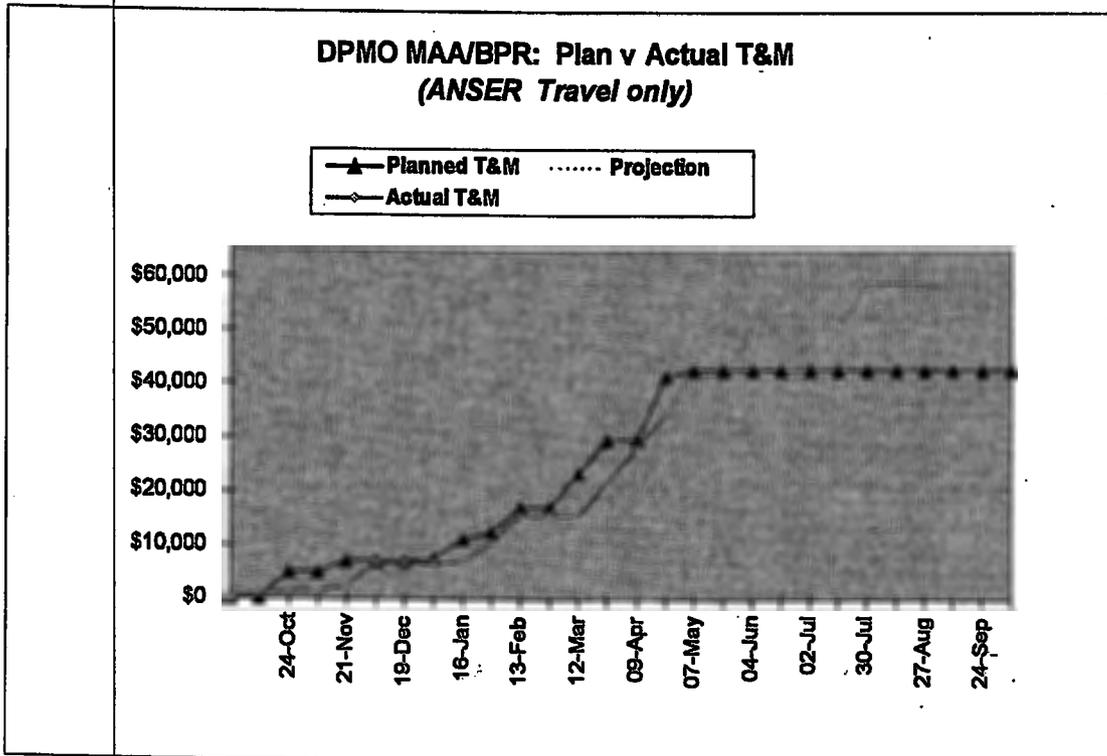
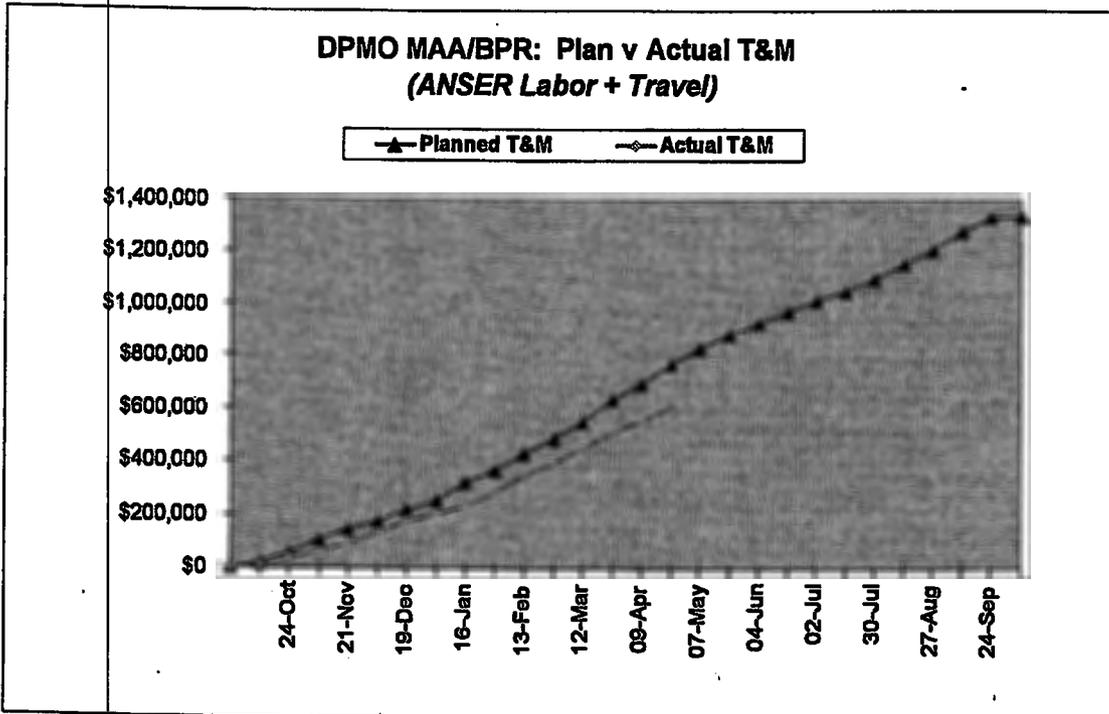
- Overview is shown in the following figure:



- Scheduled DC-area events: (does not include non-local travel--see atch 1)
  - Personnel Recovery Technology Working Group (PRTWG) meeting: April 24, 2000, 1300.
  - CoC Training for DoD Civilians, at DPMO: April 25, 2000, 0900.
  - Courtesy update to Gen Axson, at DPMO: April 26, 2000, 0730 (tentative).
  - Meet with Mr. Webb (CILHI) at DPMO: April 27, 2000, 1300.
  - Coordination Conference at DPMO: May 1-5, 2000.
  - JPRA, DPMO (R&A, Policy, Collection), JCSD, et al., data collection: [ongoing].
  - Data exchange, H-60 replacement AoA: [ongoing]
- Formal milestones:
  - PRAG after-action report delivered on April 14, 2000.

### Funding Status (Estimated)

- Estimated status of budgeted funds is show.



**4. Planned Travel (non-local)**

- See attachment 1

**5. Issues**

- Travel funds. Projected travel (section 3) suggests the need for an eventual transfer of funds from labor to the travel CLIN.
  - Action required: none at present; for information.
- Interface with families' and veterans' organizations. (For background, see previous report.)
  - Action required: ANSER to prepare topic outline and questions, followed by additional discussion with DPMO to develop contact details.
- PRRC After Action Report. Awaiting final transmittal memo in order to make distribution.
  - Action required: Obtain memo from DPMO.
- *ODCs: Previous ANSER request for modification to ODC line did not contain supporting detail. Supporting detail is required if the line exceeds \$2,500.*
  - *Action required: ANSER [REDACTED] to provide supporting detail to GSA-FEDSIM (Walters).*

(b)(6)

Attachment 1: Non-local events / travel scheduled

As of: 24 Apr 00	Location	Start	Finish	ANSER Traveler(s)
USEUCOM Data Collection (Doan)	Stuttgart, Germany	25-Apr-00	28-Apr-00	[REDACTED] (b)(6)
<b>May</b> USPACOM Data Collection and PR Council (Doan)	Honolulu, HI	16-May-00	19-May-00	[REDACTED] (b)(6)
Visit to Hong Kong, Beijing (Jones)	Hong Kong, Beijing	29-May-00	2-Jun-00	NONE
<b>June</b> USSOUTHCOM PR Council Intel Supt (J-2) to PR Conference Families Organizations, Annual Meetings	Miami, FL JPRA Washington, DC	Jun/Jul June 22-Jun-00	24-Jun-00	TBD TBD [REDACTED] (b)(6)
<b>July</b> USFK PR Council / data collection	Osan, Korea	27-Jul-00	28-Jul-00	[REDACTED] (b)(6)

[Commerce Business Daily: Posted in CBDNet on November 25, 1998]  
[Printed Issue Date: November 30, 1998]  
From the Commerce Business Daily Online via GPO Access  
[cbdnet.access.gpo.gov]

**PART: SPECIAL NOTICES**

**OFFADD:** Secretary of Defense, Defense POW/MP Office, 1745 Jefferson  
Davis Highway, Crystal Square #4, Suite 800, Arlington, VA  
22202

**SUBJECT:** REQUEST FOR INFORMATION FOR MISSION AREA ANALYSIS STUDY

**DESC:** This announcement is submitted for the sole purpose of acquiring information and general cost data from the open market. Information received will be considered solely for the purpose of determining whether to conduct a competitive procurement.

The Deputy Assistant Secretary of Defense (DASD) for Prisoners of War (POW) and Missing Personnel Affairs is soliciting information and general cost projections from interested organizations about performing a Mission Area Analysis for the personnel recovery function. The Defense POW/Missing Personnel Office, for which the DASD is also the Director, is responsible for policy, control, and oversight over all matters related to personnel recovery. Its goal is to develop a fully integrated personnel recovery architecture that ensures the recovery of U.S. personnel worldwide, who are isolated in an operational environment. Definition: Personnel recovery is defined as the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. That includes U.S., allied, coalition, friendly military, or paramilitary, and others as designated by the National Command Authorities. Personnel recovery is the umbrella term for operations that are focused on the task of recovering captured, missing, or isolated personnel from danger. It includes, but is not limited to theater search and rescue; Combat Search & Rescue (CSAR), Survival Evasion Resistance and Escape (SERE), Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel Recovery may occur through military action, action by non-governmental organizations, other USG-approved action, and diplomatic initiatives, or through any of those options. The 1998 Department of Defense Personnel Recovery Conference identified as a major finding the need to analyze the full spectrum of personnel recovery functions at the DoD and interagency level to enhance the U.S. Government's ability to recover its isolated personnel successfully, and to support the President's strategy of engagement. Before beginning the process of initiating such a study, we must define the requirements and estimate the cost of such an undertaking.

This announcement is submitted solely for the purpose of acquiring information and general cost data. DPMO is examining the possibility of conducting a Mission Area Analysis (MAA) beginning between July 1, 1999 and October 1, 1999, with the goal of submitting the findings of the analysis to the Secretary of Defense not later than July 1, 2000. The MAA must include an analysis of the entire range of personnel recovery to include diplomatic, military (both conventional and unconventional), and other means of recovering isolated personnel. It shall span recovery operations throughout the spectrum of conflict from small-scale contingencies to major theater war, and peacetime operations; and from tactical to strategic levels. The study shall provide a construct for strategic and operational planning; analyze capabilities and force structure (forces and materiel); identify deficiencies and excesses; identify requirements to change existing doctrine, policy, organization, training, technology, etc.; assess risk and effectiveness; form a basis for Mission

Needs Statements and Operational Requirements Documents; and support simulations and modeling. It must also analyze the structure and procedures for interagency coordination and cooperation so as to maximize the U.S. Government's ability to recover its isolated personnel. The project will also include development of a credible joint model or methodology to calculate recovery requirements for the full range of military operations that could serve as a tool for tactical, operational and strategic-level personnel recovery planners, and as a precursor to a Joint Warfighting Capabilities Assessment (JWCA). The study must include a clearly defined end-state; solid, measurable, and achievable recommendations for actions DoD must take to correct deficiencies identified in the analysis; and recommendations for who best should resolve each task. The description of the study outlined above is not meant to be all-inclusive. We are soliciting ideas about precisely what we should include in this study. To be useful to us for our current purposes all submissions must include general cost data that such an undertaking would entail. DPMO's point of contact for this analysis is Lt Col Rick Searle or Major Clair Gilk at (703) 602-2202, ext 259 and 215, respectively. Interested organizations should submit their recommendations not later than December 4, 1998 to: The Defense POW/Missing Personnel Office ATTN: Lt Col Rick Searle/Major Clair Gilk 2400 Defense Pentagon Washington, D.C. 20301 Or you can e-mail proposals to: searler@osd.pentagon.mil gilkc@osd.pentagon.mil richmondm@osd.pentagon.mil

LINKURL: [beltrana@osd.pentagon.mil](mailto:beltrana@osd.pentagon.mil)  
LINKDESC: [beltrana@osd.pentagon.mil](mailto:beltrana@osd.pentagon.mil)  
CITE: (W-329 SN274883)

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The Defense POW/Missing Personnel Office  
ATTN: Lt Col Rick Searle/Major Clair Gilk  
2400 Defense Pentagon  
Washington, D.C. 20301

Or you can e-mail proposals to:  
searler@osd.pentagon.mil  
gilkc@osd.pentagon.mil  
richmondm@osd.pentagon.mil



**DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE**  
2400 DEFENSE PENTAGON  
WASHINGTON, DC 20301-2400

01 APR 1999

ANSER

(b)(6)

Attn. [REDACTED]  
1215 Jefferson Davis Highway, Suite 800  
Arlington, VA 22202-3215

(b)(6)

Dear [REDACTED]

The purpose of this letter is to clarify several issues that were unclear in the original statement of work. The original statement of work was unclear and inaccurate in its portrayal of the frequency of Personnel Recovery Advisory Group meetings and the number of major conferences the contractor will be responsible for supporting. We have extended the due date for the proposals to try to accommodate for this change.

The correct number of conferences is three. There are two Personnel Recovery Conferences; one in October 1999 at the conclusion of Phase I, and one in October 2000 as the report out for Phase II. Additionally, there will be one Accounting and Remains Recovery Community Conference in November 1999 at the close of Phase I.

The correct number of Personnel Recovery Advisory Group (PRAG) meetings is five; the first in the April-May 1999 time period, then in August 1999, December 1999, March 2000 and June 2000. The precise timing of the PRAG meetings must be flexible. The purpose of the first meeting is to appraise the PRAG principals of the plan for Phase I. The purpose of subsequent meetings, approximately 3-4 months apart, is to keep the PRAG principals informed of the progress of the analysis. We plan to use the PRAG as an "oversight council" for the conduct of the personnel recovery portions of the analysis.

Contractors may present more than one example of the relevant work they have performed. In the request in the Statement of Work for contractors to present "an example" of previous relevant work, we did not intend to limit the number of examples.

We have extended the suspense for all contractors to present their written proposals to this office until April 6, 1999. There will be no further extensions.

If you have any further questions, please contact Lt Col Searle (703) 602-2202 ext. 259, Maj Gilk ext. 215, or Maj Mangente ext. 213.

  
Melvin E. Richmond, Jr.  
Colonel, USA  
Director of Operations, DPMO



13x(1)

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Friday, January 07, 2000 5:38 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
**Subject:** FW: MAA

for info

(b)(6) [REDACTED]

(b)(6) [REDACTED]

> ~~Original Message~~

(b)(6) > **From:** [REDACTED]  
> **Sent:** Friday, January 07, 2000 5:33 PM  
> **To:** 'Pardo, Lt Col John (JFCOM)'

> **Subject:** MAA  
(b)(6) [REDACTED]

> **Subject:** MAA

>  
> **Lt Col Pardo:**

>  
> As I mentioned on the phone, ANSER is conducting a Mission Area Analysis  
> on personnel recovery and accounting for DPMO. The purpose of this  
> initial contact is two fold:  
> 1. Confirm that you are the primary POC that we should work through  
> 2. Provide some background information on the MAA

> Attached is the briefing ANSER gave to the Personnel Recovery Advisory  
> Group (PRAG) yesterday. Also attached are key questions the MAA will  
> attempt to answer, and the work breakdown structure (WBS) to give you a  
> better feel for the level of detail involved. BGen Helland has a copy of  
> all the handouts provided at the PRAG, and he indicated that he looks  
> forward to us coming down on our "data collection" efforts.

> <attachments>

> As we begin our data collection efforts across all the theaters, we were  
> hoping that later this month or early Feb, a small ANSER team could spend  
> some time with you and other key members of the JFCOM staff. At this  
> time, all we are looking for is a 2-day primary and alternate date that  
> are best for you. Details will follow. Thank you and look forward to  
> working with you.  
> v/r

(b)(6) [REDACTED]

ANSER, Inc

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6)

**From:**

**Sent:**

**To:**

**Cc:**

Tuesday, January 11, 2000 8:36 PM

'DPMO, MAJ Ed Larsen'

'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey';

(b)(6)

**Subject:**

'adbutler@erols.com'; 'sydowc@osd.pentagon.mil'  
MAA/BPR - touching base w R&A

'Way back in late November, Mr. Sydow identified the following individuals as key POCs within R&A:

Paul Mather  
Robert Destatte  
Carol Bates Brown  
Melinda Cook  
LTC Dan Baughman  
Dave Rosenau  
Ron Cima

and, last but not least,

MAJ Ed Larsen

I'm think the time is right to touch base with each of these folks, one at a time, over the next several weeks. Could you help us arrange to do that? Anticipate one hour each for planning purposes (although if people want to do more, we won't walk away after an hour). The study team understands that everyone is busy, and appreciates, in advance, making time available. Since there are several of us and only one (each) of you-all, we'll be as flexible as possible in scheduling.

(b)(6)

Thanks! .....

(b)(6)

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Tuesday, January 18, 2000 4:08 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO; Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ted Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'; 'mangenteb@osd.pentagon.mil'  
(b)(6) **Cc:** [redacted]  
**Subject:** FW: Historical Research for AoA

[Forwarded to all for info. Unless we hear otherwise, we'll assume it's OK to go ahead and connect up with these folks.]

(b)(6) [redacted]

(b)(6) [redacted]

-----Original Message-----

(b)(6) **From:** [redacted]  
**Sent:** Tuesday, January 18, 2000 11:56 AM  
(b)(6) **To:** 'Contractor 422 TES/DOH'  
**Cc:** 'Gilk, Maj (DPMO)'; [redacted]  
(b)(6) [redacted]  
**Subject:** RE: Historical Research for AoA

(b)(6) [redacted] First, let me apologize for [redacted]. He's been on the road with the EC-X AoA lately and no doubt hasn't gotten to any of his "emails." He's probably got so many his system shut down. MAA is going very well and the "data collectors" are off and running. Concerning establishing links between the CSAR AoA and the MAA, perhaps the best option is for all of us to get together and review the bidding the next time you're out this way? Do you have any trips scheduled into DC, or is all your time down at Langley? We will be heading down to JFCOM some time in Feb. Let me know.  
(b)(6) Thanks, [redacted]

-----Original Message-----

(b)(6) **From:** [redacted] Contractor 422 TES/DOH  
(b)(6) [mailto:[redacted]]  
**Sent:** Friday, January 14, 2000 7:07 PM  
(b)(6) **To:** [redacted] ANSER  
**Cc:** Drew Benjamin A Maj ACC/XRMR; Fulk David A Maj ACC/XRYS  
**Subject:** RE: Historical Research for AoA

(b)(6) [redacted] I believe we met last spring during the AOAWG in DC. How is everything going on your end? I look forward to hearing from you regarding our research efforts. Additionally, we are getting quite a bit of support from some of the ol' Jolly and Skyraider gang.

-----Original Message-----

**From:** Gilk, Clair, Maj, OSD/DPMO [mailto:gilkc@osd.pentagon.mil  
<mailto:gilkc@osd.pentagon.mil> ]

148

Sent: Friday, January 14, 2000 5:45 AM

(b)(6) To: [redacted] Contractor 422 TES/DOH  
(b)(6) Cc: [redacted] ANSER  
Subject: RE: Historical Research for AoA

(b)(6) I think you are heading in the right direction, but you might want to try  
(b)(6) contacting [redacted] since [redacted] is tied up with other things right  
(b)(6) now. [redacted] number is [redacted] and his email is [redacted]

Clair

-----Original Message-----

(b)(6) From: [redacted] Contractor 422 TES/DOH  
(b)(6) [redacted]@nellis.af.mil <mailto:[redacted]>  
(b)(6) Sent: Thursday, January 13, 2000 8:03 PM  
(b)(6) To: [redacted] (E-mail)  
Cc: Clair Gilk (E-mail); Benjamin Drew (E-mail)  
Subject: RE: Historical Research for AoA  
Importance: High

(b)(6) [redacted] I sent this around Y2K/Holiday time and it may have got lost in the  
(b)(6) mail. I'm still interested in combining forces with the PR MAA effort to  
(b)(6) comply with PA&E guidance [redacted]

Clair, if I'm barking up the wrong tree, can you re-vector me to the right  
place? btw how was hunting in AK? did ja kill a bar? Festus

> -----Original Message-----

(b)(6) > From: [redacted]  
(b)(6) > Sent: Wednesday, December 29, 1999 5:49 PM  
(b)(6) > To: [redacted] (E-mail)  
> Cc: Clair Gilk (E-mail); Benjamin Drew (E-mail); David A Fulk (E-mail)  
> Subject: Historical Research for AoA

(b)(6) > [redacted]  
> As part of the guidance from PA&E for the Combat Rescue AoA we we  
> asked to work closely with the DPMO PR MAA effort. One of the direct  
> tasks, one that my team is responsible for, is to conduct historical  
> research (pasted below). Some of these research tasks directly overlap  
> with what I know of the PR MAA effort.  
>  
> I'd like to open a dialogue with you to see where we can share information  
> or join forces to dig it up. I'm available at the either of the numbers  
> below.

(b)(6) > [redacted]

> Historical research. Past CSAR operations can serve as a basis for  
> determining likely  
> future operational requirements and desired capabilities. Therefore, the  
> AoA will include a study  
> of the historical data relating to the CSAR mission, including rescues,

- > captures, and missing in
- > action (MIA). This study should include an evaluation of factors found to
- > be most important to
- > the success or failure of actual CSAR missions, and should include a
- > profile of those
- > characteristics found to be desirable in a CSAR platform, to the extent
- > that data are available.
- >
- > (a) The study will control for the following parameters:
- > (1) Platform (fixed wing, helo, ground vehicle, on foot, etc.)
- > (2) Mission type (e.g., deep air interdiction, Special
- > ops/insert/extraction, etc.)
- > (3) Phase of mission where rescue need arose (e.g., ingress, over
- > target, egress)
- > (4) Number of personnel needing rescue
- > (5) Distance from launch base, nearest friendly base, CSAR base,
- > friendly lines,
- > enemy lines, potential loiter points, etc.
- > (6) Time to notification of downing, response, arrival on scene,
- > search for
- > downed person, land, hoist, or otherwise effect rescue, and time to
- > egress
- > (7) Number of aircraft involved in rescue, weather, duration of
- > search, success or
- > failure, time given up, and other factors driving abandonment of
- > search (e.g.,
- > weather or enemy activity, night, fuel)
- > (8) Enemy response, including type of weapons used against rescue
- > aircraft,
- > suppression requirement, number or hits/damage to rescue aircraft
- > (9) Indicate whether conducted by dedicated SAR assets or ad hoc SAR
- > (10) Other factors affecting response time, Ingress, search,
- > extraction, and success
- > or failure of mission (e.g., LZ size/type).
- > (b) Examine MIA cases with corresponding data elements as appropriate. For
- > each
- > MIA, include the duration of the search until given up, the number of
- > aircraft involved, reason
- > for abandonment, eventual resolution (return of remains, etc.) Estimate
- > MIA search costs and
- > other factors (search personnel and aircraft) that can be partitioned to
- > individual MIA recovery
- > efforts. Review JTF Full Accounting data and cost. Analyze and summarize
- > similar data for
- > each major conflict or incident (e.g., Vietnam, Korea, Mayaguez, A-6
- > downing in Lebanon, etc.)
- >
- > (c) Conduct analysis of recent missions (Iraq, SWA, Libya, Bosnia, Kosovo,
- > etc.)
- > noting distance from base, distance from friendly lines, and other factors
- > that may be relevant to
- > possible future CSAR missions.
- >
- > (d) Considering the distribution of mission type and frequency,
- > technological
- > development, variations in threat, and other quantifiable factors, develop
- > an analytic framework
- > to evaluate the likely future relevance of the historical examples cited.
- >
- > (e) Identify key factors and relate performance data for each alternative
- > to the
- > historical data. Conduct detailed analysis of the effect of response time

- > on likelihood of rescue
- > or capture by overlaying the rescue/capture data plotted on time/distance
- > charts over range/speed
- > performance charts for each alternative. Include excursions and
- > adjustments for CSAR escort
- > and loiter tactics.
- >
- > (f) Interview aircrew involved with actual CSAR missions and summarize
- > factors
- > that they found to be most important to rescue mission success or failure.
- > Develop a profile of
- > desirable CSAR platform characteristics based on CSAR aircrew inputs,
- > especially noting
- > counterintuitive insights or characteristics that differ from those
- > derived from parametric analysis
- > of missions.

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6)

**From:**

**Sent:**

**To:**

**Cc:**

(b)(6)

Wednesday, January 19, 2000 12:10 PM

'Mangente, Brenda, Maj, OSD/DPMO'

'DPMO COL Mel Richmond'; 'DPMO Maj Clair Gilk';

**Subject:**

RE: ARSOF Conference (24-27 Jan)

Brenda --

(b)(6)

relayed to me your discussion w them yesterday.

(b)(6)

Regarding missions, functions, & tasks, [redacted] of ANSER is our lead for that portion of the MAA (denoted as "task 1" in the current study plan). Although definitions are part of that effort, we've not been approaching as a task that compiles a glossary per se; rather, a mission hierarchy. It may be that some things that would be part of a glossary would not appear in a hierarchy; however, a hierarchy may suggest some possible definitions. In short, I'm hoping that our two sets of efforts on this will be complementary rather than redundant. Have asked [redacted] to get in touch with (b)(6) you.

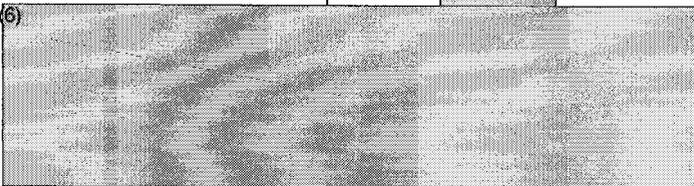
We also need to try to do a better job of getting info to you. For starters... the ARSOF Conference. CW4 Paul Tompkins was passing through ANSER a couple of weeks ago (on a different project). [redacted] & I discussed the (b)(6) MAA briefly with him. Walked through the study plan briefing...he was very interested and had a lot of good comments & suggestions. Upshot was that he was interested in including an MAA briefing as part of the agenda. I'm including a copy of an e-mail he sent yesterday on this. If you'd prefer to do it as part of your briefing instead, please let me know and I will do the backtracking with Paul Tompkins.

Completely my fault for not coordinating this with you earlier...it had slipped my mind that you were the DPMO rep for this one. [!] Again, I've added you to the "mass mailing" list that we use for routine coordination of MAA-related stuff; hopefully, that will reduce the chance of lapses like this in future.

(b)(6)

Thanks for your patience on this .....

(b)(6)



////////// attached msg from CW4 Tompkins  
//////////

Im glad you asked. [whether he (Tompkins) is still interested in having ANSER brief the MAA, [redacted] would like you to (b)(6) brief probably on Wed for 30 minutes. Ive attached a copy of the second message for the conference. A third message will be sent this week with the conference time schedule.

CW3 Paul Tompkins

432-1844

////////// end of attached msg from CW4 Tompkins  
//////////

-----Original Message-----

From: Mangente, Brenda, Maj, OSD/DPMO

[mailto:mangenteb@osd.pentagon.mil <mailto:mangenteb@osd.pentagon.mil> ]

Sent: Wednesday, January 19, 2000 8:24 AM

(b)(6)

To: [REDACTED]  
Subject: ARSOF Conference (24-27 Jan)

(b)(6)

Hi [REDACTED]

Brenda here...I'll be representing DPMO at the conference in Fort Bragg next week. I'm scheduled to give a mission overview of DPMO, updates on the directives, and an overview of our PR conference. I'll be touching on the mission area analysis briefly and just wanted to let you know if you can bring a canned briefing of the MAA to the conference. You're not scheduled to brief, but I may give you the floor for 5-10 minutes to tell the audience a little about what's happening. Let me know what you think. I'll be around all day tomorrow.

b

---

Brenda P. Mangente, Maj, USAF  
OSD/DPMO  
DP: (703) 602-2202, x213  
DSN: 332-2202, x213  
Fax: (703) 602-4375  
Unclas: mangenteb@osd.pentagon.mil  
SIPRNET: mangenteb@dpmos.policy.osd.pentagon.smil.mil  
SCI: bmangente@dpmo.ic.gov  
Defense POW/MIA Office  
1745 Jefferson Davis Hwy, Suite 800  
Crystal City, VA 22202

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Thursday, January 27, 2000 2:54 PM  
**To:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ted Larsen'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
**Subject:** RE: DPMO MAA brief

(b)(6) [Info copy of correspondence; addressee is [redacted] JRPA/TSP out at Fairchild WA]

(b)(6) [redacted]  
...

(b)(6) [redacted]

> ~~Original Message~~

(b)(6) > **From:** [redacted]  
> **Sent:** Thursday, January 27, 2000 2:51 PM  
(b)(6) > **To:** [redacted] @earthlink.net  
> **Subject:** DPMO MAA brief

(b)(6) [redacted]

> As discussed at the USASOC PR conference this week...attached is copy of  
> subject brief. Since I wasn't too coherent earlier in the week, let me  
> try to give a clearer indication of what I'm thinking here. Picture the  
> interconnected diagram of "states" and "activities" in the briefing as a  
> sort of maze; the modeling of the PR/accounting process depicts  
> individuals passing through that "maze" by transitioning from one state to  
> another based on certain "state variables" they carry with them (e.g., how  
> much time has elapsed since the isolating incident? what's the  
> climate/terrain like? what's the concentration of threat forces or  
> population like? etc. etc.). The probabilities of transitioning from one  
> state to another (e.g., from evader to POW/detainee/hostage/casualty, or  
> from POW to evader again) will depend on the value of the state variables  
> in some general ways that subject-matter-experts may be able to indicate.

> If one of those state variables is the type / currency of the individual's  
> SERE training, then we may be able to play out the impacts of that  
> training over the "big picture" by making some estimates of which  
> particular "state transitions" are affected, and how. For example, can we  
> estimate quantitatively how training is related to the expected length of  
> time an individual can survive/evade? To the probability of attempting an  
> escape? To the success of that attempt? Etc.

(b)(6) > Good meeting you, and hope you had a safe trip back. Questions or  
> comments, please yell. Regards..... [redacted]

> << File: MAA-PR(24Jan00).ppt >>

(b)(6) [redacted]

14D

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Monday, February 14, 2000 12:51 PM  
**To:** 'carbaunr@hq.pacom.mil'; 'nrcarbau@hq.pacom.mil'  
**Cc:** [REDACTED] 'DPMO, COL Mel Richmond'; 'DPMO, Maj  
(b)(6) Clair Gilk'  
**Subject:** FW: PR Conference

Sir:

I think this will work fine. Concept would be to use the 17th to work through the plans & annexes w/ selected on-island players (we will have done some homework on these before we come out); this should identify specific info "gaps". That way, we can do two things with our 4-hour block on the 18th/19th: one, communicate these info needs quickly & concisely to the rest of the players (to be filled later, if necessary); two, conduct a short planning exercise with all the players, based on a contingency-type scenario. Here at ANSER, [REDACTED] has been the individual researching plans, QDR Dynamic Commitment scenarios, etc. in preparation for this. If you have thoughts about some of the elements that might make for a good "test case" feel free to share them with me or with [REDACTED]

If you see any problems with this, let me know. Otherwise, we owe you more details.

Thanks.....

(b)(6) [REDACTED]

-----Original Message-----

From: Richmond Jr., Melvin, Col, OSD/DPMO  
[mailto:richmondm@osd.pentagon.mil <mailto:richmondm@osd.pentagon.mil> ]  
Sent: Friday, February 11, 2000 3:42 PM  
(b)(6) To: [REDACTED]  
Cc: Carbaugh, Major PACOM J311  
Subject: FW: PR Conference

(b)(6) John [REDACTED] (didn't have Bill's address) — see below. What do you need?

Mel Richmond

-----Original Message-----

From: Carbaugh, Lt Col, J311, 7263 [mailto:carbaunr@hq.pacom.mil <mailto:carbaunr@hq.pacom.mil> ]  
Sent: Friday, February 11, 2000 2:11 PM  
To: 'Richmond Jr., Melvin, Col, OSD/DPMO'  
Subject: RE: PR Conference

Sir,

My intent was to give the Anser folks 4 hours on the first or second day of

the 2 day conference so they would have access to all the theater players. If that will not work and they want more time AND they are willing to only talk to the on-island players, then I will set something up for the 17th. I prefer having them talk to all the players on the 18th or 19th.

Thanx,

Very Respectfully,

Neal R. Carbaugh

Neal R. Carbaugh, Lt Col, USAF

USCINCPAC Current Air Operations, J311

DSN 315-477-7263, COMM 808-477-7263

E-Mail (no attach): carbaunr@hq.pacom.mil

E-Mail (with attach): nrcarbau@hq.pacom.mil

-----Original Message-----

From: Richmond Jr., Melvin, Col, OSD/DPMO

[mailto:richmondm@osd.pentagon.mil <mailto:richmondm@osd.pentagon.mil> ]

Sent: Tuesday, February 08, 2000 6:21 AM

To: Carbaugh, Major PACOM J311

(b)(6) Cc: [redacted] org; Burlein, Michael; Caswell, James; Edward, Larsen;

Gilk, Clair; Harvey, Joe; 'Holly Carr'; Mangente, Brenda; Nasarenko,

(b)(6) Jennifer; Simpson, Lynn; 'Sue Latham'; Sydow, C.; [redacted]

Subject: PR Conference

Neal,

Received your message on the 18-19 May conference and hope we are invited to attend. Would like to ask a favor of you. Would it be possible to bring some of your component people together on 17 May to meet for the day with ANSER in support of the MAA. With this time, I think we could knock out everything ANSER needs to do with PACOM for the MAA. I am trying to keep our costs under control, and this would allow them to attend the conference plus get all they need in one fell swoop. If you agree with this, ANSER could get you an agenda and a description of any workshops they would like to hold during the day ASAP and a list of anything else they would like to see.

Thanks in advance for your consideration.

Colonel Mel Richmond

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In reply refer to:  
I-00/001776

MEMORANDUM FOR JOINT REQUIREMENTS OVERSIGHT COUNCIL SECRETARY,  
THE JOINT STAFF

FROM: Deputy Assistant Secretary of Defense (POW/Missing Personnel Affairs)  
Prepared by: Maj Clair M. Gilk, DPMO, 602-2202 ext. 259

SUBJECT: Prioritized List of Joint Warfighting Capability Assessment (JWCA) Topics

1. (U) The following is the priority JWCA Topic nomination from DPMO:

- (U) Warfighter Accounting and Recovery

(U) This nomination results from staff follow-up of a suggestion by MG Honoré (Deputy, JS J3) during Personnel Recovery Advisory Group (PRAG) discussions on January 6, 2000.

2. (U) My point of contact is COL Mel Richmond, (703) 602-1244.

Robert L. Jones  
Deputy Assistant Secretary of Defense  
(POW/Missing Personnel Affairs)

Attachment:  
Tab A - JWCA Topic Nomination

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JWCA TOPIC NOMINATION

1. TOPIC NAME. (U) Warfighter Accounting and Recovery

2. TOPIC DESCRIPTION. (U) Assess capabilities and requirements to limit the loss of Americans placed in danger of isolation and to bring home those captured or killed while serving our country. The attached chart depicts the full spectrum of the warfighter accounting and recovery mission area.

3. DISCUSSION.

- a. **IMPACT.** (U) The readiness of our nation's combat forces is impaired if personnel who are at risk of capture or isolation are ill prepared; if our forces are ill-prepared for the recovery mission; or if our Services and the Defense Department are ill-prepared for the prompt and effective repatriation of those who are isolated, captured, or killed.

(U) Joint readiness requires an effective system of accounting and recovery to ensure that globally deployed service personnel will be brought home alive. Recent combat operations have demonstrated deficiencies in our readiness to perform these essential functions:

- Our accounting for the three American soldiers isolated in Macedonia in 1999 lacked precision.
- Unconventional forces were tasked to recover the two Air Force evaders in Serbia, inducing C2 and interoperability concerns.
- The repatriation process for these soldiers and airmen was *ad hoc*.

- b. **DELIVERABLE.** (U) A Mission Area Analysis that identifies deficiencies and limiting factors, analyzes potential solutions, and provides a set of recommendations to enhance accounting and recovery capabilities.

- c. **FACTS.** (U) Personnel recovery is the umbrella term for operations focused on the task of recovering captured, missing, or isolated personnel from danger. It is the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. Personnel include U.S., allied, coalition, friendly military, or paramilitary and others designated by the National Command Authorities. Personnel recovery includes, but is not limited to, search and rescue; Combat Search and Rescue (CSAR); Survival, Evasion, Resistance and Escape (SERE); Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel recovery may occur through military action, action by non-governmental organizations, other U.S. Government-approved action, and/or diplomatic initiatives (Ref: Draft DoD Directive 2310.2).

(U) Under joint doctrine, each service must provide forces capable of CSAR in support of its own operations. Nevertheless, Special Operations Forces (SOF) are frequently

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tasked to conduct conventional CSAR. Consequently, the readiness of these non-CSAR forces has been degraded and their joint warfighting capability is adversely affected.

(U) The 1996 Missing Persons Act designated DPMO as the single office within DoD responsible for all efforts related to Defense personnel recovery and accounting. DPMO assists the warfighting CINCs by ensuring that their forces:

- Are properly prepared before combat,
- Can be recovered and returned to their units or families if isolated or captured, and
- Can be recovered and identified if killed in hostile action.

(U) DPMO is conducting a comprehensive Mission Area Analysis (MAA) which will identify capabilities and deficiencies in this area and identify the components of an integrated architecture for accomplishing the recovery of live personnel and accounting for individuals who are killed, captured, or missing in action.

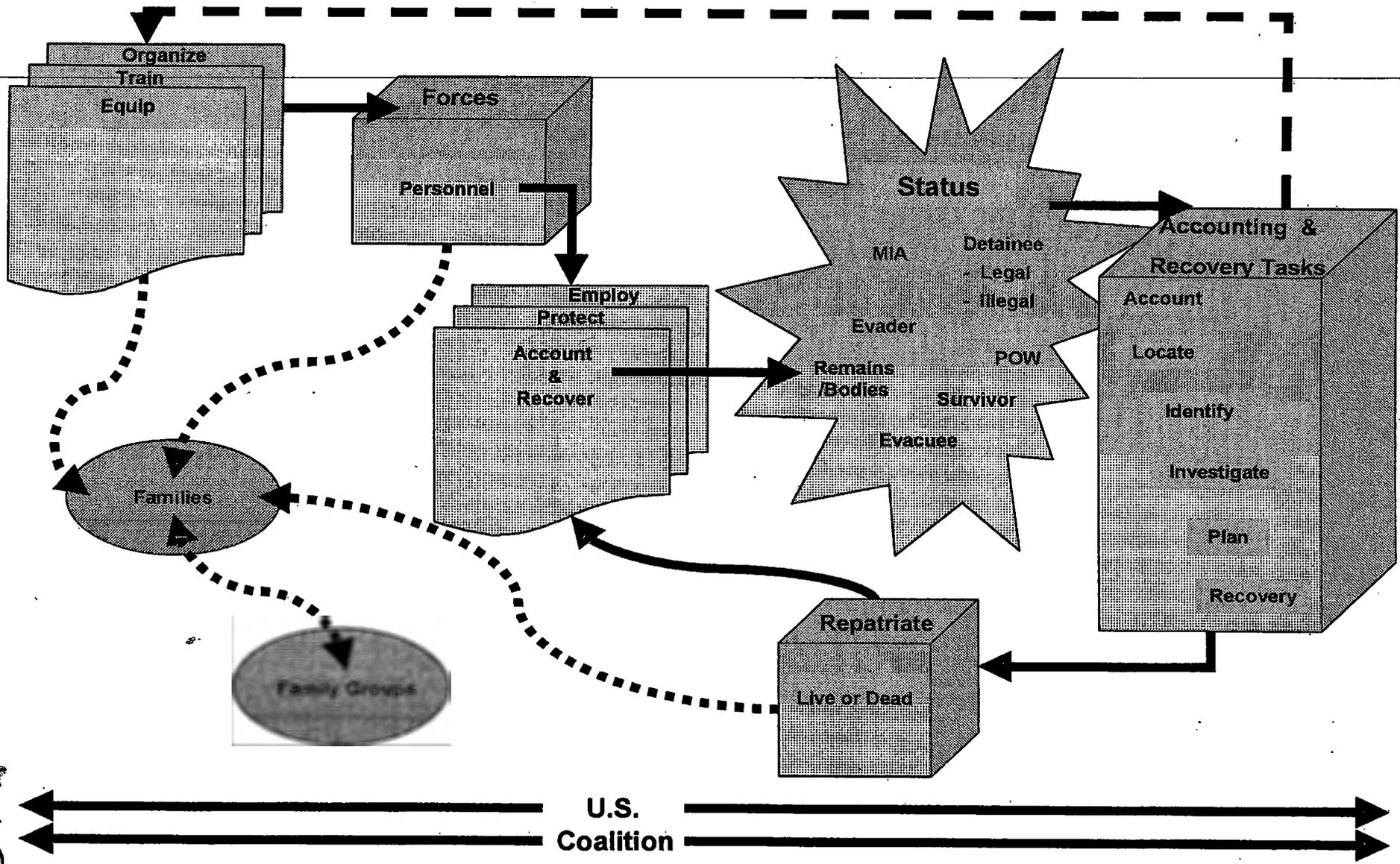
(U) When this MAA was briefed to the Personnel Recovery Advisory Group (PRAG) in January 2000, the Joint Staff Deputy J3 suggested that JWCA monitoring of this ongoing effort would avoid redundancy and contribute to a joint assessment of capability that would enable the JROC and OSD to make informed decisions. This monitoring would also provide a springboard to related joint readiness assessments to support joint warfighting needs in coalition operations.

#### 4. SOURCE

- a. ORGANIZATION. Defense POW/Missing Personnel Office
- b. POINT OF CONTACT. COL Mel Richmond, 602-1244,  
richmondm@osd.pentagon.mil

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# Warfighter Accounting and Recovery Mission Area



2111b

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
(b)(6) **Sent:** Thursday, February 17, 2000 6:45 PM  
(b)(6) **To:** [REDACTED]  
(b)(6) **Cc:** [REDACTED]; 'DPMO, COL Mel Richmond'; 'DPMO, Maj Clair Gilk'; [REDACTED]  
(b)(6) **Subject:** DPMO MAA: Calendar info for IDA

Mike, et al: the following for info, to let you know what our calendar (incl travel calendar) is looking like these days. Some will be of interest, others not. Let me know if you see opportunities/conflicts/etc.

(b)(6) Regards..... [REDACTED]

\* Scheduled events: (does not include non-local travel--see attachment 1)

- \* JPRA staff visits / data collection: February, 2000.
- \* JFCOM staff visits / data collection: February, 2000.
- \* DPMO R&A, JCSD, regional desk officer staff visits / data collection: February, 2000.
- \* AFDIL, CMAOC visits / data collection; other local-area accounting follow-up: February/March, 2000.
- \* Data exchange, H-60 replacement AoA: [phone/fax, plus follow-up].
- \* LKA Review: March 8, 2000 (at DPMO)
- \* PRRC dry run: February 29, 2000, 0800 (at DPMO conference room)
- \* PRRC exercise: March 10, 2000, 0900 (at ANSER)
- \* March IPR: TBD
- \* PRAG: March 30, 2000 (at ANSER).

**Attachment 1: Non-local events / travel scheduled**

As of: 9 Feb 00 Location Start Finish ANSER Traveler(s)

**February**

DESERT RESCUE (Jones, Doan) Fallon NAS, NE 14-Feb-00 15-Feb-00  
NONE

Worldwide CSAR Seminar (Mangente) Moody AFB, GA 15-Feb-00  
17-Feb-00 NONE

NORTHERN EDGE (Gilk) Alaska 28-Feb-00 8-Mar-00 NONE

Navy SERE School East (Jones, Magente) Brunswick, ME 28-Feb-00  
2-Mar-00 NONE

Casualty Coordination Conference Honolulu, HI 28 Feb 00 3  
Mar 00 NONE

North Korean Negotiations New York, NY Late Feb/Mar NONE

**March**

BLUE FLAG (Gilk, Doan) Hurlburt Field, FL 5-Mar-00 8-Mar-00  
TBD

USSOCOM Data Collection MacDill AFB, FL 13-Feb-00 15-Feb-00  
Nicholson, plus TBD

USCENTCOM Data Collection MacDill AFB, FL 15-Mar-00 17-Mar-00  
Nicholson, plus TBD

MOU on Korea POW/MIA Seoul, Korea 20-Mar-00 23-Mar-00 NONE

US/Vietnam SAR Conference (Richmond, Doan) Honolulu, HI 22-Mar-00

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24-Mar-00 NONE  
Int'l Search & Rescue Conference (Jones, Mangente) Brighton, UK  
22-Mar-00 24-Mar-00 NONE

April

JPRA Worldwide PR Conference (All Ops) Ft Belvoir, VA 4-Apr-00

6-Apr-00 TBD

USSOUTHCOM Data Collection Miami Beach, FL 10-Apr-00 12-Apr-00

(b)(6) [redacted] plus TBD

Partnership for Peace COOPERATIVE CHANCE (Doan, Gilk) Slovakia

10-Apr-00 20-Apr-00 NONE

Visit to Moscow (Jones) Moscow 10-Apr-00 14-Apr-00 NONE

CNO SAR Conference (Doan) San Diego, CA 11-Apr-00 13-Apr-00

TBD

USEUCOM Data Collection (Tentative) Stuttgart, Germany 17-Apr-00

(b)(6) 21-Apr-00 [redacted] plus TBD

May

USPACOM Data Collection (Tentative) Honolulu, HI 15-May-00

(b)(6) 17-May-00 [redacted] plus TBD

CINCPAC (Stoney Beach) MOU Conference Honolulu, HI 15 May 00 19

May 00 Bayne, plus TBD

USPACOM PR Council Honolulu, HI 18-May-00 19-May-00

(b)(6) [redacted] plus TBD

Intel Supt (J-2) to PR Conference ANSER? JPRA? 23-May-00

25-May-00 TBD

Visit to Hong Kong, Beijing (Jones) Hong Kong, Beijing 29-May-00

2-Jun-00 NONE

June

USSOUTHCOM PR Council Miami, FL Jun/Jul TBD

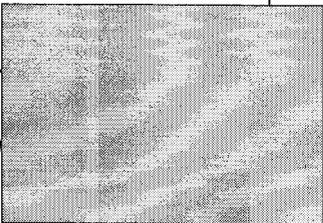
National League of Families Annual Meeting Washington, DC 22-Jun-00

(b)(6) 24-Jun-00 [redacted]

(b)(6)

..... [redacted]

(b)(6)



1. What will ANSER be accomplishing under the new contract from DPMO? In particular, which PR technology and technique aspects will ANSER be addressing?

Answer: Under this contract, ANSER will assist DPMO in identifying more effective use of budget, resources, and technology to recover isolated personnel, while maintaining consistent policy, control, and oversight. The analysis will define the components of an effective DoD personnel accounting and recovery architecture by examining the full spectrum of accounting and recovery functions at the DoD and interagency levels. ANSER will analyze the capabilities required under such an architecture and will identify ways in which specific personnel recovery activities (such as location, identification/authentication, or mission planning) could benefit from improved technologies. However, the analysis will not assess or compare specific systems *per se*.

2. How will you be doing this?

Answer: ANSER will use several analysis techniques, including:

- Mission area analysis (MAA)—to identify missions, functions, and tasks applicable to personnel accounting and recovery and to establish their relationship to national military strategy.
- Business process reengineering (BPR)—to describe the underlying operational architecture, event flows, and state transitions and to characterize improved processes and architectures for personnel accounting and recovery.
- Analytical modeling—to compare personnel accounting and recovery requirements (time, information, personnel, systems, and other resources) with current and projected capabilities, and to identify limiting factors and deficiencies.
- Gaming and planning exercises—to analyze interactions among key organizations.
- Interview of subject matter experts—to elicit data and identify issues for consideration.

Through these techniques, DPMO aims to provide economy of effort, promote buy-in, and achieve an integrated view. The principal product of the analysis will be an implementable set of recommendations to enhance DoD's personnel accounting and recovery capability.

3. When did you receive contract award, when will the work begin and when will it be completed?

Answer: The initial contract, Phase I, was awarded September 30, 1999. During Phase I (October through December, 1999) ANSER developed a detailed analysis plan, which has been approved by DPMO. Phase II, which will culminate in the development of recommendations, is currently scheduled for completion in October 2000.

4. Will you be working with subcontractors? If so, have you chosen any yet?

Answer: There are no subcontractors on this effort; however, ANSER has retained a number of consultants to provide expertise in specialized areas.

5. In overview terms, what is ANSER's background and qualifications for this project?

Answer: ANSER is a public-service research institute dedicated to strengthening public institutions and enhancing public safety. The company has over 40 years experience in conducting analyses for U.S. Department of Defense clients. These analyses have included systems and process engineering, requirements assessment, and policy analysis. Some examples have included:

- A study of U.S. Department of Defense missions and functions for countering the proliferation of weapons of mass destruction (WMD).
- MAAs for Special Operations and Antiterrorism/Force Protection.
- Application of BPR tools and techniques to analyze HQ U.S. Air Force information architectures and satellite control networks.
- Modeling and simulation support to an ongoing Analysis of Alternatives (AoA) for future Air Force Combat Search and Rescue (CSAR) aircraft.
- Analyses of personnel recovery missions and aircraft effectiveness for the U.S. Air Force, U.S. Special Operations Command, and United Kingdom Defence Evaluation and Research Agency (DERA).

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Wednesday, March 15, 2000 10:08 PM  
**To:** 'DPMO, COL Mel Richmond'  
(b)(6) **Cc:** 'DPMO, Maj Clair Gilk'; 'DPMO, Maj Brenda Mangente'; 'DPMO, LCDR Bill Doan'; [redacted]  
**Subject:** FW: MAA / CSAR AoA meeting notes

(b)(6) **FYI:** Forwarding the following from [redacted] of Pioneer Technologies, working under contract to ACC on their HH-60 replacement Analysis of Alternatives.

**Couple of comments:**

- In general, our most detailed level of analysis will be their most highly aggregated level. In other words, the MAA addresses the Strategic/Operational levels of conflict, whereas the AoA addresses the Operational/Tactical levels.

(b)(6) - I think "Theater/MAJCOM" in [redacted] message should read "Theater/Component"

- Specific data sharing opportunities we discussed include the following:

\* For at least one of CENTCOM's Oplans, we should compare the estimated personnel recovery demand per the MAA model with the data being used for one of the AoA scenarios. At the comparable level of detail, they should match or at least be pretty close.

\* The AoA is collecting detailed historical data on individual recoveries. Although data on individual recoveries will be too detailed for direct inclusion in the MAA model, the AoA team is also tasked to analyze these data to determine factors historically correlated with rescue effectiveness. Such correlations should definitely be captured and represented in the MAA model.

(b)(6) - Explanation of paragraph 2) in [redacted] message: OSD(PA&E) is requiring the AoA team to address "the cost of doing nothing," because doing nothing is always an alternative. Some aspects of this question can perhaps be addressed by the fact that a failed recovery increases the downstream accounting and remains recovery effort—something definitely within scope for the MAA.

(b)(6) ..... [redacted]

(b)(6) [redacted]

**Original Message**

(b)(6) **From:** [redacted]  
**Sent:** Wednesday, March 15, 2000 7:50 PM  
(b)(6) **To:** [redacted] (E-mail)  
**Cc:** David A Fulk (E-mail); Benjamin Drew (E-mail)  
**Subject:** Meeting Notes

George,

1411C

Here are my notes from our meeting the other day. If you want to add anything please let me know. We are looking forward to working with you and the PR MAA team.

(b)(6) Alvin, Dave, and I met with [REDACTED] from ANSER on 3-9-00. The PR MAA is in the data collection stage. Visits to the CINCs start this month. As expected the PR MAA covers the entire PR MAA umbrella and therefore won't analyze below the Theater/MAJCOM level. We identified several opportunities for the CR AoA and PR MAA to share information.

1) Once aggregated, the data we are collecting (in all areas) can be used by

the PR MAA to develop assumptions their "strategic" level analysis. George thought it would be helpful to keep a regular dialog and looks forward to reviewing our draft report. Should we invite him to participate in our intranet group?

2) The questions we need to answer with respect to the "cost of not doing

rescue" are being collected by the PRMAA. We agreed that the AoA Report could summarize their analysis and reference the PR MAA report. Although we may need to develop a methodology to determine what proportion should be attributed to USAF Rescue.

3) If we have the time to accomplish research via internet questionnaires/discussion threads with Jolly Green Gang/Sky Raider/Combat Rescue Association we should see if the PR MAA has questions they want to include.

We started an Historical Research Intranet at <http://csar.intranets.com>

<<http://csar.intranets.com>> to help our intra-team communications. I would like to invite you to join and participate. Once you logon you can download our outline and questionnaires.

Talk to you soon.

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**DPMO Mission Area Analysis (MAA) / Business Process Reengineering (BPR)  
Unified Command Visits  
Plans, Requirements and Capabilities Data Collection**

**SOUTHCOM**

1. **Day 1 – Preparation day with personnel recovery (PR) point of contact (POC)**
  - a. **STEP 1:** Confirm with command PR POC that the documents ANSER has already identified and reviewed are the appropriate and current PR related command and component documents.
  - b. **STEP 2:** Preliminary discussions with PR POC on issues identified during research and document review.
  - c. **STEP 3:** With PR POC's assistance, identify and review any command documents that have been missed. Objective of prior research and steps is to understand flow and linkage from:
    - 1) JSCP
    - 2) OPLANS
    - 3) CONPLANS
    - 4) Functional Plans
    - 5) Treaties and Treaty Obligations
    - 6) Joint Training Doctrine
    - 7) Commander's Guidance
    - 8) NCA Directives... into assigned missions, and then into specifically identified operations. Combining this understanding with specifics from the UJTL, we aim to identify or select the PR related mission tasks. We would like to understand how these PR mission tasks, along with supporting tasks, command-linked tasks, and derived conditions and standards have been formed into PR related JMETS and incorporated into the JMETS. We aim to collect data on the details in a form that is compatible with JEMP III.
2. **Day 2**
  - a. Introductions and ANSER overview briefing (30 minutes)
  - b. Review standing operations and contingency plans, appropriate annexes and documents. Identify/characterize potential demands for PR and accounting (3 hours)
  - c. Identify assets planned for and capable of performing PR missions in terms of (1 hour)
    - 1) Capabilities

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- 2) Limitations
  - 3) Active/reserve mix – availability
  - 4) Future assets
  - 5) Training – standards, consistency, integration of lessons learned, and high risk of capture
  - 6) JPRC/UARC or equivalent
- d. Identify theater-unique considerations that should be taken into account in the assessment to include (30 minutes):
- 1) Training
  - 2) Coalition Forces
  - 3) Command and Control
  - 4) Interoperability
  - 5) Terminology
  - 6) Exercises
- e. Collect data to support /feed development of algorithms and data for PR and accounting assessment models that will be made available to your staff to assist in the identification of future PR and accounting (1 hour).
- f. Review international agreements and procedures for integrating (30 minutes):
- 1) International coalition partners
  - 2) International SAR supporting theater civil SAR
- g. Wrap up and review (30 minutes)
3. Day 3 – Short 3-Part Planning Exercise and Discussion (4 hours)
- a. PART 1 (1 ½ hours)
    - 1) Using current OPLAN, identify how you think day-4 counter-offensive will go from a PR and accounting point of view.
    - 2) Using day-4 as a sample day:
      - a) What is left over from day 3?
      - b) What happens on day 4?
      - c) What are you doing and how well do you do it?
      - d) What assets are available in-theater (JFAC, PRCC, components, coalition forces)
  - b. PART 2 (1 ½ hours)
    - 1) Assume your actual job – what are your duties and responsibilities?

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- 2) Using illustrative planning scenarios from QDR (theater nomination), develop supporting PR courses of action.
  - 3) Discuss the JRCC assessment concerning:
    - a) Requirements
    - b) Capabilities
    - c) Limiting factors
    - d) Shortfalls
  - 4) Employ selected courses of action – discuss limiting factors and anticipated results.
- c. PART 3 (*1 hour*) – Facilitate summary discussion on:
- 1) Policy coordination across DoD and the US Government
  - 2) Effect of policy on legal status of isolated personnel
  - 3) Transition (or hand-off) from PR to accounting
  - 4) Improving mechanisms for communicating with families
  - 5) Leveraging technology to better support PR and accounting functions

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Friday, April 14, 2000 3:21 PM  
**To:** 'DPMO, COL Mel Richmond'; 'DPMO, Lynn Simpson'; 'DPMO(GSA/FEDSIM), Brian Walters'  
**Cc:** 'DPMO, Maj Brenda Mangente'; 'DPMO, LCDR Bill Doan'; 'DPMO, Maj Clair Gilk'; [REDACTED]  
(b)(6) [REDACTED] @Pentagon  
**Subject:** ANSER Deliverables for April PRAG



Reference: contract GS-10F-0026J, TO# T0099AJ3876

The attached document contains the after-action report from the PRAG meeting conducted at ANSER on 06 April 00. This report completes the SOW deliverable requirement (paragraphs 1.7.3.5 and 1.8) for the April PRAG meeting. Other required products and services (meeting facilitation, reproduction of meeting materials, visual aids, audio-visual support, labels, signs, and name tags) associated with that meeting were provided on or before 06 April.

Note that there are three items in the attached file that require completion at DPMO before the report is distributed:

- Assignment of appropriate "I-number" at the upper right hand corner of page 1
- Determination of the action, if any, to be assigned as a result of Mr. Hornik's suggestion re PRRC checklist (page 2)
- Insertion of DPMO's PRRC fact sheet, as Tab A

For Brian Walters: once the deliverables for the April PRAG meeting have been accepted as satisfactory, please acknowledge by return e-mail.

<<Apr 00 PRAG AARv1.doc>>



14M

In reply refer to:  
I-00/xxxxxx

MEMORANDUM FOR SEE DISTRIBUTION

FROM: Deputy Assistant Secretary of Defense for POW/Missing Personnel Affairs  
Prepared by: Colonel Mel Richmond, DPMO, 703-602-1244

SUBJECT: Personnel Recovery Advisory Group (PRAG) After Action Report —  
INFORMATION MEMORANDUM

PURPOSE: To summarize the events of the April 6, 2000 meeting of the Personnel Recovery Advisory Group (PRAG)

DISCUSSION: The fourth meeting of the PRAG convened at 1235 on April 6, 2000 at the ANSER Conference Facility in Crystal City, Virginia. A fact sheet providing background on the PRAG and its composition is at Tab A.

• **Major issues of discussion:**

- **Institute for Defense Analysis (IDA) study on Personnel Recovery in a Coalition Environment.** IDA briefed the PRAG on the progress of their study, highlighting that a significant amount of data had been collected thus far from their polling of the Personnel Recovery community. Preliminary results indicated that lack of a common Personnel Recovery “language” and releasability of classified information within a coalition were items of concern. IDA also emphasized that respondents identified requirements for additional coalition personnel recovery exercises and standardized training for personnel recovery personnel.
  - ✓ Colonel Mel Richmond (DPMO) suggested IDA consider studying U.S. involvement in East Timor as an example of U.S. troops operating in a coalition environment under non-U.S. command. ACTION: IDA will determine the implications of this suggestion on their study.
- **ANSER Mission Area Analysis (MAA) for Personnel Recovery and Accounting.** ANSER provided an update of the MAA, informing PRAG members that the preliminary integrated process architectures were currently being reviewed by DPMO and would subsequently be available to participants for comment.
  - ✓ Mr. Morris Hornik (OASD/C3I) suggested that ANSER may wish to revise their preliminary “to-be” architecture due to the different timeframes associated with recovery of live personnel versus remains. ACTION: ANSER will take this suggestion into consideration when constructing the final product.

➤ **Personnel Recovery Response Cell (PRRC) Exercise Outbrief.** ANSER briefed the PRAG on the PRRC Exercise they facilitated on March 10, 2000. The exercise proved to be a valuable training session for participants to explore the PRRC's policy-making function during a personnel recovery event. A key insight was the recognition that comprehensive information regarding the event was critical to the formulation of sound policy decisions.

✓ Mr. Hornik suggested that a formal checklist of questions to consider before formulating policy alternatives for a personnel recovery event would assist policymakers. ACTION: (DPMO xxxxxxxxxxxxxx? – [Mr. Jones seemed to like this idea])

(b)(6)

➤ **U.S. Joint Forces Command's (JFCOM) role in Personnel Recovery.** Colonel [redacted] Commander, Joint Personnel Recovery Agency (JPRA), gave the PRAG an overview of JFCOM's responsibilities as the DoD lead for Personnel Recovery. He also discussed the transformation JPRA is undergoing to support increasing requirement for training and manpower assistance.

✓ Mr. Robert Jones, DASD POW/Missing Personnel Affairs, requested additional details regarding funding and schedule for presenting Personnel Recovery training to military education institutions. ACTION: JPRA will develop these details and brief DPMO.

➤ **JPRA Personnel Recovery Mission Software (PRMS) and Comprehensive Personnel Recovery (CPR) Advanced Concept Technology Demonstrations (ACTD) Update.** Mr. Ric Fontaine, JPRA, provided an update of the status of the PRMS and CPR ACTDs, along with a demonstration of the PRMS software. Discussion centered on procedures required to update the PRMS database and issues associated with securing the necessary funding to accomplish the CPR ACTD.

- Minutes of the meeting are at Tab B.
- The attendance roster is at Tab C.

Attachments:  
As stated

DISTRIBUTION:  
USD(P)  
PDUSD(P)  
ASD(ISA)  
PDASD(ISA)  
PRAG Principals

cc: PRAG Supporting Members as listed at Tab C

PERSONNEL RECOVERY ADVISORY GROUP MEETING  
AFTER ACTION REPORT  
April 6, 2000

INTRODUCTION

Mr. Robert Jones (DASD POW/Missing Personnel Affairs) convened the Personnel Recovery Advisory Group (PRAG) at 1235 on April 6, 2000. The agenda covered the following topics:

- Institute for Defense Analysis (IDA) study on Personnel Recovery in a Coalition Environment--Update
- ANSER Mission Area Analysis (MAA) for Personnel Recovery and Accounting--Update
- Personnel Recovery Response Cell (PRRC) Exercise Outbrief
- U.S. Joint Forces Command's (JFCOM) role in Personnel Recovery
- Joint Personnel Recovery Agency's (JPRA) Personnel Recovery Mission Software (PRMS) and Comprehensive Personnel Recovery (CPR) Advanced Concept Technology Demonstrations (ACTD) Update

OPENING REMARKS

Mr. Jones opened the PRAG quarterly meeting by noting that, per the PRAG's recommendation, Personnel Recovery had been successfully nominated as a JWCA topic. Mr. Jones also highlighted to members of the PRAG that an update on the status of the CSEL radio was included in the conference packet

IDA STUDY ON PERSONNEL RECOVERY IN A COALITION ENVIRONMENT

(b)(6)

[REDACTED] (IDA) briefed the status of the IDA study. He began by addressing the Advisory Inputs from the last PRAG meeting; explaining that a few Advisory Inputs have been pushed back but they will be addressed before the next PRAG meeting. [REDACTED] asked the group to review their copies of this list and notify IDA of any missing or additional inputs.

(b)(6)

(b)(6)

He continued with a brief history of the IDA study, including where they have been and where they are going. Among the points made, [REDACTED] indicated:

- Upcoming interviews will provide additional focus on relevant force providers.
- In questionnaire data collected thus far, lack of manpower had not surfaced as an issue but that lack of a common "language" (i.e., terminology, acronyms, and brevity codes) and the releasability of classified information within the Coalition were frequently noted as concerns. Furthermore, additional opportunities for CSAR forces to exercise as a coalition and standardized training for personnel recovery were identified as common needs.

- Many countries worldwide are developing a conventional search and rescue (SAR)/Combat SAR (CSAR) capability; however, most African and Central American countries were not. Additionally, IDA had discovered a lack of awareness across DoD of the CSAR training assistance recently requested by France, Denmark, and Jordan.
- The forthcoming DoD Directive 2310.2, Personnel Recovery, is not aligned with current NATO policy.
- Unconventional Assisted Recovery Mechanisms (UARM) had been ruled as out of the scope of the study, however IDA was still considering Unconventional Assisted Recovery Teams (UART).

(b)(6)

██████████ concluded the briefing by discussing emerging issues and the pros and cons of related policy alternatives: for example, the potential role of U.S. forces in recovering coalition personnel and the role of coalition forces in recovering U.S. personnel.

#### Issues Raised During the IDA Study Discussion:

(b)(6)

- Chief Warrant Officer Tim Weese (NSA) requested clarification on the type of intelligence referred to in the issue of release. ██████████ responded that the reference was to national sources. Conferees also discussed the complications inherent with respect to releasability of HUMINT and binding agreements regarding release of other countries' intelligence to third parties. Such information may be critically important in determining survivor location.

(b)(6)

(b)(6)

- Mr. Jones asked ██████████ to explain the statement that manpower was a non-issue. ██████████ responded by saying that the issue was not of simply filling billets, rather the problem was one of meeting force structure needs with sufficiently experienced and trained personnel.
- Colonel Mel Richmond (DPMO) suggested IDA consider studying U.S. involvement in East Timor; saying this would provide an example of U.S. troops operating in a coalition environment under Australian command.

#### Actions

- IDA will consider U.S. involvement in East Timor within the scope of their study.

#### ANSER MISSION AREA ANALYSIS FOR PERSONNEL RECOVERY AND ACCOUNTING

(b)(6)

██████████ (ANSER) briefed an update of the MAA, to include the progress made since the last PRAG meeting. Mr. Jones noted that from his perspective the MAA was on track. ██████████ pointed out that the past three months' efforts had consisted mainly of data collection; future updates will reveal more as the analysis progresses.

(b)(6)

(b)(6)

██████████ provided the PRAG with a list of upcoming data collection visits along with a top-level view of ANSER's preliminary integrated process architecture. He mentioned that further detailed "As-Is" and "To-Be" architectures are currently circulating for comment within DPMO, after which time they will be available to PRAG members. ██████████ also

(b)(6)

reiterated that Personnel Recovery has been selected as a JWCA topic as a direct outcome of inputs from the last PRAG.

**Issues Raised During the MAA Discussion:**

- (b)(6) • A participant inquired as to how far out the ANSER study would project into the "To-Be" world. [redacted] replied that the "As-Is" and "To-Be" models describe processes vice scenarios. Both models are being tested against scenarios that are relatively near-term.
- (b)(6) • Mr. Morris Hornik (OASD/C3I) commented on the difference between the timeframes of Personnel Recovery vs. Remains Recovery, and advised that ANSER may want to consider using a different model. [redacted] responded that ANSER recognizes both the benefits and difficulties of the proposed architecture, and will take both aspects into consideration when constructing the final product.
- (b)(6) • Another participant asked whether the planning exercises would consider the impacts of advanced technology. [redacted] responded that ANSER needed to elicit these insights from rescue planners and operators as part of the facilitation process.

**Actions.**

- ANSER will ensure the MAA models take account of the timeframe differences between Personnel Recovery and Remains Recovery.

**PERSONNEL RECOVERY RESPONSE CELL OUTBRIEF**

(b)(6) [redacted] of ANSER briefed the PRAG on the PRRC Exercise that took place in the ANSER Conference Facility on March 10, 2000. He pointed out that the exercise was not a real-time simulation, but that the wargame had followed a "branch & sequel" method to ensure that issues raised were forcibly driven out by constant "updates" as part of the exercise.

The exercise indicated that the PRRC should resist the temptation to interfere in actions that are the prerogative of the CINC; the PRRC exists to provide policy guidance and its members should act accordingly. In addition, members noted that policy guidance based on incomplete information could be seriously flawed. Finally, the exercise demonstrated the value of having "canned" decisions ready in advance of in-theater operations (e.g. predetermined legal status).

**Issues Raised During the PRRC Outbrief Discussion:**

- Mr. Hornik suggested that there should be a method of helping policymakers avoid basing decisions on assumptions, vice facts. One possibility would be a formal checklist of questions to consider before formulating policy alternatives for personnel recovery. Mr. Jones endorsed this suggestion.

**U.S. JOINT FORCES COMMAND'S ROLE IN PERSONNEL RECOVERY**

(b)(6) [redacted] (JPRA) gave the PRAG an overview of JFCOM's contributions to Personnel Recovery. He began by explaining that JFCOM was the DoD-designated lead for

Personnel Recovery, to include: Joint CSAR (JCSAR); Evasion and Recovery (E & R); POW/MIAs (in conjunction with DPMO); Code of Conduct/Survival, Evasion, Resistance and Escape (SERE) Training; and Non-conventional Assisted Recovery (NAR). Colonel Bergstresser provided the group with Brigadier General Helland's (JFCOM's Director of Operations & Plans) view of the Personnel Recovery world; indicating that policy flows from OSD/DPMO to JFCOM; the JFCOM J-3 is responsible for operations; and JPRA provides Personnel Recovery support.

(b)(6) [redacted] mentioned that JFCOM was receiving many requests for manpower assistance for Personnel Recovery exercises. JFCOM is in the process of changing the focus of its support so that it now emphasizes the training of Personnel Recovery instructors. Those needing support are encouraged to go through their chain of commands at least to the MAJCOM level, so that JPRA/J-3 could effectively fill those needs.

(b)(6) [redacted] discussed the issue of differing definitions among the Services of "qualified personnel for Personnel Recovery." To address this problem, JPRA developed a course titled "PR-101." They currently have two instructors providing five class sessions a year in Fredericksburg with 24 students per session. JPRA also teaches the class at different commands throughout the year. A planner's course, "PR-301," is already in place, and there are future plans for -401 (UARM, UART) and -501 series courses. Finally, JPRA developed Level B training on videotape, with classified and unclassified versions available for distribution.

(b)(6) [redacted] also stated his view that intelligence support for Personnel Recovery was not sufficient.

#### Issues Raised During the JFCOM Discussion:

(b)(6) • Mr. Jones asked whether or not JPRA had assessed existing schoolhouse activities with respect to Personnel Recovery training. [redacted] replied that JFCOM had POM'd for it, but had not yet received the necessary funding.

#### Actions

- JPRA will brief DPMO on the funding and schedule for providing Personnel Recovery training to other professional military education institutions.

#### PERSONNEL RECOVERY MISSION SOFTWARE (PRMS) AND COMPREHENSIVE PERSONNEL RECOVERY (CPR) ADVANCED CONCEPT TECHNOLOGY DEMONSTRATIONS (ACTD) UPDATE

(b)(6) [redacted] (JPRA/J9S) briefed the status of the PRMS ACTD and CPR ACTD as information management tools for Personnel Recovery. The CPR proposal is a candidate for FY01 ACTDs; however, the main difficulty at this point is securing the necessary funding.

(b)(6) [redacted] offered to conduct a demonstration of the PRMS software once the meeting closed.

**Issues Raised During the ACTD Discussion:**

- A participant asked how the database would be maintained. [REDACTED] explained that a central database would be maintained on a server at Ft. Belvoir. Theater staffs could not only extract data from this source, they could also update certain files (e.g., ISOPREPs) and cause the updates to be replicated at Ft. Belvoir. SIPRNET connectivity is all that would be required.

(b)(6)

Mr. Jones closed the meeting at 1425 by reiterating the importance of the CSEL radio, saying both CINC SOCOM and SOUTHCOM had expressed their interest in an update.

**Personnel Recovery Advisory Group  
April 6, 2000  
Attendance Roster**

Office of the Secretary of Defense			
DPMO	Jones, Robert L.	DASD	
	Richmond, COL Melvin E. Jr.	Director of Operations	
	Gilk, Maj Clair M.	Operations	
	Doan, LCDR William R.	Operations	
	Mangente, Maj Brenda	Operations	
	Geisler, Fred	Operations	
	Travis, JoAnn B.	Operations	
	Lampkin, Elizabeth	Operations	
General Counsel	Dalton, William.	DoD GC	
OASD(C <sup>3</sup> I)	Tracy, CAPT Todd	Acting Director, C <sup>3</sup>	
	Hornik, Morris		
OASD(SO/LIC)	Salmon, Col Doug.		
USD(AT&L)	Yuhas, John	ODUSD(AS&C)	
OASD(PA)	Desler, James	DASD (PA)	
Joint Staff			
J-3	[REDACTED]		
J-8	[REDACTED]		
Commands			
USJFCOM	[REDACTED]		
USSOCOM	Bergquist, BG Ken	USSOCOM	
	DePalo, Maj Lee	USSOCOM	

(b)(6)

(b)(6)

Services		
Air Staff	Bishop, Brig Gen Robert	AF/XOO
	Boucher, Paul A.	AF/XOOP
Army Staff	Vaughn, COL (P) Clyde	DAMO-ODZ
	Logan, COL Patrick	DAMO/DCSOPS
	Ball, LTC A.T.	DAMO/DCSOPS
	Provost, Jean	DAMO-MOSO
Navy Staff	Stratton, CDR Jeff	N3N5
Marine Corps Staff	Huston, Maj Jay L.	DCS/PP&O
Intelligence Community		
DIA	(b)(3)-10 USC §424	DIA - [REDACTED]
	[REDACTED]	DIA - [REDACTED]
	[REDACTED]	DIA - [REDACTED]
NSA	[REDACTED]	NSA
	[REDACTED]	NSA
	[REDACTED]	NSA
NIMA	[REDACTED]	NIMA/ [REDACTED]
Interagency Community		
US Coast Guard	Kinney, CAPT Gabriel O.	Office of Search & Rescue
CIA	(b)(3)-50 USC §403(g) Section 6	[REDACTED]
Contractor Support		
IDA	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
ANSER	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]

(b)(3) USC §402 Note

(b)(3)-10 USC §424

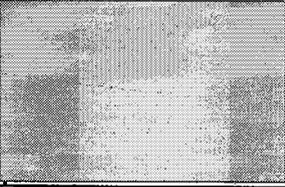
(b)(6)

(b)(6)

(b)(3)-10 USC §424

(b)(3)-10 USC §424

(b)(6)

ANSER con't			

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Tuesday, April 25, 2000 4:49 PM  
**To:** 'DPMO, COL Mel Richmond'; 'DPMO, Gary Sydow'; 'DPMO, Jennifer Nasarenko'; 'DPMO, LCDR Bill Doan'; 'DPMO, Lt Col Jim Malingowski'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, Mr. Jim Caswell'; 'DPMO, Mr. Joe Harvey'  
**Subject:** RE: activity diagrams

Forwarded FYI.

Background: JHU/APL is supporting OUSD AT&L in conceptualizing the Comprehensive Personnel Recovery ACTD that was briefed at the April PRAG. They are tasked to identify PR activities/functions where application of advanced technology would have biggest payoff. If the MAA were done, it would form the starting point for the "gap analysis" underlying the ACTD. Since it isn't, next best is to try to influence the framework they will be using to assess candidate technologies. Hopefully, we can also capitalize on their assessment (scheduled for Summer of this year).

(b)(6) [REDACTED]

(b)(6) [REDACTED]

> ~~Original Message~~

(b)(6) > **From:** [REDACTED]  
> **Sent:** Tuesday, April 25, 2000 4:40 PM  
> **To:** 'tom.foard@jhuapl.edu'  
> **Subject:** activity diagrams  
>  
> Tom: good meeting you at the PRTWG meeting yesterday. COL Mel Richmond  
> (DPMO Operations directorate) agreed that you should have copies of the  
> draft activity diagrams I spoke about. We are between revisions, so these  
> will be changing; nevertheless, given your very tight schedule I thought  
> it might be helpful to get something to you sooner rather than later.  
>  
> Please note the FOUO markings; also, I would ask that you not redistribute  
> (even within USG) without first checking. [There are currently some  
> political sensitivities on the POW/MIA/accounting side of this project.]  
>  
> Would appreciate the opportunity to stay abreast of whatever you come up  
> with: it seems there is definitely an opportunity for the MAA and the  
> Comprehensive PR ACTD to be mutually supporting efforts.

(b)(6) > **Thanks** ..... [REDACTED]

> << File: Activity Model Drafts 02.ppt >> << File:  
> GETActivityOverview.ppt >> << File: Individual Diagrams.ppt >>

(b)(6) [REDACTED]

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Wednesday, April 26, 2000 2:40 PM  
**To:** 'DPMO, COL Mel Richmond'; 'DPMO, Gary Sydow'; 'DPMO, Jennifer Nasarenko'; 'DPMO, LCDR Bill Doan'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Brenda Mangente'; 'DPMO, Maj Clair Gilk'; 'DPMO, Mr. Jim Caswell'  
**Subject:** ANSER travelers to PACOM

I had a chance to speak with John in Germany. Based on that conversation, plus yesterday's e-mails / voice mails, I think I can clarify the situation.

(b)(6) 1. Proposed travel by [REDACTED] is in lieu of, not in addition  
(b)(6) to, [REDACTED] (This may have been unclear in the initial messages.)

(b)(6) 2. A major reason for the swap is that [REDACTED] apparently have schedule problems with the week of 15-19 May (conflicts with classes they are currently taking). I just flat-out wasn't aware of that on Monday, or else I would have mentioned it at the bi-weekly.

3. The travelers in Europe discussed the schedule problem amongst themselves and came up with what seemed like a good solution: namely, the proposed swap. Note:

(b)(6) \* To do the PR data collection effectively, [REDACTED] will need to fill the  
(b)(6) role currently filled by [REDACTED] and [REDACTED] will "become" [REDACTED] is confident that that will work, provided those two pairs of individuals get together beforehand and do the necessary handoff.

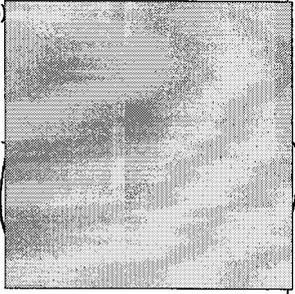
\* No additional travel cost for the PR data collection. In fact, it does have the benefit of lowering the cost by avoiding the loss of some \$2000 for the nonrefundable airline tickets. [We checked several times & tried several different lines of inquiry...we can't seem to find any way to get around the "non-transferrable" clause.]

(b)(6) \* As I understand it, the current plan calls for LCDR Doan to be briefed by JTF-FA and CILHI on Tuesday 16 May; [REDACTED] to accompany--no extra effort for those organizations, as LCDR Doan would be briefed anyway. (Again, I wasn't aware of this before my conversation with John.) This seems like a good idea; i.e., the study director, not just 3 members of the study team, will have "touched" those organizations...provides increased credibility. The swap may actually  
(b)(6) provide a benefit here; namely, having [REDACTED] theater during that time may not only afford [REDACTED] some "near-real-time translation/commentary," but also provide reassurance to those organizations & keep the sense of continuity going strong.

\* Jennifer states that both the JTF and HQ PACOM have been told that we will not pursue either the DCINC or Gen Bramlett any further. We plan to comply! (A possible "hiccup" here would occur if our PR point of contact, Maj Juedeman in the J-311, were to advise us that our courtesy in-/out-briefs for the PR data collection aspect of the visit need to be done at the DCINC level. I haven't heard that that's in the cards, but I will keep an eye out for it...and if we run into this dilemma, I will be back in touch!)

Sorry for the confusion -- hope this info helps.

(b)(6)



**Gilk, Clair, Maj, OSD/DPMO**

---

(b)(6) **From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Wednesday, February 16, 2000 9:13 PM  
**To:** Richmond Jr., Melvin, Col, OSD/DPMO; Gravelle, James F., COL OSD/DPMO  
**Cc:** [REDACTED] OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; Beltran, Angel, Mr., OSD/DPMO  
**Subject:** FW: FW: JCSD at bi-weekly with ANSER

FYI

-----Original Message-----

**From:** holly.carr@gsa.gov [mailto:holly.carr@gsa.gov]  
**Sent:** Friday, February 11, 2000 6:09 PM  
**To:** Simpson Lynn Ms. OSD/DPMO  
**Subject:** Re: FW: JCSD at bi-weekly with ANSER

no, I did not get this. I will not be able to modify for ANSER to do the conference if we are required to reimburse anybody for hotel space. IT fund regulations will not permit.

**From:** "Simpson Lynn Ms. OSD/DPMO" <simpsonl@osd.pentagon.mil> AT internet on 02/11/2000 05:36 PM

**To:** Holly T. Carr/TFA/CO/GSA/GOV  
**cc:**

**Subject:** FW: JCSD at bi-weekly with ANSER

Did you get this?

> -----Original Message-----

> **From:** Simpson, Lynn, Ms., OSD/DPMO  
> **Sent:** Friday, February 11, 2000 5:09 PM  
> **To:** Caswell, James Mr. OSD/DPMO; Daley, David OSD/DPMO; Larsen, Edward  
(b)(6) > C., Maj, OSD/DPMO; [REDACTED] Gilk, Clair, Maj, OSD/DPMO; Harvey,  
(b)(6) > Joe, Mr., OSD/DPMO; 'Holly Carr'; [REDACTED]  
> OSD/DPMO; Nasarenko, Jennifer, Ms., OSD/DPMO; Richmond Jr., Melvin, Col,  
(b)(6) > OSD/DPMO; Sydow, C. Gary, Mr., OSD/DPMO; [REDACTED] OSD/DPMO  
(b)(6) > **Cc:** Kass, Norman D., Mr., OSD/DPMO; 'Angie Talaber'; [REDACTED]  
> Ms., OSD/DPMO; 'Jennifer'  
> **Subject:** FW: JCSD at bi-weekly with ANSER

>  
> Most all of the panel is probably gone for the weekend, but I thought I  
> would send out one reminder to anyone who is still here - we are  
> scheduled to meet on Monday, Feb 14, 2000 at 8:00 in the Family Room. As  
(b)(6) > you can see from Norm's e-mail, [REDACTED] will attend.  
>  
(b)(6) > I will be on leave, but [REDACTED] will sit in for me. The only issue  
> that I am aware of is that the clarification on the "accounting"  
questions > to be answered in the MAA are due. Jennifer and Ted had the

lead on that > issue.

>

> The other issue to mention and try to get clarification from Holly on is  
> regarding the projected January 2001 PR conference and whether we can >  
extend the period of performance for Anser to facilitate that conference. >  
We need some clarity on that so that Mel can plan ahead.

>

> Thanks to all for your assistance.

>

> ~~Original Message~~

(b)(6)

> From: [redacted] OSD/DPMO  
> Sent: Friday, February 11, 2000 4:43 PM  
> To: Simpson, Lynn, Ms., OSD/DPMO  
> Cc: Nasarenko, Jennifer, Ms., OSD/DPMO  
> Subject: JCSD at bi-weekly with ANSER

>

> Lynn,

>

> I just spoke with Norm about our Monday bi-weekly and mentioned that we >  
could discuss an interview schedule then. He said that he will ask Jim >  
MacDougall to attend.

>

> Have a great weekend!

(b)(6)

> [redacted]



1215 Jefferson Davis Highway, Suite 800; Arlington, VA 22202; 703-416-2000

**GSA**  
**Federal Systems Integration**  
**and Management Center**  
**(FEDSIM)**

15411

***Mission Area Analysis (MAA)***  
***for DPMO***

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***May 3, 2000***

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# *Who Is ANSER?*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Public Service Research Institute (not-for-profit) dedicated to**
    - **Strengthening public institutions**
    - **Enhancing public safety**
    - **Helping to protect U.S. technological leadership**
  - **What we do: analysis of complex problems**
    - **Timely**
    - **Objective**
- 
- **High quality**



# ***What Is the MAA?***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Comprehensive look at all aspects of accounting / recovery mission**
    - **Live personnel recovery (“search-and-rescue”)**
    - **Personnel accounting**
    - **Remains recovery and identification**
  - **What the MAA will do**
    - **Identify requirements**
    - **Assess capabilities and limitations**
- 
- **Analyze possible solutions**
  - **Recommend improvements**



# ***Why an MAA?***

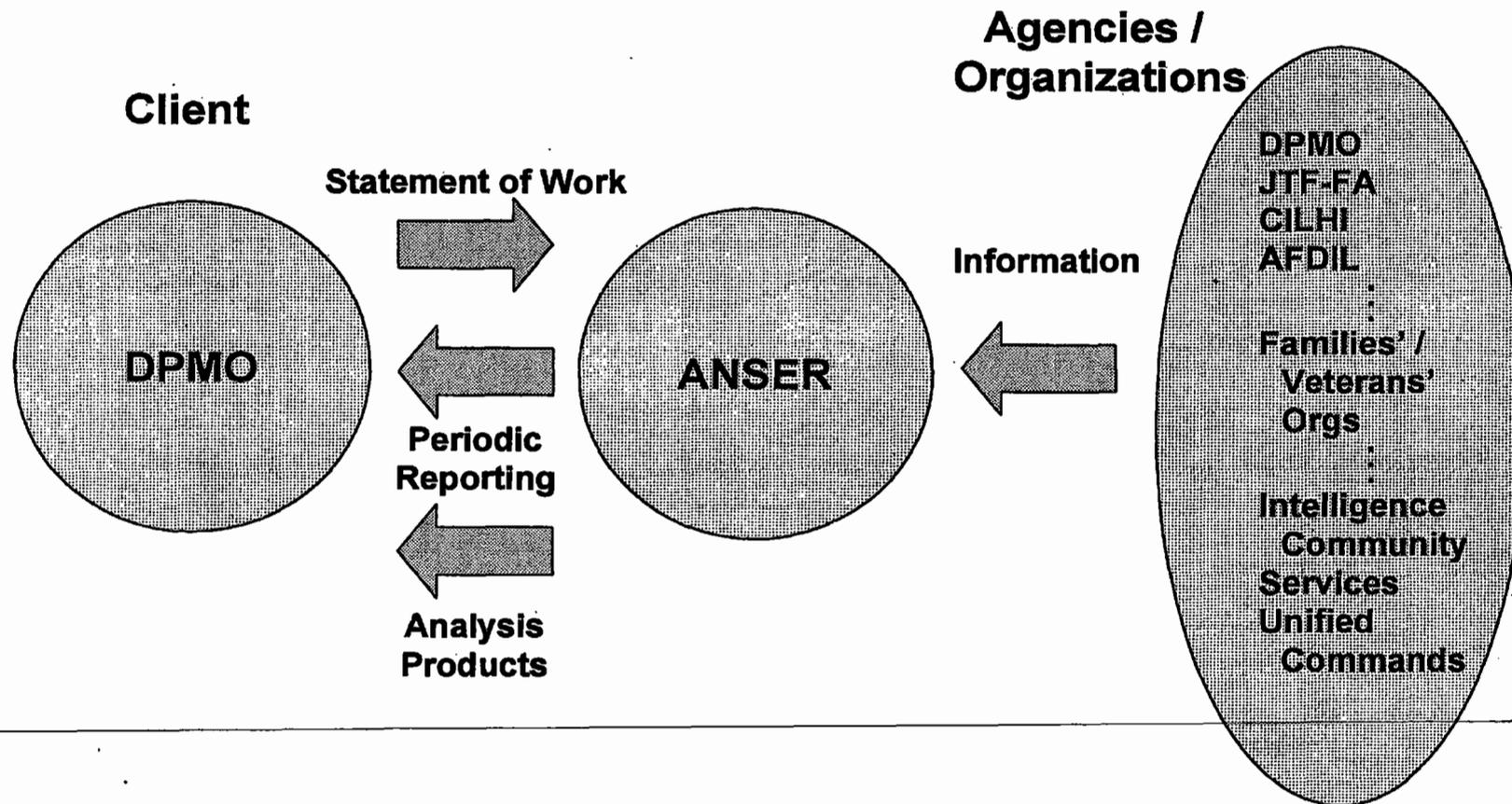
**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Comprehensive framework**
  - **Unity of purpose and effort**
- **Title 10 -- Secretary of Defense must justify missions, force structure, and budgets**
- **Starting point for implementing solutions**
  - **Material (hardware/systems)**
  - **Non-material (doctrine, training, etc.)**



# What's ANSER's Role?

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)





# What Are the Steps?

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## Data Collection

### Baseline

### Current

- Requirements
- Resources
- Processes

## Analysis

Business Process

Reengineering

Analytical Models

Research

Planning Exercises

Interviews

## Documentation

### Recommendations

- Issue/Deficiency
- Potential Solutions
- Impacts
- Recommended Actions

### Tools



# What's the Schedule?

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

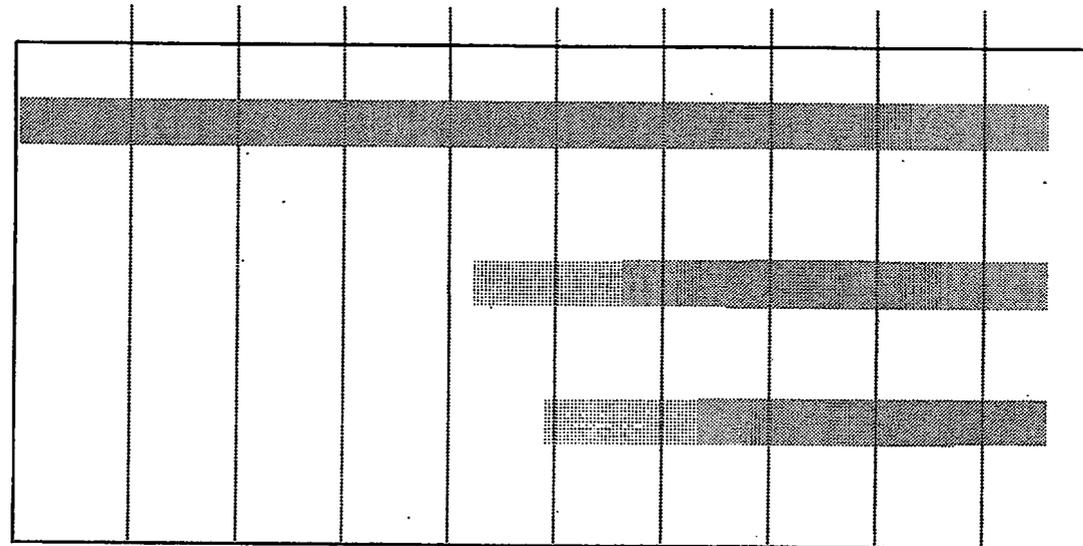


J F M A M J J A S O

Data Collection

Analysis

Documentation





# ***Some Key Issues***

---

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Integrated personnel recovery architecture**
- **Information management**
- **Resource management**
- **Training**



# Questions?

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**



**Gilk, Clair, Maj, OSD/DPMO**

**From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Thursday, May 04, 2000 6:38 PM  
**To:** [REDACTED]  
**Cc:** Gilk, Clair, Maj, OSD/DPMO  
**Subject:** FW: Family Contact

(b)(6)

Testing this e-mail by sending you this...FYI.

-----Original Message-----

**From:** Nasarenko, Jennifer, Ms., OSD/DPMO  
**Sent:** Thursday, May 04, 2000 11:45 AM  
**To:** [REDACTED] OSD/DPMO  
**Cc:** Whitley, Kaye H., Ms., OSD/DPMO; Greer, James, Mr., OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; Richmond Jr., Melvin, Col, OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO  
**Subject:** RE: Family Contact

(b)(6)

I spoke with Kaye and we have reserved the DPMO conference room for Wednesday, May 10<sup>th</sup> from 0900 - 1000. She will spend some time on the background/politics of each of the family organizations and then respond to any questions you may have.

Larry Greer will briefly address some of the Vet's organizations he deals with the most.

My suggestion, from the accounting side, is that [REDACTED] would benefit from attending.

(b)(6)

Please let me know if anyone has any questions. See some of you on Monday and hopefully again on Wednesday. (I'm on leave tomorrow).

Thanks,  
Jen

-----Original Message-----

**From:** Whitley, Kaye H., Ms., OSD/DPMO  
**Sent:** Thursday, May 04, 2000 8:40 AM  
**To:** Nasarenko, Jennifer, Ms., OSD/DPMO; [REDACTED] OSD/DPMO  
**Cc:** Greer, James, Mr., OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; Richmond Jr., Melvin, Col, OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO  
**Subject:** RE: Family Contact

(b)(6)

If Anser is interested I would be happy to give a brief historical overview of the "family" organizations, their membership, and how they were formed.  
Kaye

-----Original Message-----

**From:** Nasarenko, Jennifer, Ms., OSD/DPMO  
**Sent:** Wednesday, May 03, 2000 4:48 PM  
**To:** [REDACTED] OSD/DPMO  
**Cc:** Greer, James, Mr., OSD/DPMO; Whitley, Kaye H., Ms., OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; Richmond Jr., Melvin, Col, OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO  
**Subject:** Family Contact  
**Importance:** High

(b)(6)

As a result of today's meeting, I received a call from [REDACTED]

(b)(6)

(b)(6)

requesting clarification on the interview process and also requesting to be interviewed by Anser regarding the MAA. I briefly went over the procedures, provided her [redacted] name and number and agreed to send her a copy of the Anser 1999 Annual Report passed out at the meeting. She seemed happy with the conversation and stated she looks forward to hearing from all very soon.

(b)(6)

Her number is: ~~\_\_\_\_\_~~

[redacted]

(b)(6)

and her address is:

[redacted]

I also provided her the web address for Anser in the event she wanted to do some homework.

Thanks,  
Jen

The Mission Area Analysis (MAA) for personnel recovery and accounting (see article in the Oct-Dec 99 issue) is well underway. The study team from ANSER has made information-gathering visits to CENTCOM, SOCOM, EUCOM, and PACOM in conjunction with Personnel Recovery (PR) Council meetings to review PR plans and processes. Similar visits are planned to SOUTHCOM and Headquarters U.S. Forces Korea. At the same time, study team members have been collecting data on theater recovery assets, their capabilities, and limitations. They have also participated in a Personnel Recovery Response Cell (PRRC) exercise, two Personnel Recovery Advisory Group (PRAG) meetings, and the Personnel Recovery Technical Working Group.

ANSER analysts have developed a draft activity model that depicts the various activities in the personnel accounting and recovery process and the resultant states. This model is an attempt to provide a collective perspective of DPMO, JPRA, JSRCs, CSAR units, missing personnel, JTF-FA, CILHI, and AFDIL. This model is being refined through continued information collection and by feedback from DPMO personnel and field agencies whose functions and missions are depicted.

In March, "Warfighter Accounting and Recovery" was accepted as a Joint Warfighter Capabilities Assessment (JWCA) topic, providing a formal process by which the Joint Staff and the Combatant Commands monitor the MAA and review its recommendations.

The next step in the MAA will be to assess PR capabilities and to identify deficiencies. This will lead to the formulation of recommendations to improve PR and accounting in DoD. The MAA is scheduled for completion by 1 October 2000.

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Monday, December 20, 1999 11:22 AM  
**To:** 'Richmond Jr., Melvin, Col, OSD/DPMO'  
**Cc:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'; 'malingowskij@osd.pentagon.mil'; [REDACTED]  
(b)(6) **Subject:** RE: JPRA Meeting

Got it - will do. We're scheduled to meet with Thom at 10:00 on Wednesday the 22nd.

(b)(6) [REDACTED]

~~Original Message~~

**From:** Richmond Jr., Melvin, Col, OSD/DPMO  
[mailto:richmondm@osd.pentagon.mil <mailto:richmondm@osd.pentagon.mil> ]  
**Sent:** Monday, December 20, 1999 10:41 AM  
(b)(6) **To:** [REDACTED]@anser.org; Caswell, James; Edward, Larsen; Gilk, Clair; Harvey, Joe; 'Holly Carr'; Mangente, Brenda; Nasarenko, Jennifer; Simpson, Lynn; 'Sue Latham'; Sydow, C.; [REDACTED]  
(b)(6) **Subject:** JPRA Meeting

(b)(6) [REDACTED]

In response to your question regarding sharing last week's briefing with JPRA, the boss says go ahead (with provisions). I think he would like to keep it proprietary as you mentioned (in essence, no sharing outside JPRA without express DPMO permission). The recommendations I gave the boss were:

- 1) Don't refer to the Phase I briefing at all with JPRA
- 2) Provide JPRA a copy of the briefing and discuss it with them.
- 3) Discuss the briefing with JPRA using the briefing package, but not leave a hard copy with them.

The boss said, "Mel if we are ALL working to develop a recovery mechanism, I think option 2 is the way to go."

Recommend you provide hard copies only, no electronic copies or at least electronic copies should be "unalterable."

Mel Richmond

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Monday, December 20, 1999 11:43 AM  
(b)(6) **To:** [redacted] @ida.org  
**Cc:** 'DPMO(GSA/FEDSIM), Holly Carr'; 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Lynn Simpson'; 'DPMO, Maj Clair Gilk'; 'DPMO, MAJ Ed Larsen'; 'DPMO, Mr. Jim Caswell'; 'malingowskij@osd.pentagon.mil'; [redacted] (b)(6)  
**Subject:** RE: DPMO MAA study plan

DPMO confirms that you should check first before redistributing these items to anyone else.

(b)(6) thanks..... [redacted]

> -----Original Message-----

(b)(6) > **From:** [redacted]  
(b)(6) > **Sent:** Friday, December 17, 1999 3:08 PM  
(b)(6) > **To:** [redacted]  
> **Subject:** DPMO MAA study plan

>  
> On 16 Dec, ANSER presented the MAA study plan to DPMO (Mr. Jones) – see  
> list of attached files. (Includes everything except details regarding  
> project manpower, level-of-effort, & funding). The plan was approved, so  
> I'm forwarding these files to you. Since DPMO has not had a chance to  
> present the plan to anyone else yet, I'm assuming that they would want you  
> to check first, before forwarding this material in turn to others.

> Attachments:

>  
> << File: Briefing (16Dec99).ppt >> << File: Central Questions.ppt >> <<  
> File: Central Question Map.ppt >> << File: WBS.xls >> << File: WBS.mpp  
>>> << File: Data Collection.mpp >>

>  
> Briefing(16Dec99) [powerpoint file] is the briefing that was given to Mr.  
> Jones.  
> Central Questions [powerpoint file] is a listing of "EEA" – Essential  
> Elements of Analysis – that we believe the MAA should be oriented toward.  
> Central Question Map [powerpoint file] is an attempt to schematically map  
> these questions to DPMO processes.  
> WBS [excel file] provides detailed work breakdown structure for the  
> project.  
> WBS [microsoft project file] is the detailed project schedule (Gantt  
> chart).  
> Data Collection [microsoft project file] is our current schedule/estimate  
> for interacting with other organizations (both local and TDY).

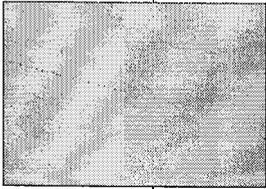
> Hope all of this will be helpful in keeping our two efforts in sync.

(b)(6) >  
> ..... [redacted]

(b)(6)

Notes from meeting with [REDACTED], JPRA rep  
22 Dec 99

(b)(6)



### **Status of Current JPRA Studies**

There are three JPRA efforts:

- JSERE study (quick-look): underway
- JCSAR MAA (culminates in identification of future CSAR requirements)
- JPRA MAA (roles and missions of the organization; culminates in realistic look at JPRA manpower/personnel requirements)

The JCSAR and JPRA MAAs are being written up for CINC Initiative \$. (Rationale: needed in order to comply with DODD 2310.2. Couldn't have budgeted for it earlier, b/c the organization didn't exist earlier.) Hoping to get a formal start for those two efforts in January.

Appreciates info on DPMO MAA (e.g., phase II plan), and will use it to help synchronize study efforts.

### **JFCOM / JPRA**

JPRA to be reorganized along JFCOM lines, so that there is better connectivity between the J-staffs.

PR force structure currently being driven by Services instead of jointly; hopes this will be an area for emphasis in DPMO's MAA.

JFCOM looking to be the joint IPL integrator; future vision would be that CINC requirements go to JFCOM, who would be the advocate into either the Service or joint acquisition processes, as appropriate.

JPRA / SWC / USSOCOM have recently put their heads together and worked out a new pub on UAR.

### **PR Requirements/Capabilities Model**

Discussion on modeling availability of support assets / shared assets. For assessing capability, we may want to simply articulate the support requirement,

then go to CINC staff and say 'can PR count on this level of support?' and see what happens.

Should get ahold of the PRMS software. The requirements/capabilities modules developed under the DPMO MAA should at a minimum be consistent with the framework employed in PRMS. Could even make algorithms/code available so that it could literally become a module in PRMS.

### Looking Ahead

Believes PR will be an issue in the next QDR. Driven by several 'real-world' pressures: What to do with the MH-53s as AFSOC transitions to CV-22; Whether SOF should own the mission; DOD and AF lessons-learned from Bosnia and Kosovo (may result in Congressional hearings on PR).

Mid Sep – mid Oct 2000: planning/programming guidance. The above, and more, will be "hot" topics. Suggest that we get PA&E fingerprints on whatever we're coming up with by that time. Ideal timing to influence that process would have been a couple months earlier, but understand that project start was delayed.

Believes that Congress in Spring 00 will ask for copies of whatever MAA comes up with.

### CINC Data Collection

JPra will probably want to send a rep along. He [redacted] will probably become available to do that after mid-Feb. He may or may not be the right individual to do that.

(b)(6)

#### Suggestions:

- Give CINC staffs as much as heads up as possible regarding what information/data are needed, when needed, and what they will be used for.
- Let them know up front that the MAA is not intended to be used as a budgeting tool. Emphasis on policy, organizational issues. Will "assist the CINC's and Services in articulating requirements"....
- Follow up with POCs
- Show them the model algorithms. Make this a 'fill-in-the-blank' exercise.
- Sit down with their planners and go through their Oplans and Conplans to see whether they can fill in the blanks. They probably can't. At that point, make sure they have a thorough understanding of the remaining steps, then leave them to work it through their staff for a couple of weeks. After they have developed a response and

coordinated it through their staff, go through it afterward with them to "validate" it.

- Regarding planning exercises: suggest making it a "generic" scenario that can be "plugged into" an appropriate Conplan. Test for C4I issues. Make it progressive...include MIAs (now what happens?), confirmed POWs (now what happens?), etc etc

PDD-NSC 56

PDD/NSC 56 - Managing Complex Contingency Operations [Presidential  
Decision  
Directives - PDD]

PDD/NSC 56  
Managing Complex Contingency Operations  
May 1997

The Clinton Administration's Policy on  
Managing Complex Contingency Operations:

Presidential Decision Directive  
May 1997

Purpose

This White Paper explains key elements of the Clinton  
Administration's policy  
on managing complex contingency operations. This unclassified  
document is  
promulgated for use by government officials as a handy reference for  
interagency planning of future complex contingency operations. Also,

it is

intended for use in U.S. Government professional education  
institutions, such  
as the National Defense University and the National Foreign Affairs  
Training  
Center, for coursework and exercises on interagency practices and  
procedures.

Regarding this paper's utility as representation of the President's  
Directive,  
it contains all the key elements of the original PDD that are needed

for

effective implementation by agency officials. Therefore, wide  
dissemination of  
this unclassified White Paper is encouraged by all agencies of the  
U.S.

Government. Note that while this White Paper explains the PDD, it  
does not  
override the official PDD.

Background

In the wake of the Cold War, attention has focused on a rising numbe  
r  
of

territorial disputes, armed ethnic conflicts, and civil wars that pose threats to regional and international peace and may be accompanied by natural or manmade disasters which precipitate massive human suffering. We have learned that effective responses to these situations may require multi-dimensional operations composed of such components as political/diplomatic, humanitarian, intelligence, economic development, and security: hence the term complex contingency operations.

The PDD defines "complex contingency operations" as peace operations such as the peace accord implementation operation conducted by NATO in Bosnia (1995-present) and the humanitarian intervention in northern Iraq called Operation Provide Comfort (1991); and foreign humanitarian assistance operations, such as Operation Support Hope in central Africa (1994) and Operation Sea Angel in Bangladesh (1991). Unless otherwise directed, this PDD does not apply to domestic disaster relief or to relatively routine or small-scale operations, nor to military operations conducted in defense of U.S. citizens, territory, or property, including counter-terrorism and hostage-rescue operations and international armed conflict.

In recent situations as diverse as Haiti, Somalia, Northern Iraq, and the former Yugoslavia, the United States has engaged in complex contingency operations in coalition, either under the auspices of an international or regional organization or in ad hoc, temporary coalitions of like-minded states. While never relinquishing the capability to respond

unilaterally, the  
PDD assumes that the U.S. will continue to conduct future operations  
in  
coalition whenever possible.

We must also be prepared to manage the humanitarian, economic and  
political  
consequences of a technological crisis where chemical, biological,  
and/or  
radiological hazards may be present. The occurrence of any one of  
these  
dimensions could significantly increase the sensitivity and  
complexity of a  
U.S. response to a technological crisis.

In many complex emergencies the appropriate U.S. Government response  
will  
incur the involvement of only non-military assets. In some  
situations, we have  
learned that military forces can quickly affect the dynamics of the  
situation  
and may create the conditions necessary to make significant progress  
in  
mitigating or resolving underlying conflict or dispute. However, we  
have also  
learned that many aspects of complex emergencies may not be best  
addressed  
through military measures. Furthermore, given the level of U.S.  
interests at  
stake in most of these situations, we recognize that U.S. forces  
should not be  
deployed in an operation indefinitely.

It is essential that the necessary resources be provided to ensure  
that we are  
prepared to respond in a robust, effective manner. To foster a  
durable peace  
or stability in these situations and to maximize the effect of  
judicious  
military deployments, the civilian components of an operation must b  
e  
integrated closely with the military components.

While agencies of government have developed independent capacities t  
o

respond to complex emergencies, military and civilian agencies should operate in a synchronized manner through effective interagency management and the use of special mechanisms to coordinate agency efforts. Integrated planning and effective management of agency operations early on in an operation can avoid delays, reduce pressure on the military to expand its involvement in unplanned ways, and create unity of effort within an operation that is essential for success of the mission.

Intent of the PDD

The need for complex contingency operations is likely to recur in future years, demanding varying degrees of U.S. involvement. The PDD calls for all U.S. Government agencies to institutionalize what we have learned from our recent experiences and to continue the process of improving the planning and management of complex contingency operations. The PDD is designed to ensure that the lessons learned -- including proven planning processes and implementation mechanisms -- will be incorporated into the interagency process on a regular basis. The PDD's intent is to establish these management practices to achieve unity of effort among U.S. Government agencies and international organizations engaged in complex contingency operations. Dedicated mechanisms and integrated planning processes are needed. From our recent experiences, we have learned that these can help to:

- identify appropriate missions and tasks, if any, for U.S. Government agencies in a U.S. Government response;

PDD-NSC 56

develop strategies for early resolution of crises, thereby minimizing the loss of life and establishing the basis for reconciliation and reconstruction;

accelerate planning and implementation of the civilian aspects of the operation;

intensify action on critical funding and personnel requirements early on;

integrate all components of a U.S. response (civilian, military, police, etc.) at the policy level and facilitate the creation of coordination mechanisms at the operational level; and

rapidly identify issues for senior policy makers and ensure expeditious implementation of decisions.

The PDD requires all agencies to review their legislative and budget authorities for supporting complex contingency operations and, where such authorities are inadequate to fund an agency's mission and operations in

complex contingencies, propose legislative and budgetary solutions. Executive Committee

The PDD calls upon the Deputies Committee to establish appropriate interagency working groups to assist in policy development, planning, and execution of complex contingency operations. Normally, the Deputies Committee will form an

Executive Committee (ExCom) with appropriate membership to supervise the day-to-day management of U.S. participation in a complex contingency operation. The ExCom will bring together representatives of all agencies that might participate in the operation, including those not normally par

t  
of the  
NSC structure. When this is the case, both the Deputies Committee and  
d  
the  
ExCom will normally be augmented by participating agency  
representatives. In  
addition, the chair of the ExCom will normally designate an agency t  
o  
lead a  
legal and fiscal advisory sub-group, whose role is to consult with  
the ExCom  
to ensure that tasks assigned by the ExCom can be performed by the  
assigned  
agencies consistent with legal and fiscal authorities. This ExCom  
approach has  
proved useful in clarifying agency responsibilities, strengthening  
agency  
accountability, ensuring interagency coordination, and developing  
policy  
options for consideration by senior policy makers.

The guiding principle behind the ExCom approach to interagency  
management is  
the personal accountability of presidential appointees. Members of  
the ExCom  
effectively serve as functional managers for specific elements of th  
e  
U.S.  
Government response (e.g., refugees, demobilization, elections,  
economic  
assistance, police reform, public information, etc.). They implement  
the  
strategies agreed to by senior policy makers in the interagency and  
report to  
the ExCom and Deputies Committee on any problems or issues that need  
to be  
resolved.

In future complex contingency operations to which the United States  
contributes substantial resources, the PDD calls upon the Deputies  
Committee  
to establish organizational arrangements akin to those of the ExCom  
approach.  
The Political-Military Implementation Plan

PDD-NSC 56

The PDD requires that a political-military implementation plan (or "pol-mil plan") be developed as an integrated planning tool for coordinating U.S.

government actions in a complex contingency operation. The pol-mil plan will include a comprehensive situation assessment, mission statement, agency objectives, and desired endstate. It will outline an integrated concept of operations to synchronize agency efforts. The plan will identify the primary preparatory issues and tasks for conducting an operation (e.g.,

congressional consultations, diplomatic efforts, troop recruitment, legal authorities, funding requirements and sources, media coordination, etc.). It will

also

address major functional / mission area tasks (e.g., political mediation / reconciliation, military support, demobilization, humanitarian assistance, police reform, basic public services, economic restoration, human rights monitoring, social reconciliation, public information, etc.). (Annex

A

contains an illustrative outline of a pol-mil plan.)

With the use of the pol-mil plan, the interagency can implement effective management practices, namely, to centralize planning and decentraliz e execution during the operation. The desired unity of effort among th e various agencies that is created through the use of the pol-mil plan

contributes to the overall success of these complex operations.

When a complex contingency operation is contemplated in which the U.S.

Government will play a substantial role, the PDD calls upon the Deputies

Committee to task the development of a pol-mil plan and assign specific

responsibilities to the appropriate ExCom officials.

Each ExCom official will be required to develop their respective part of the plan, which will be fully coordinated among all relevant agencies. This development process will be transparent and analytical, resulting in issues being posed to senior policy makers for resolution. Based on the resulting decisions, the plan will be finalized and widely distributed among relevant agencies.

The PDD also requires that the pol-mil plan include demonstrable milestones and measures of success including detailed planning for the transition of the operation to activities which might be performed by a follow-on operation or by the host government. According to the PDD, the pol-mil plan should be updated as the mission progresses to reflect milestones that are (or are not) met and to incorporate changes in the situation on the ground.

#### Interagency Pol-Mil Plan Rehearsal

A critical aspect of the planning process will be the interagency rehearsal/review of the pol-mil plan. As outlined in the PDD, this activity involves a rehearsal of the plan's main elements, with the appropriate ExCom official presenting the elements for which he or she is responsible.

By simultaneously rehearsing/reviewing all elements of the plan, differences over mission objectives, agency responsibilities, timing/synchronization, and resource allocation can be identified and resolved early, preferably before

PDD-NSC 56

the operation begins. The interagency rehearsal/review also underscores the accountability of each program manager in implementing their assigned area of responsibility. During execution, regular reviews of the plan ensure that milestones are met and that appropriate adjustments are made.

The PDD calls upon the Deputies Committee to conduct the interagency rehearsal/review of the pol-mil plan. Supporting agency plans are to be presented by ExCom officials before a complex contingency operation is launched (or as early as possible once the operation begins), before a subsequent critical phase during the operation, as major changes in the mission occur, and prior to an operation's termination.

#### After-Action Review

After the conclusion of each operation in which this planning process is employed, the PDD directs the ExCom to charter an after-action review involving both those who participated in the operation and Government experts who monitored its execution. This comprehensive assessment of interagency performance will include a review of interagency planning and coordination, (both in Washington and in the field), legal and budgetary difficulties encountered, problems in agency execution, as well as proposed solutions, in order to capture lessons learned and to ensure their dissemination to relevant agencies.

#### Training

PDD-NSC 56

The U.S. Government requires the capacity to prepare agency officials  
s  
for the  
responsibilities they will be expected to take on in a planning and  
managing  
agency efforts in a complex contingency operation. Creating a cadre  
of  
professionals familiar with this integrated planning process will  
improve the  
USG's ability to manage future operations.

In the interest of advancing the expertise of government officials,  
agencies  
are encouraged to disseminate the Handbook for Interagency Management  
t  
of  
Complex Contingency Operations published by OASD(S&R) Strategy at  
(703)  
614-0421.

With the support of the State and Defense Departments, the PDD  
requires the  
NSC to work with the appropriate U.S. Government educational  
institutions--including the National Defense University, the Nationa  
l  
Foreign  
Affairs Training Center and the Army War College--to develop and  
conduct an  
interagency training program. This program, which should be held at  
least  
annually, will train mid-level managers (Deputy Assistant Secretary  
level) in  
the development and implementation of pol-mil plans for complex  
contingency  
operations. Those participating should have an opportunity to  
interact with  
expert officials from previous operations to learn what has worked i  
n  
the  
past. Also, the PDD calls upon appropriate U.S. government  
educational  
institutions to explore the appropriate way to incorporate the  
pol-mil  
planning process into their curricula.

Agency Review and Implementation

Finally, the PDD directs each agency to review the adequacy of their

agency's structure, legal authorities, budget levels, personnel system, training, and crisis management procedures to insure that we, as a government, are learning from our experiences with complex contingency operations and institutionalizing the lessons learned.

Annex A: Illustrative Components of a Political-Military Plan for a Complex Contingency Operation

Situation Assessment. A comprehensive assessment of the situation to clarify essential information that, in the aggregate, provides a multi-dimensional picture of the crisis.

U.S. Interests. A statement of U.S. interests at stake in the crisis and the requirement to secure those interests.

Mission Statement. A clear statement of the USG's strategic purpose for the operation and the pol-mil mission.

Objectives. The key civil-military objectives to be accomplished during the operation.

Desired Pol-Mil End State. The conditions the operation is intended to create before the operation transitions to a follow-on operation and/or terminates.

Concept of the Operation. A conceptual description of how the various instruments of USG policy will be integrated to get the job done throughout all phases of the operation.

Lead Agency Responsibilities. An assignment of responsibilities for

participating agencies.

Transition/Exit Strategy. A strategy that is linked to the realization of the end state described above, requiring the integrated efforts of diplomats, military leaders, and relief officials of the USG and the international community.

Organizational Concept. A schematic of the various organizational structures of the operation, in Washington and in theater, including a description of the chain of authority and associated reporting channels.

Preparatory Tasks. A layout of specific tasks to be undertaken before the operation begins (congressional consultations, diplomatic efforts, troop recruitment, legal authorities, funding requirements and sources, media coordination, etc.).

Functional or Mission Area Tasks / Agency Plans. Key operational and support plans written by USG agencies that pertain to critical parts of the operation (e.g., political mediation/reconciliation, military support, demobilization, humanitarian assistance, police reform, basic public services, economic restoration, human rights monitoring, social reconciliation, public information, etc.).



1215 Jefferson Davis Highway, Suite 800; Arlington, VA 22202; 703-416-2000

**GSA**  
**Federal Systems Integration**  
**and Management Center**  
**(FEDSIM)**

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***Mission Area Analysis (MAA) /  
Business Process Reengineering (BPR)  
for DPMO***

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*presented to the*  
**Personnel Recovery  
Advisory Group**

*6 January 2000*

1501



# ***Background & Purpose***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

**Phase I: Oct 99 - Dec 99 - *Develop Project Plan***

**Phase II: Jan 00 - Sep 00 - *Execute Project Plan***

- **Present Phase I briefing (excerpts) to PRAG**
- **Project plan becomes a “living document”**



# Outline

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## Briefing Contents:

***Tasking***

***Insights from  
Phase I***

***Proposed Scope  
of Phase II***

***Approach***

***Methodology***

***Resources and  
Project Management***

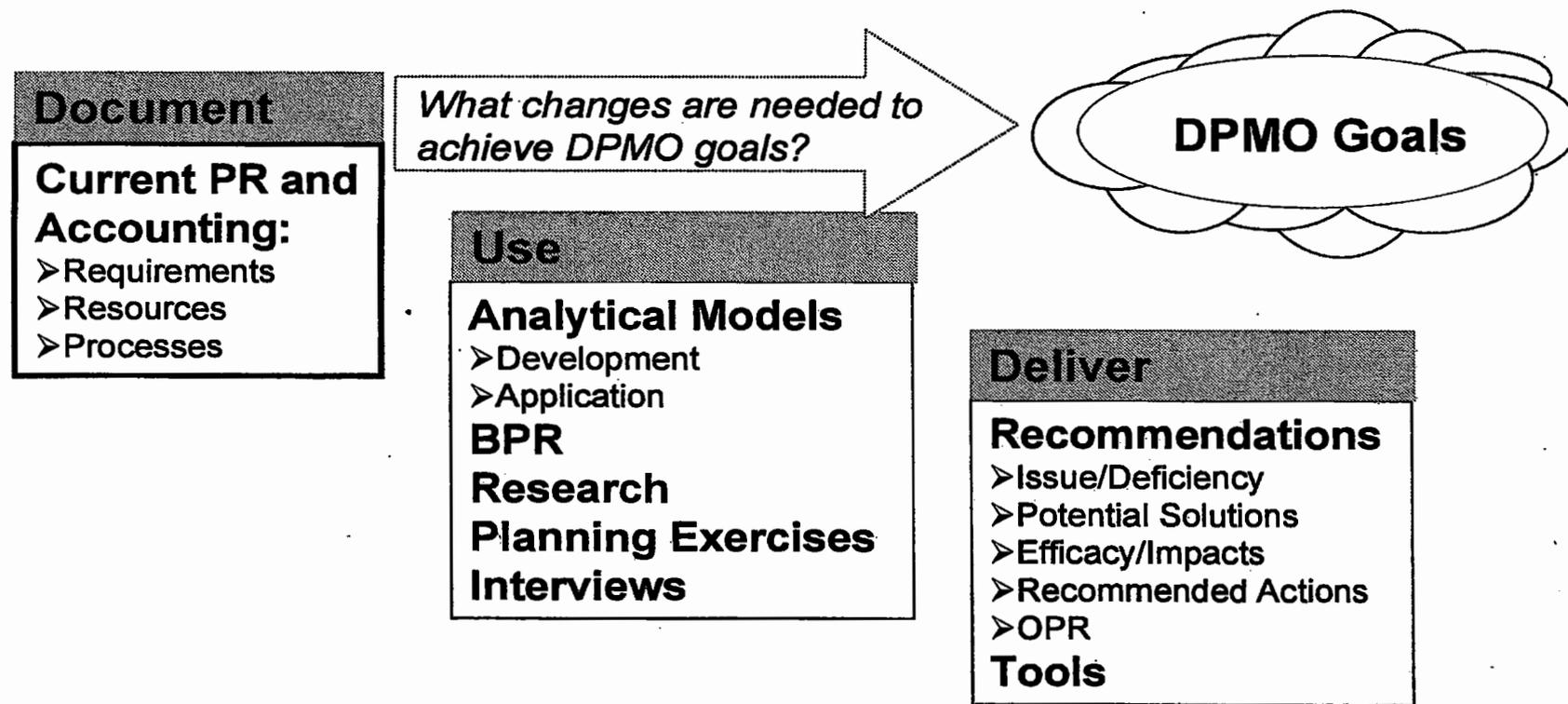
## Exhibits

- **DPMO Goals, Objectives, Strategies**
- **Central Questions**
- **Work Breakdown Structure (WBS)**
- **Detailed Task Schedule**
- **Data Collection Schedule**
- **Level of Effort by Task**
- **Personnel Assigned**



# Tasking

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)





# DPMO Goals

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## DPMO Strategic Plan:

### Mission:

Exercise policy, control and oversight of the missing person investigation and recovery process

### Vision:

Move to an active program of loss prevention, immediate rescue and rapid post-hostility accounting by FY04

### Goals :

Guide the transition to an integrated recovery and accounting process without degrading current capabilities

Provide a more secure operating environment for our armed forces

Resolve long-standing questions by families of our nation's unaccounted-for service members

Note: This view of the DPMO Strategic Plan is structured and scoped to support MAA Planning

☆ For additional detail, see exhibits



# *Insights from Phase I*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Heightened appreciation of sensitivities**
  - **Multiple chains of command, political and legal considerations**
  - **Implications for data collection, presentation of results**
- **Developed perspectives on technology**
  - **Potential to exploit current technologies in operations, research, and analysis processes**
- **Identified related efforts**
  - **Some represent opportunities to avoid duplication through collaboration and information sharing (with DPMO approval)**



# Related Efforts

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

Activity	Impact on DPMO MAA
Joint CILHI and/or JTF-FA & CILHI merger	Influences starting point for "as is" analysis
DPMO Workflow Engineering Analysis	Application of information technology
PR Mission Software ACTD	Source of information flow and impact analysis data
USAF Combat Rescue Analysis of Alternatives (AoA)	Possible sharing of PR requirements data, models
JPRA Mission Area Analysis (MAA) [planned]	Possible collaboration in defining JPRA roles and missions
PR in a Coalition Environment [IDA study]	Shared data collection



# **Insights from Phase I** *(continued)*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

## ➤ **Built SOW into Study Plan**

- **Integrated task list (see Approach)**
- **Prioritized travel and data collection requirements**



For additional detail, see exhibits  
("Data Collection Schedule")

## ➤ **Prioritized study tasks based on most immediate needs**

- **Define missions, functions, tasks**
- **Build the process "map" connecting PR and accounting activities**

## ➤ **Developed central questions**

- **Basis to scope study**



# Central Questions

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## ➤ Focus the research and analysis effort

- Point to the Essential Elements of Analysis
- Look ahead to recommendations
- Help identify information requirements
- Guide modeling and BPR

## ➤ Used to scope Phase II

## ➤ Sources:

- Meetings/staff interviews (DPMO, CILHI, JTF-FA, PACOM)
- PR Conference
- PR Council Meetings (SOCOM & CENTCOM)
- Family Update (Birmingham, AL)
- Document Review
- Research

☆ For additional detail, see exhibits



# ***Phase II Scope***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Interrelationships: policy, requirements, resources**
- **Mechanisms for information transfer between and within PR and accounting communities**
- **Political constraints associated with personnel recovery and accounting**
- **C2 for Personnel Recovery operations**



# ***Outside Phase II Scope***

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**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Detailed process analysis related to Enemy Prisoners of War (EPWs)**
- **Manpower studies**
- **Internal DPMO organization**



# ***Approach***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Built detailed study plan needed to implement original proposal**
  - **Details two - to - three levels below SOW**
- **Developed integrated task list and Work Breakdown Structure (WBS)**
  - **Accomplishes all SOW tasks**
- **WBS facilitates integrated approach to PR and Accounting**
  - **PR and Accounting Models and Analyses are Linked**



# WBS Covers SOW Requirements

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

SOW Tasks		3.1	3.2	3.3	3.4	3.5
WBS Tasks	☆ For additional detail, see exhibits	PR Analysis	Acct'g Analysis	PR Model	Acct'g Model	PRAG
1	Define Missions, Functions, Tasks for MAA	1	1			
2	Develop Integrated Event Flows	2	2			
3	Collect Requirements Data	3	3			
4	Develop PR Requirements Module			4		
5	Collect PR Capabilities Data			5		
6	Develop PR Capabilities/Accounting Requirements Module			6	6	
7	Develop Analytical Model(s) for Accounting				7	
8	Assess Capabilities, Identify Deficiencies	8	8			
9	Develop Recommendations	9	9			
10	Develop Final Report and Briefing	10	10			
11	IPRs/ PRAG Meetings					11 <sup>13</sup>



# WBS / Schedule

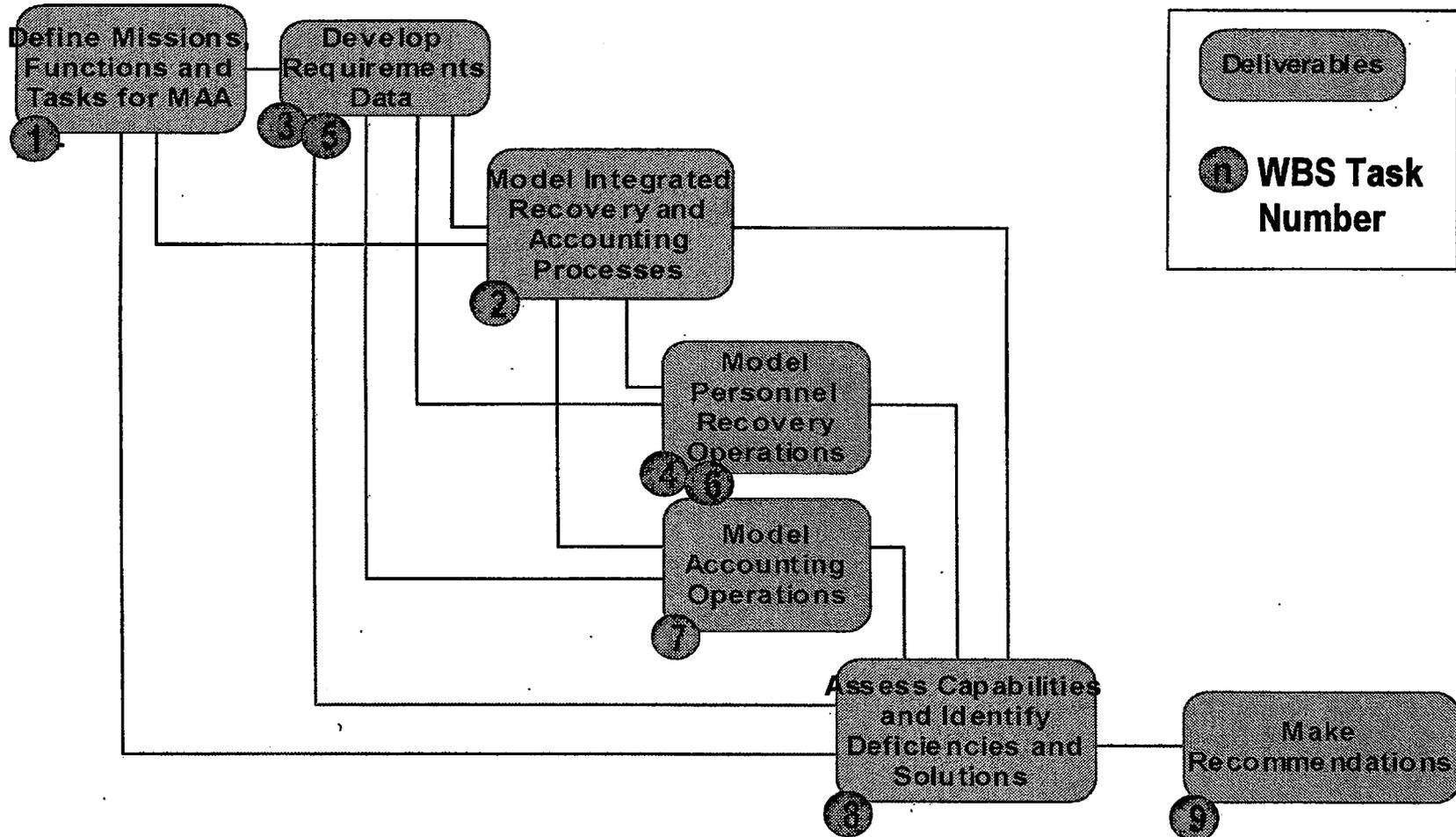
GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

WBS Tasks	★ For additional detail, see exhibits	2nd Qtr FY00	3rd Qtr FY00	4th Qtr FY00
①	Define Missions, Functions, Tasks for MAA	████████		
②	Develop Integrated Event Flows	████████████████		
③	Collect Requirements Data	████████████████		
④	Develop PR Requirements Module		████████████████	
⑤	Collect PR Capabilities Data	████████████████		
⑥	Develop PR Capabilities/Accounting Requirements Module		████████████████████████████	
⑦	Develop Analytical Model(s) for Accounting	████████████████████████████		
⑧	Assess Capabilities, Identify Deficiencies		████████████████	
⑨	Develop Recommendations		████████	
⑩	Develop Final Report and Briefing			████████
⑪	IPRs/ PRAG Meetings	████	████	████



# Analysis Overview

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)



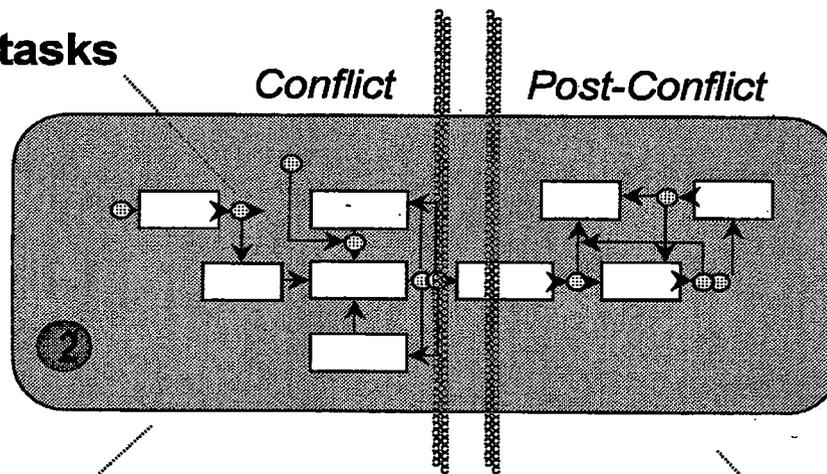


# Methodology

## Integrated Event Flows: Key to the MAA

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

① Context for analyzing missions/tasks



③ Framework for analyzing central questions

④ ⑤

Starting Point for PR model

- CINC planning tool
- Translates campaign description and assigned forces into recoveries
- Provides initial states for post-conflict accounting

⑦

Basis for Accounting model

- A simulation of transitions from state to state, based on value of "state variables"

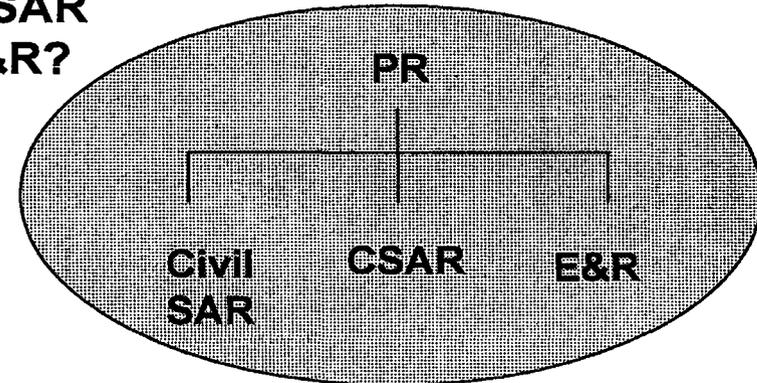
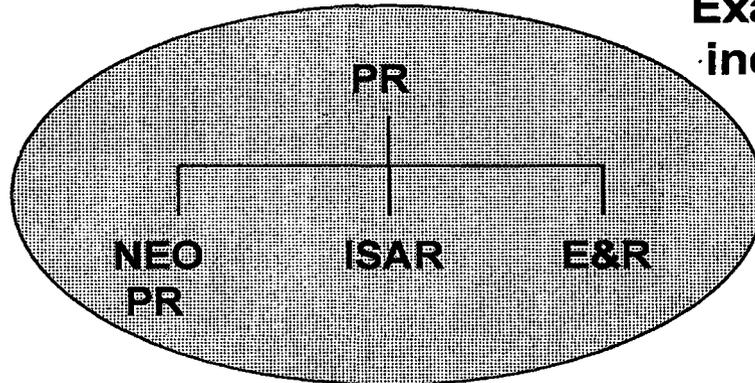


# Methodology

## Task 1 - Define Missions, Functions, Tasks

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

Example: is CSAR  
included in E&R?



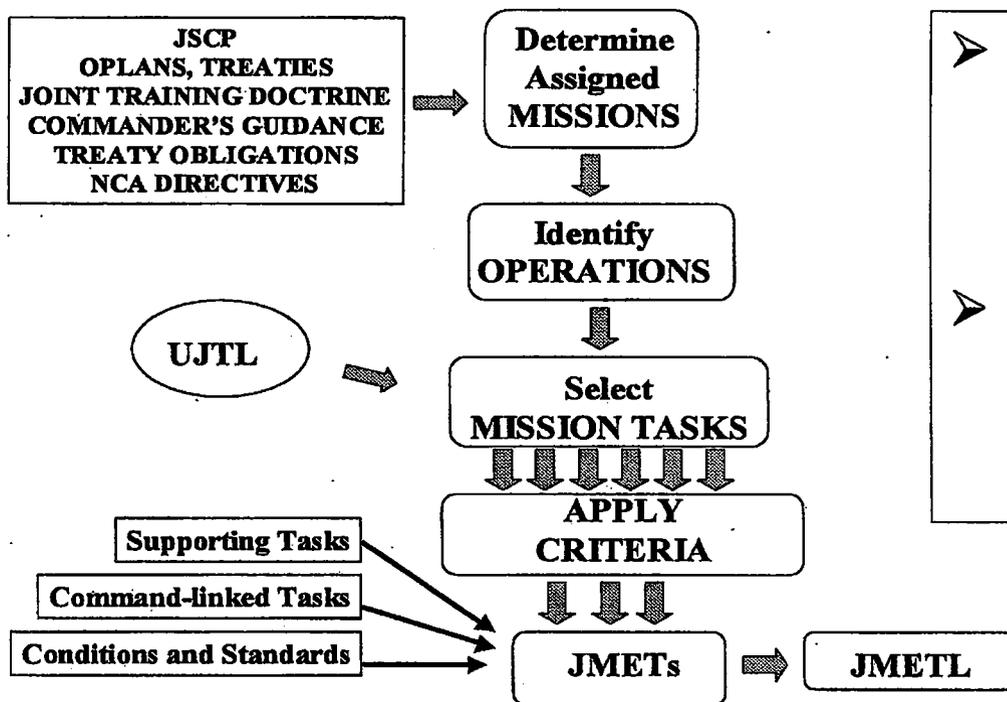
Need to define a consistent set of missions,  
functions, and tasks for MAA purposes



# Methodology

## Task 1 - JMETL Linkage

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)



- **Coordinate with:**
  - JCS J-7
  - JFCOM / JPRA
  - CINC Planners
- **Ensure inputs are compatible with Joint Exercise Management Package (JEMP III)**



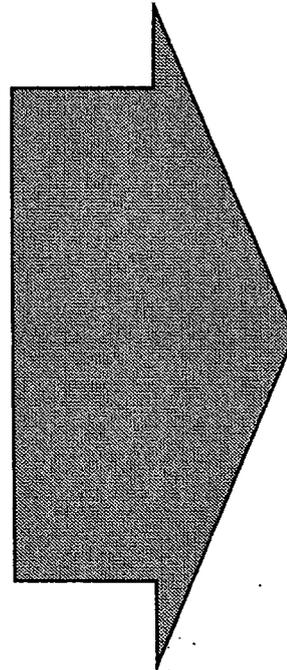
# Methodology

## Tasks 3-4 - PR Requirements

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

- **Aircraft Incidents**
  - Dates, phases
  - Aircraft types, sorties, locations
  - Attrition rates
- **Ground incidents**
  - Engagement types, locations
  - Forces
  - Casualties
- **Incidents at Sea**
  - Numbers, locations

- **Planning Factors**
  - State variables / locations  
(threat, population, terrain...)
  - Immediate KIA/BNR
  - Immediate POW
  - SERE factors
  - Recovery mechanisms vs state variables / locations



### PR Requirements


Distributions include  
state variables  
critical to accounting



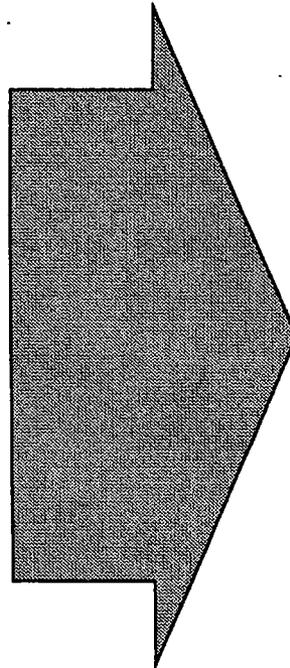
# Methodology

## Tasks 5-6 - PR Capabilities

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

### PR Requirements


- **Assets / Capabilities**
  - Numbers, basing
  - Threats, operating radius
  - Availability
  - C2 limitations
  - Force packages
  - Unplanned / unassisted recovery assumptions
  - Unconventional recovery assumptions



### Recoveries


For unsuccessful recoveries, includes resultant distributions for accounting

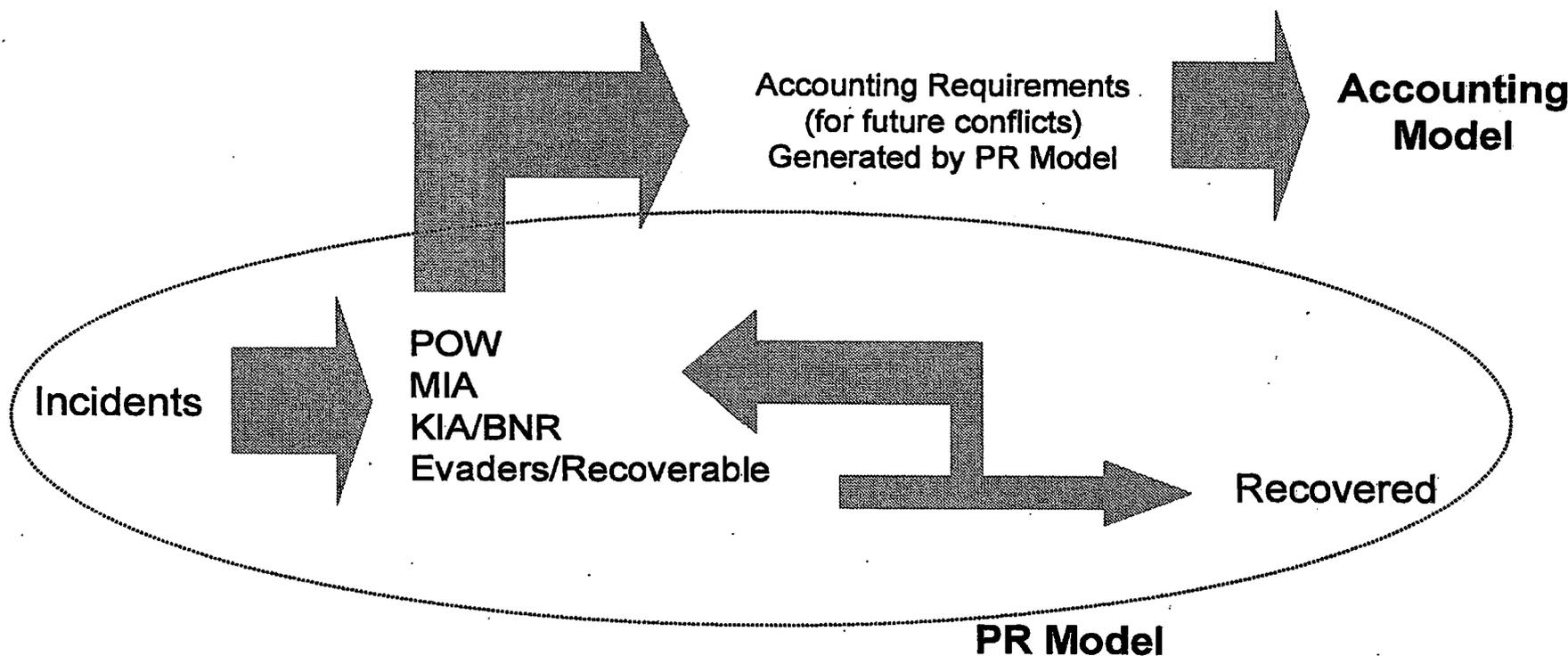
*Simplified / expanded-scope version of ANSER rescue model*



# Methodology

## Tasks 6-7 - Model Linkage

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

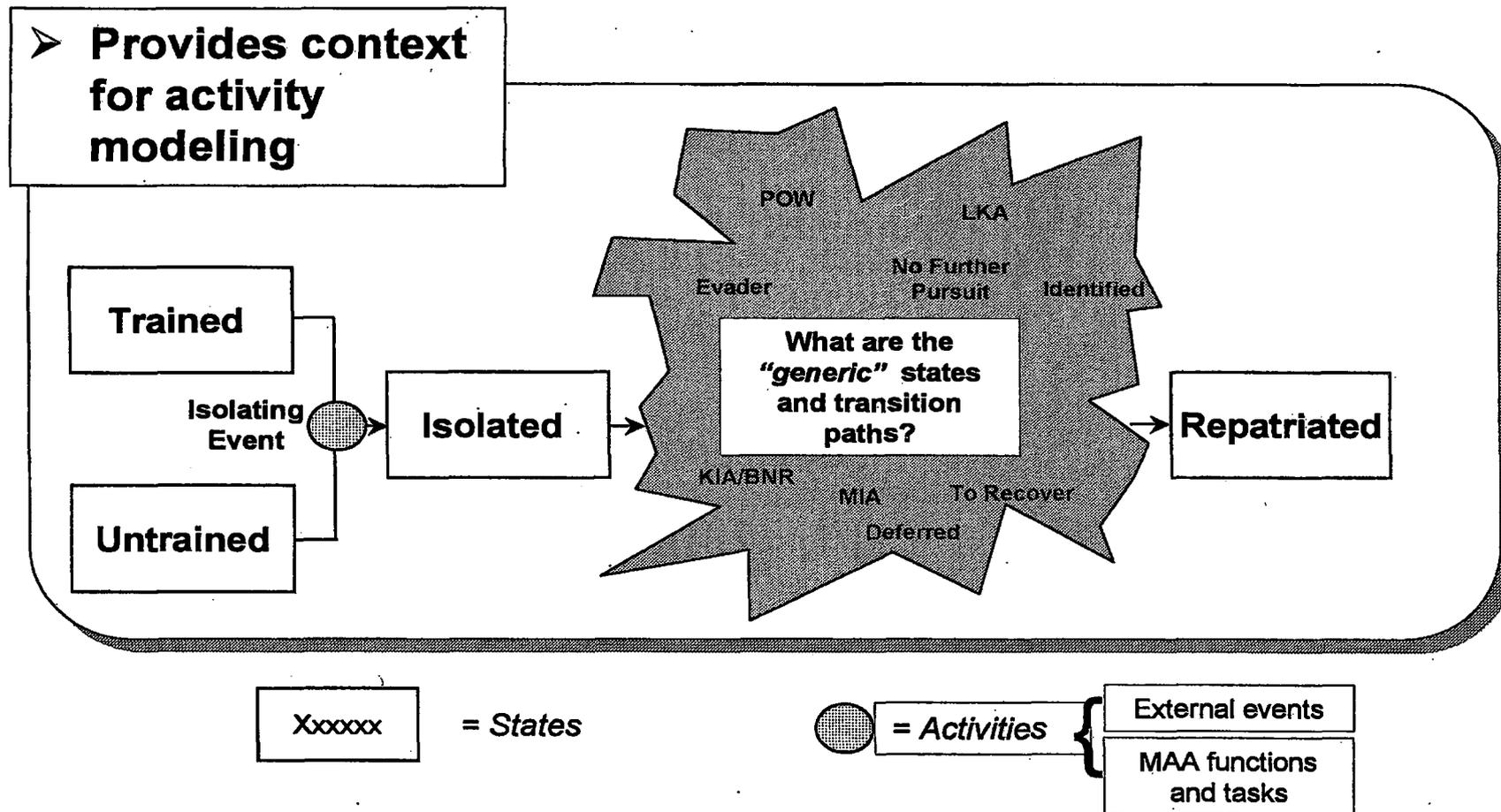




# Methodology

## Task 2 - Integrated Event Flows

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)





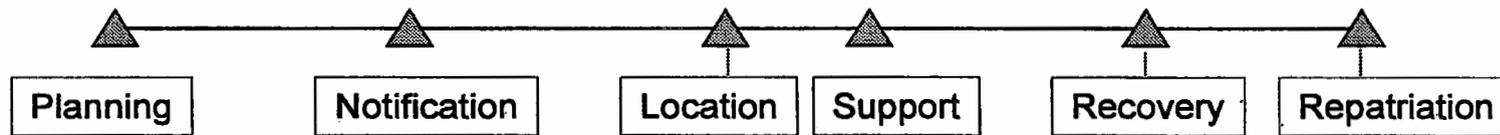
# Methodology

## Task 2 - Developing Event Flows (continued)

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

### Example 2

#### JSRC Timeline



#### Evader Timeline



Source: CENTCOM PR Architecture





# Deliverables

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

	PR and Accounting Analysis (w/ Recommendations)	PR Model	Accounting Model
Draft/ Prototype	01 Sep 00	31 Jul 00	31 Jul 00
Final	29 Sep 00	28 Aug 00	29 Sep 00
Briefing/ Demo	29 Sep 00	29 Sep 00	29 Sep 00



# Deliverables *(continued)*

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

## IPRs/PRAG Meetings\*

## Meeting Minutes

06 Jan 00	13 Jan 00
16 Mar 00 (?)	23 Mar 00 (?)
15 Jun 00 (?)	22 Jun 00 (?)
14 Sep 00 (?)	21 Sep 00 (?)

### \*PRAG Support includes:

- Facilitation
- Reproduction of materials
- Briefings
- Audio-visual aids
- Identification tags



# Project Management

## Study Team Organization and POCs--Phase II

GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)

**DPMO**

**Project Management**  
Lynn Simpson  
602-1324  
simpsonl@osd.pentagon.mil

**Dir Operations**  
COL Mel Richmond  
602-1244  
richmondm@osd.pentagon.mil

**Dir Plans/Policy**  
James Caswell  
602-2102, x155  
caswellj@osd.pentagon.mil

**Subject Matter POCs**

**PR**  
Maj Clair Gilk  
602-2202, x259  
gilkc@osd.pentagon.mil

**Accounting**  
MAJ Ed Larsen  
602-2202, x250  
larsene@osd.pentagon.mil

**Strategic Planning / Accounting**  
Jennifer Nasarenko  
602-2102, x187  
nasarenkoj@osd.pentagon.mil

**COTR**

Holly Carr  
605-9829  
holly.carr@gsa.gov

**GSA/FEDSIM**

**ANSER**

**Study Director**

(b)(6)

**Documentation**

**Analytical Models**

**Data Collection**

**Process/  
Activity Models**

**Missions/Functions,**

**PRAG**

★ For additional detail, see exhibits



# *The Opportunities*

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

- **Influence development of PR analysis / assessment framework**
- **Identify impact of proposed changes**
- **Acquire planning and analysis tools**



# ***What We Need***

**GSA  
Federal Systems  
Integration and  
Management Center  
(FEDSIM)**

## ➤ **Access to information & staff**

- **Requirements**
- **Plans**
- **Etc...**
- **Capabilities**
- **Lessons Learned**

## ➤ **Benefit of your ideas and experience**

## ➤ **Communication / collaboration**

*Bottom line: a product that benefits the  
entire PR community and DoD*



***DPMO PR Seminar Wargame  
Interagency Executive Steering Group  
for Personnel Recovery***

**Game Concept Briefing**

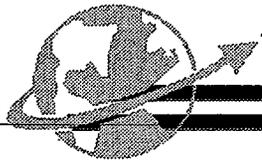
4 January 2000

ANSER

12-May-00

1

1502



# **Agenda**

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- **Game Objectives**
- **Scenario Overview**
- **Game Execution**
- **Schedule**
- **Issues / Guidance**



# ***Game Objectives***

---

- **Increase awareness on key Personnel Recovery issues**
- **Exercise Personnel Recovery Response Cell (PRRC)**
- **Identify key interagency coordination and policy issues, required adjustments and clarifications**
- **Determine significant interagency, Joint and Service Personnel Recovery resource, response and process disconnects and areas for further discussion**
- **Assumptions:**
  - ◆ **Duration: 4 hours**
  - ◆ **Classification: SECRET**
  - ◆ **Participation (IAW DoDI 2310.3)**



# Scenario Overview

---

- **Location:** Montenegro
- **Time Frame:** April-May 2000
- **Situation:**
  - ◆ Increased tension in the Balkans, effects of winter in Kosovo and Bosnia increased refugee movement
  - ◆ Montenegro's leadership, rebuffed on calls for increased autonomy within Yugoslavia, increasingly are yielding to public pressure to secede
  - ◆ Milosevic has stated that Serbia will stop any move toward independence
  - ◆ Belgrade is thought to be supporting the Serbian Union Movement (SUM), who claimed responsibility for several shootings of separatists leaders
  - ◆ Persecution of ethnic Muslims in Southwest Serbia has increased, adding to the refugee flow into Montenegro
  - ◆ NATO has professed support for right of self-determination for the people of Montenegro
  - ◆ UN SC planning to discuss the future of Yugoslavia in mid-May

12-May-00



## **Situation**

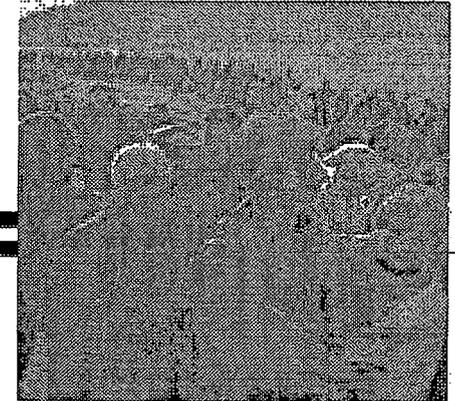
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- A long-awaited referendum was scheduled for 1 APRIL to decide if Montenegro would remain part of Yugoslavia, but was cancelled after SUM attacks against pro-Western political leaders; rescheduled for 1 MAY
- In Kosovo, SUM has initiated action against KLA officers and leaders, assassinating eight officers in shootings in February and March in retaliation for attacks against Serbian civilians in Kosovo
- Serbia has positioned several infantry and mechanized brigades on Montenegro's northern border; Serbian troops have initiated exercises near key telecomms and government centers within Montenegro
- In addition to refugees from Kosovo, approximately 70,000 have fled the Serbia border area and are IDPs in camps near Berane
- NATO units, at the request of Montenegro and the UN, have provided humanitarian assistance since mid-March 5

12-May-00



## **Situation -- Continued**



- CJTF Allied Assistance, located 40 km NNW of Niksic, stood up 15 MAR
  - Deployment of the CJTF strenuously opposed by Milosevic, who has threatened retaliation
  - 1200 NATO personnel, including 400 US personnel. US Army Aviation company of six UH60 provides airlift support.
  - US OFDA Disaster Assistance Response Team (DART) coordinating relief efforts
- **EVENT:**
    - ◆ UH 60 with DART leader (GS 15), senior US CJTF Allied Assistance officer (O-6) and ten other US personnel has gone down approx 58 km NNE of Berane. Group was on an assessment mission to determine impact of refugee situation.
    - ◆ Exact crash site unknown. Possibly in Serbia or Kosovo.
    - ◆ Location is in/near area of intense SUM/KLA activity
    - ◆ PRRC activated

# Situation - 29 April 2000



Serbia Mechanized, Infantry Brigades

SUM area of activity

CJTF Allied Assistance

Suspected Crash Site

Refugee, IDP concentrations, camps





# ***Game Execution***

- Use credible, realistic scenario to exercise policy assessment, Policy option development processes, stressing role of PRRC
- Provide players with situation, intelligence, order of battle, NCA guidance and ROE
- Players assume actual representative roles, conduct assessment, develop Policy options and recommend desired option
- One move injected in game, revise concept 40-60%
- Conduct facilitated hotwash
  - ◆ Identify lessons learned
  - ◆ Capture insights for overall Personnel Recovery policy process

***Present demanding scenario in a manner that encourages creativity, utilization of the full spectrum of Personnel Recovery capabilities, and demands realistic risk assessment in policy development***

12-May-00

8



# ***Game Mechanics***

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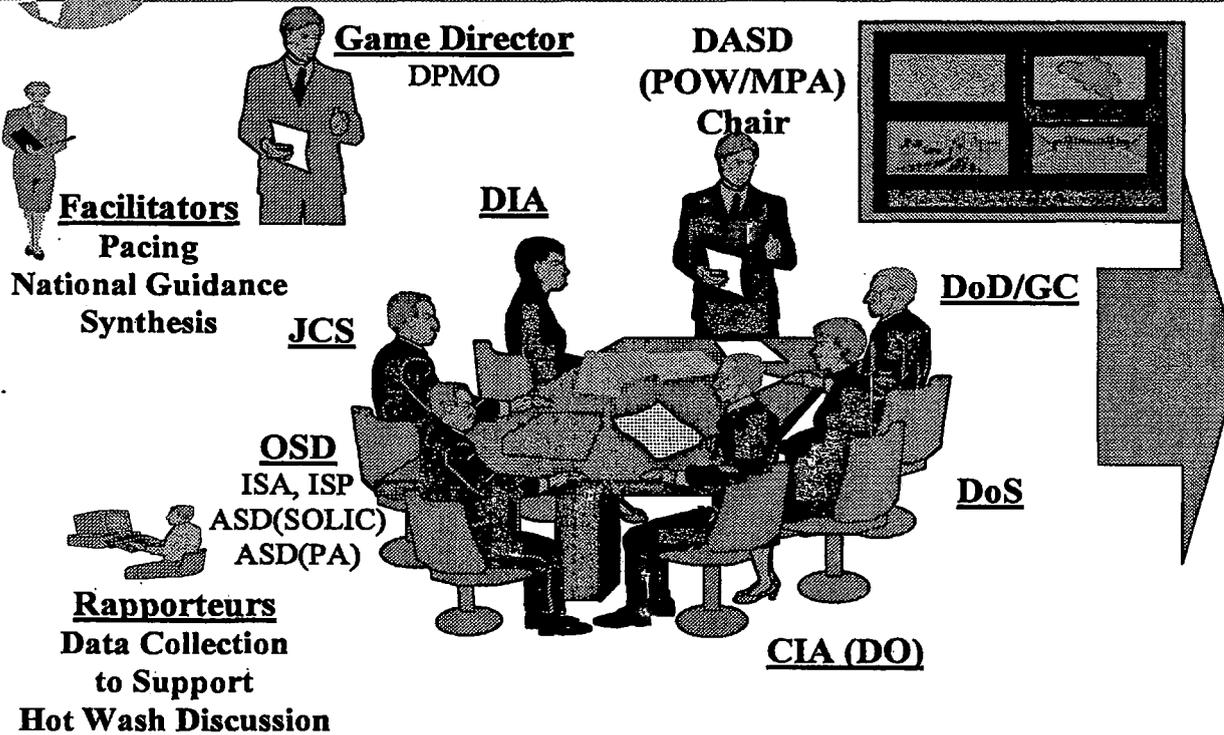
## **● Two Move Game:**

- ◆ Players convened, presented with initial situation
- ◆ Develop initial recommendations and recommended Policy options in first hour
- ◆ At 1.5 hours, provided with situation update reflecting impact of first move; additional intelligence
- ◆ Players respond, develop additional Policy options, recommendations
- ◆ At 3 hours, ENDEX, discuss insights from game for 45

12-May-90 minutes.

- **Players assume actual roles in the PRRC**
- **Intelligence is vague, contradictory**
- **ANSER facilitates play; plays role of supporting staff**
- **ANSER captures discussions, deliberations, facilitates hotwash discussion**
- **ANSER produces post-game assessment report**

# Game Organization



**Product: Personnel Recovery incident report within 3 hours:**

- Situation status report
- Legal status of those involved
- PA guidance
- Summary of interagency response to the incident
- Recommended policy options

Carry through to simulated SECSEF Briefing

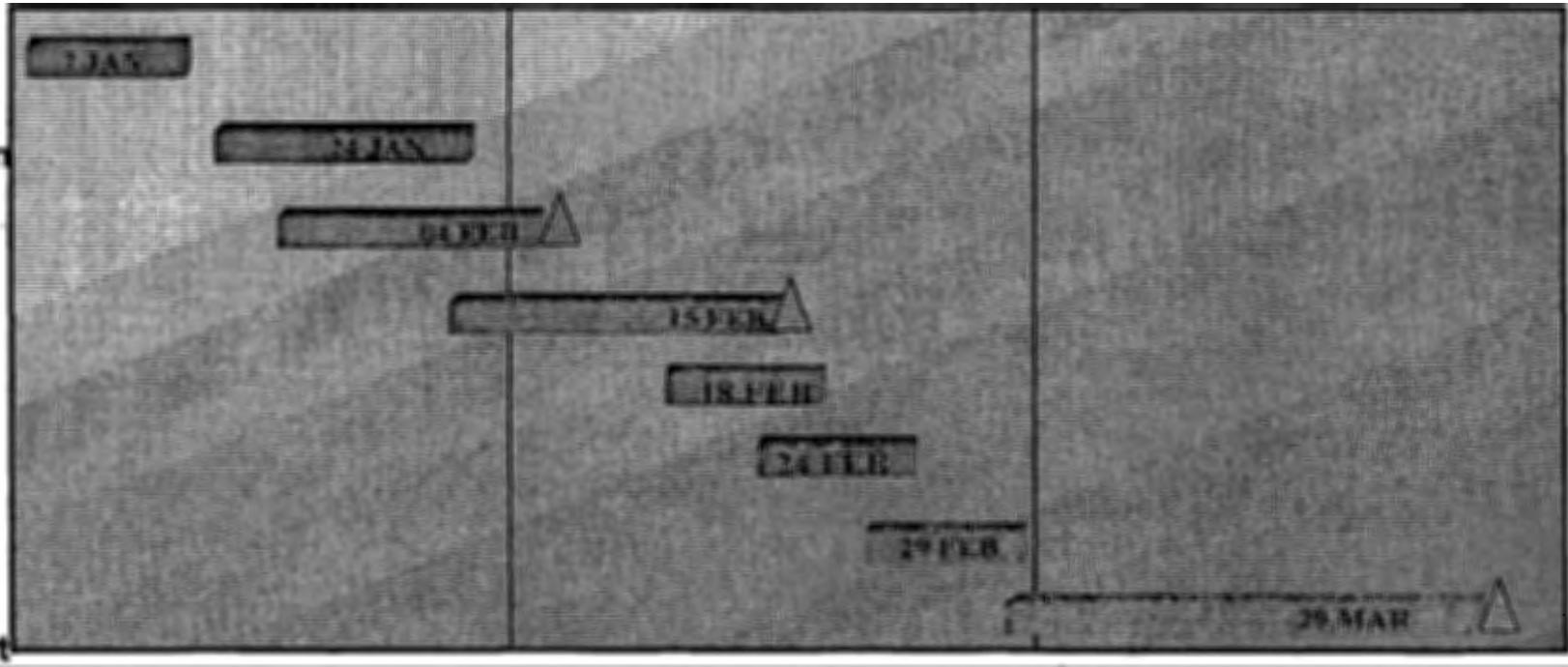
*Functions Established to Mirror PRRC Process:*

- Agencies represent actual concerns and positions
- Roles / functions of PRRC replicated ( IAW DoDI 2310.3, para 4.4.3.)
- Facilitators pace game, respond to queries in staff support role

# Schedule



- Game Approval
- Game Design
- Devl Player Books
- Game Materials
- Dry Run 1
- Dry Run 2
- Conduct Game
- Game Report



▲ Deliverable

JAN

FEB

MAR



# ***Issues / Guidance***

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## **● Questions:**

- **Who are the other participating organizations? (e.g., DIA, DHS, ASD/C3I, etc)?**
- **When was the last time the PRRC was convened? If so, are there lessons learned reports?**
- **Are there past PRRC products available?**

## **● Guidance:**

- **Establish conditions in scenario that prevent a CSAR option**
- **Develop plausible, alternative recovery options**
  - **Diplomatic/Military**
- **Ensure roles for all players**
  - **Develop player-specific roles/books**



## ***Next Steps***

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- **Confirm game objectives, begin design**
- **Conduct research, data collection**
- **Confirm participants, organizations**
- **Refine design**
- **Prepare player books**
- **Dry-run game**



**FAX COVER SHEET**



**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE**

Office of The Assistant Secretary of  
Defense for International Secretary Affairs  
2400 Defense Pentagon  
Washington, D.C. 20301-2400

DPMO-RM  
DIRECTORATE

<b>Date:</b> 3/9/00	<b>Time:</b> 4:03 PM	<b>Pages:</b> (w/cover): 14
<b>From:</b> ANGEL L. BELTRAN	<b>FAX:</b> (703) 602-4 <sup>3</sup> 275	<b>EMAIL:</b> BELTRANA@DPMO <sup>RATAGON</sup> UOSD.POLICY.MIL
<b>Phone:</b> (703) 602-2102 Ext. 125		
<b>To:</b> Kathy Robinson	<b>FAX:</b> 202 708 7800	
<b>Phone:</b> <sup>202</sup> 703 708-7303		

**Subject: Personnel Recovery Conference Contract**

**Please find the attached 13 pages which include a MIPR, Statement of Work, Best Value Analysis memo, a Cost Comparison table, and our Independent Gov't Cost Estimate.**

**Note: Per your request, I also e-mailed the Statement of Work.**

**Thanks in advance.**

**Angel**

## JWCA TOPIC NOMINATION

### 1. TOPIC NAME. Personnel Recovery

2. TOPIC DESCRIPTION. Assess personnel recovery capabilities and requirements to provide greater effectiveness in worldwide live recovery of isolated personnel and post-hostility accounting.

### 3. DISCUSSION.

- a. **IMPACT.** Due to deficiencies in CSAR capabilities, non-CSAR forces are routinely tasked for personnel recovery missions. Consequently, the readiness of these non-CSAR forces has been degraded and their joint warfighting capability is adversely affected. Joint warfighting requirements include an effective system of personnel recovery and accounting to ensure that globally deployed service personnel will be brought home alive.
- b. **DELIVERABLE.** Resource allocation models to analyze personnel recovery and accounting capabilities and deficiencies and an implementable set of recommendations to enhance DoD personnel recovery and accounting capabilities.
- c. **FACTS.** Personnel recovery is the umbrella term for operations focused on the task of recovering captured, missing, or isolated personnel from danger. It is the sum of military, civil, and political efforts to obtain the release or recovery of personnel from uncertain or hostile environments and denied areas whether they are captured, missing, or isolated. This includes U.S., allied, coalition, friendly military, or paramilitary and others designated by the National Command Authorities. Personnel recovery includes, but is not limited to, search and rescue; Combat Search and Rescue; Survival, Evasion, Resistance and Escape (SERE); Evasion and Recovery; and the coordination of negotiated as well as forcible recovery options. Personnel recovery may occur through military action, action by non-governmental organizations, other U.S. Government-approved action, and/or diplomatic initiatives, or through any of those options (DOD Directive 2310.3).

Under joint doctrine, each service must provide forces capable of CSAR in support of its own operations. Nevertheless, Air Force SOF are routinely conducting extensive conventional CSAR. As a result the readiness of Air Force SOF units has suffered, and their availability to fulfill joint warfighting requirements has been restricted.

In 1996 DPMO became the single office within DoD responsible for all efforts related to the DoD personnel recovery and accounting efforts. To this end, DPMO ensures that the warfighting CINCs:

- prepare their forces properly before combat,
- have the capability to recover isolated personnel, before or after capture, and
- can recover and identify the remains of those killed in hostile action.

25B

(verbiage to describe attached flow chart)

4. SOURCE.

- a. ORGANIZATION. Defense POW/Missing Personnel Office
- b. POINT OF CONTACT. COL Mel Richmond, 602-1244,  
richmondm@osd.pentagon.mil

**Gilk, Clair M. Maj**

---

**From:** Simpson, Lynn  
**Sent:** Wednesday, December 29, 1999 10:45 AM  
**To:** DIRECTORS; Sydow, C. Gary  
**Cc:** Gilk, Clair M. Maj; Larsen, Edward C. Maj; Nasarenko, Jennifer; Malingowski, James W. LtCol  
**Subject:** RE: Mission Area Analysis (MAA) – Phase II

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

FYI – there is a section on the MAA on the DPMO Intranet as well:

<http://www.dpmo.ic.gov/maa/Default.htm>

—Original Message—

**From:** Simpson, Lynn  
**Sent:** Monday, December 27, 1999 1:09 PM  
**To:** DIRECTORS; Sydow, C. Gary; Malingowski, James W. LtCol  
**Cc:** Liotta, J. Alan; Caswell, James; Gilk, Clair; Harvey, Joe; Larsen, Edward; Nasarenko, Jennifer; Richmond Jr, Melvin  
**Subject:** Mission Area Analysis (MAA) – Phase II

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Just following up to the announcement of this issue from the Director Staff Meeting on Monday, December 20th. Mr. Jones approved the MAA analytical plan – phase II – on 16 December 1999.

Since Phase II is now in progress, we will be scheduling another "kick off" meeting with the Anser representatives and the Directors. This is tentatively scheduled for 12 January at the Director Staff Meeting at 10:00 a.m.

Phase II is a critical part of the study and Anser will need assistance from all Directors in order to ensure we get a quality product. The DPMO subject matter experts (Major Gilk, Major Larsen, and Jennifer Nasarenko) are the points of contact with Anser and they will work with you and whoever you think is appropriate in scheduling meetings with the Anser representatives.

Any concerns about the MAA should be raised now and specified so that we can make sure all of them are adequately addressed.

The subject matter experts and the Directors for Operations, Policy, and Resource Management meet every other week to address the status and progress of the MAA. Any issues which require attention are raised in these meetings. The next meeting is scheduled for 8:00 a.m. on 3 January.

Please let me know if you have any questions. I will send out confirmation of a "kick off" meeting under separate cover.

Thanks.

—Original Message—

**From:** Simpson, Lynn  
**Sent:** Thursday, December 16, 1999 12:03 PM  
**To:** Caswell, James; Gilk, Clair; Harvey, Joe; Larsen, Edward; Nasarenko, Jennifer; Richmond Jr, Melvin  
**Cc:** Jones, Robert L.; Liotta, J. Alan  
**Subject:** MAA Phase II  
**Importance:** High

CLASSIFICATION: UNCLASSIFIED  
CAVEATS: NONE  
TERMS: NONE

Holly and I met with Mr. Jones to debrief the presentation and discuss Phase II of the MAA. Mr. Jones has given his approval to move into phase II.

Both Mr. Jones and Mr. Harvey did raise a concern about the level of detail of personnel accounting vs. the detail on personnel recovery. We need to ensure the Anser representatives are really connected on the accounting side. We can accomplish this in our bi-monthly meetings and in increasing the contact with the accounting experts.

Other than that insight, both were very pleased with the briefing and the Phase II plan.

Next steps: I will work with Holly to get Phase II awarded. We need to schedule the next working group meeting ASAP. The current schedule would have us meet on Monday, December 20th. Please get back to me if you are able to meet that day. Based on that we can determine a meeting time.

Holly and I are contacting Anser now to let them know. Thanks to all for your efforts in Phase I.

**CLASSIFICATION: UNCLASSIFIED**  
**CAVEATS: NONE**  
**TERMS: NONE**

Location	Purpose	Dates	FOUO	Remarks
National Security Council, Director of Defense Policy and Director for P&A Affairs				
Deputy Director For Policy, United States Coast Guard				
Department of State, Principal Deputy Assistant Secretary of State for Political and Public Affairs				
Central Intelligence Agency, [Redacted]				
Department of State, [Redacted]				
National Imagery & Mapping Agency				
National Security Agency				
Office of the Under Secretary of Defense for Policy				
Office of the Assistant Secretary of Defense for International Security Affairs				
Office of the Assistant Secretary of Defense for Strategy & Threat Reduction	Defense Planning Guidance, Contingency Planning Guidance, Theater Engagement Plans			
Office of the Assistant Secretary of Defense for Connected, Critical Communications, and Intelligence				
Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict				
Office of the Under Secretary of Defense for Personnel & Readiness				
Office of the Assistant Secretary of Defense for Public Affairs				
Office of the Deputy Under Secretary of Defense for Advanced Technologies & Concepts				
Office of the Assistant Secretary of Defense for Reserve Affairs				
Office of the Assistant Secretary of Defense for Intelligence Operations				
General Counsel, Office of the SecDef				
AF Staff, AFOSDP				
Army Staff, HOSO-SOD				
Navy Staff, NONS				
USMC Staff				
Joint Staff - J2 (Special Operations Support)	Joint Staff entry point for personnel recovery			
Joint Staff - J7	Doctrine			
Joint Staff - J4				
Executive Support Center, OSD				
Joint Staff - J5				
Joint Staff - J6				
Armed Forces DNA Identification Laboratory (Rockville, MD)				
CSAOC and Army Casualty (Alexandria, VA)				
Dept of State (EAP/PLTY, HSA/OTI, OIA Area and P&A/CASUALTY)				
ADSI/Asia Pacific Affairs				
OSAS/OSD				
Army Staff (EPW Issues)				
CIA (Personnel) Dept of State, Chesley, VA				
Joint Personnel Recovery Agency, Fort Belvoir				
Blue = Accounting Black = Personnel Recovery Green = Both Accounting and Personnel Recovery				

(b)(3) 50 USC §403 (g) Section 6 (b)(3)

254

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Sunday, November 07, 1999 5:15 PM  
**To:** 'Simpson, Lynn, Ms., OSD/DPMO'  
**Cc:** 'caswellj@osd.pentagon.mil'; 'DPMO, COL Mel Richmond'; 'DPMO, Maj Clair Gilk'; 'DPMO, Jennifer Nasarenko'; 'DPMO(GSA/FEDSIM), Holly Carr'; 'sue.latham@gsa.gov'; 'talabera@osd.pentagon.mil'; [REDACTED] (Contracts Mgr.);  
(b)(6) **Subject:** Marino, Carlos  
RE: Update on MAA

Lynn:

Got your e-mail. I'll include all these as discussion items in Monday's bi-weekly, but I wanted to share these thoughts with you in advance.

1. Budget. It is ANSER's understanding that the budget is firm. There are no additional fees associated with use of ANSER conference space. I'll put that in the bi-weekly, "for the record." As I mentioned on the phone, the concern over use of contract funds for "catered lunches" seems to me to have been based on a miscommunication. Hopefully, that is now cleared up.

2. Communications. For clarification: so far, we had been coordinating all contacts with Clair on the PR side and Jennifer on the Accounting side. Items 2 and 4 in your message below say that in addition to this, you want all correspondence with all organizations to go to all 6 individuals (yourself, Mr. Caswell, COL Richmond, Maj Gilk, Ms Nasarenko, and Ms Carr), correct? We hadn't realized you wanted everyone cc'd on everything, but we will be happy to do that. Regarding unsolicited contacts, so far, the only individual who has made an unsolicited contact to ANSER regarding this project is a [REDACTED] (b)(6) He called me to offer a positive "review" of [REDACTED] (b)(6) (I think I mentioned this at our first bi-weekly), and late in October e-mailed me, again unsolicited, a resume of a LTC Ron Maynard who, according to the resume, is currently working in DPMO.

3-4. Phase I / PRAG. I agree that this has gotten confusing. Up until last Friday, the most recent information we had was a brief to the Deputy Director on the 8th and PRAG on the 10th. Therefore, I had been showing those dates in the amended notes from 18 Oct and the 25 Oct bi-weeklies. The statement on Fri that this was unacceptable was new information to us. We're now planning for the end-of-Phase I briefing to Mr. Jones on 16 Dec at 1000, and will await further info from Monday's meeting re the PRAG.

Two other items that I'll mention in advance—

\* I think I mentioned on the phone that when I went to get the first invoice for you on Fri, I discovered that our accounting & finance folks have been late in closing the books for October. ANSER switched to a new accounting software (Deltek's Costpoint) one year ago, last October. This October was the first time we had crossed a fiscal year boundary with Costpoint, and apparently they had a few surprises that kept them from closing the general ledger. They tell me they should have it fixed soon, and I'll keep you posted on that.

\* One of the items I'll introduce tomorrow will be a request for a no-cost, repeat, no-cost modification to add a labor category. Since this contract is T&M, we are only authorized to use the GSA schedule labor categories that were originally bid. This works fine, until we need to use someone on the contract who inhabits one of the GSA schedule labor categories that was not originally bid. In this specific example, we bid

the support category Support Specialist Level 3 (#238); however, some of the specific security folks who have, within the past two weeks, been passing our clearances, logging in documents, etc. reside in the category Support Specialist Level 4 (#237). Normally, in a case like this, what we would do is request a no-cost modification to add the labor category. Any hours added under the new category would be resourced from a category already on contract. For example:

    Add           Clerical Level 4, 42.0 hours \* 40.77 per  
hour = \$1712  
    Subtract     Clerical Level 3, 48.1 hours \* 35.61 per  
hour = \$1712

We're committed to doing a quality job on this MAA, and will do our very best to get the communications right. Getting back to a two-week interval on our bi-weeklies should help.

(b)(6) See you at 8 AM! ..... [redacted]

> ~~Original Message~~

> From: Simpson, Lynn, Ms., OSD/DPMO [mailto:simpsonl@osd.pentagon.mil]

> Sent: Saturday, November 06, 1999 3:51 PM

(b)(6) > To: Caswell, James; [redacted] Gilk, Clair; Harvey, Joe; Holly

> Carr, John Arnold; Nasarenko, Jennifer; Richmond, Melvin; Sue Latham;

(b)(6) > [redacted]

> Subject: Update on MAA

>  
> As you all know, DPMO is excited about this project and therefore, wants  
> to ensure the process is cost effective, efficient, and ultimately gives  
> us a quality product which will assist us as we plan for the future of the  
> accounting and recovery missions.

>  
> I was notified of some concerns about the MAA late yesterday and therefore  
> want to discuss them at our Monday meeting; however, I want to document  
> them here too.

> I. BUDGET

>  
> First, we need to re-emphasize that the budget allocated for this  
> project is firm. The DASD does not want to raise the dollar figure at  
> all. DPMO received 1.3 M less than its original budget allocation this  
> year; therefore, we cannot go above what is already allocated for this  
> project. It then becomes increasingly more important to address all  
> budgetary issues in our bi-monthly meetings.

>  
> Second, I need to get clarification from Anser on the specifics  
> involved in your donating its conference facilities. We need some kind of  
> official agreement on that since I do not want any monetary surprises  
> associated with conference fees. I raised this at the last meeting we  
> had, but I think it needs clarification again.

> II. Communication

>  
> It has been brought to my attention that Anser goes directly to  
> organizations to gain information and work on the phase I tasks -- via  
> e-mail etc. That is fine, except we would like Anser to send a copy of  
> all e-mail traffic and other correspondence to me, Mr. Caswell, Colonel  
> Richmond, Major Gilk, Ms. Nasarenko and Ms. Carr. Anser should not make  
> any judgments on others they think should have copies of correspondence  
> without discussing those ideas with the subject matter experts -- Major  
> Gilk/Ms. Nasarenko.

> We realize that the letter dated 20 October from the DASD to the  
> CINCs was a mechanism to introduce Anser to them; however, all the other  
> organizations in the chain may not have gotten the letter. I understood  
> that Major Gilk and Ms. Nasarenko were going to fax a copy of this to  
> appropriate recovery and accounting sub units or that they were going to  
> let Anser know who they could fax it to. Just need to keep in mind that  
> DPMO is funding this and therefore, we need to be aware of all contacts  
> Anser makes with personnel and organizations.

> Also, as we discussed in the 18 October meeting, we need to be aware  
> of any contacts made directly to Anser. We ask that Anser let the DPMO  
> team (me, Mr. Caswell, Colonel Richmond, Major Gilk, Ms. Nasarenko) know  
> of any contacts they receive from other personnel or constituency groups.

### > III. Phase I Requirements

> It was brought to my attention on Friday that Anser is going ahead  
> with planning the PRAG meeting in December. I recall discussing this in  
> our last meeting; however, Ms. Nasarenko pointed out that the PRAG meeting  
> requirement is a part of the Phase II SOW; therefore, we should not be  
> pushing to get a briefing ready for a December PRAG meeting.

> My understanding now is that there is not a PRAG meeting in December  
> – or if there is, the MAA is not part of the agenda and Anser is not to  
> be facilitating it. This will be addressed in Monday's meeting; however,  
> that is my understanding as of today.

### > IV. Briefing on Phase I

> Mr. Caswell met with members of the Anser team on Friday, November  
> 5, 1999 to address some concerns and to provide additional expectations on  
> the accounting mission. One of the issues raised was briefing the Phase I  
> Analytical Plan. The DASD and Chief of Staff have reiterated that the  
> DASD is the first person who will be briefed on the Phase I Analytical  
> Plan. He will make any decisions about any briefings after he has heard  
> it. During our October 18th meeting, we had discussed the possibility of  
> briefing the Deputy Director on 8 December since the DASD will be  
> traveling. I left that meeting thinking that was a suggestion and not  
> firm – although I think Anser took it as firm. That is a break in  
> communication – probably due to the PR conference, and my being on leave  
> etc. At any rate, the DASD wants to be the first to hear the briefing.

> The Phase I briefing to the DASD has been scheduled for December  
> 16th when he returns from TDY.

### > IV. Areas of Responsibility

> I also want to make sure that all parties are aware of the  
> responsibilities of the players in this contract. I need to be aware of  
> all activity with this contract. Budgetary issues and all  
> problems/concerns, etc. need to be brought to me so that I can coordinate  
> with the COTR – Ms. Carr.

> Major Gilk is the POC for all recovery issues and Ms. Nasarenko is  
> for all accounting issues. Any correspondence with recovery/accounting  
> personnel or organizations needs to be coordinated with them and copies  
> provided to me and Ms. Carr.

> While it may appear as if we are over analyzing this, I want to make  
> sure that all parties are communicating and have the same understandings.  
> This is a big project and we want to make sure the DASD gets a quality  
> product. I am glad we have the bi-monthly meetings scheduled since that

> is precisely the forum to raise these types of concerns.

>

> Thanks to all for their participation in this important project and

> I look forward to Monday's meeting.

>

> Lynn Simpson

> Director

> Resource Management

> DPMO

~~FOR OFFICIAL USE ONLY~~

April 19, 2000

MEMORANDUM FOR DASD (POW/MISSING PERSONNEL AFFAIRS)

THROUGH: DEPUTY DIRECTOR, DPMO  
CHIEF OF STAFF, DPMO

SUBJECT: Future Planning Regarding the DPMO Mission Area Analysis (MAA) – ACTION  
MEMORANDUM

PURPOSE: To seek DASD guidance regarding the direction the DPMO staff should take in preparation for follow-on actions the DASD may wish to pursue following receipt of the final MAA report.

DISCUSSION:

1. The final Statement of Work (SOW) (Tab A) for DPMO's personnel recovery/accounting mission area analysis had two phases:

a. Phase I directed the contractor to:

1) Propose the scope of the Phase II MAA by describing the technical approach, organizational resources, and management controls it would employ to meet the performance, cost, and schedule requirements throughout execution of the analysis.

2) Describe in detail the research methodology they would employ to identify governing directives, legal authorities, and joint and service policy.

3) Identify and take into account current studies (including, but not limited to service studies) and analysis for capabilities, tasks, doctrine, and policies so as to avoid duplication of effort between studies. Phase I shall include development of an approach for determining required Joint Mission Essential Tasks for personnel recovery.

4) Ensure that the plan connects required capabilities, tasks, doctrine, and policies to Defense planning documentation.

b. Phase II was optional, contingent upon satisfactory performance of Phase I. It directed the contractor to:

1) Provide draft a report that fully describes the results of the personnel recovery and accounting analyses, including: the methodology, analytic tools, DOD organization/infrastructure (i.e, description of each of the components, their mission, and operations), analysis and findings, and recommendations.

2) Deliver a personnel recovery and personnel accounting analytical models.

c. Significantly, no aspect of the SOW requires the contractor to implement the recommendations it proposes in its report.

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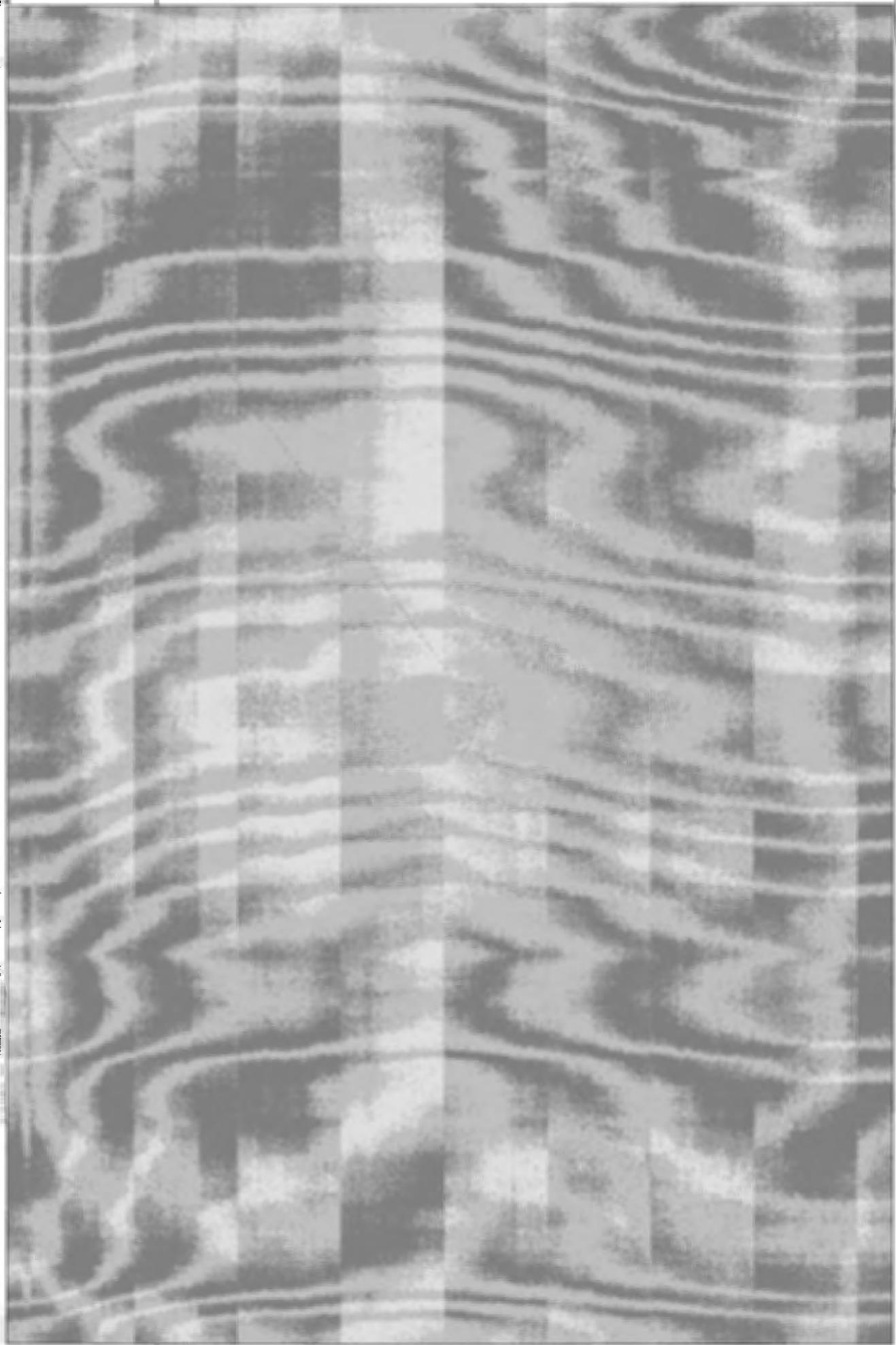
**PAGES 2 THROUGH 4**

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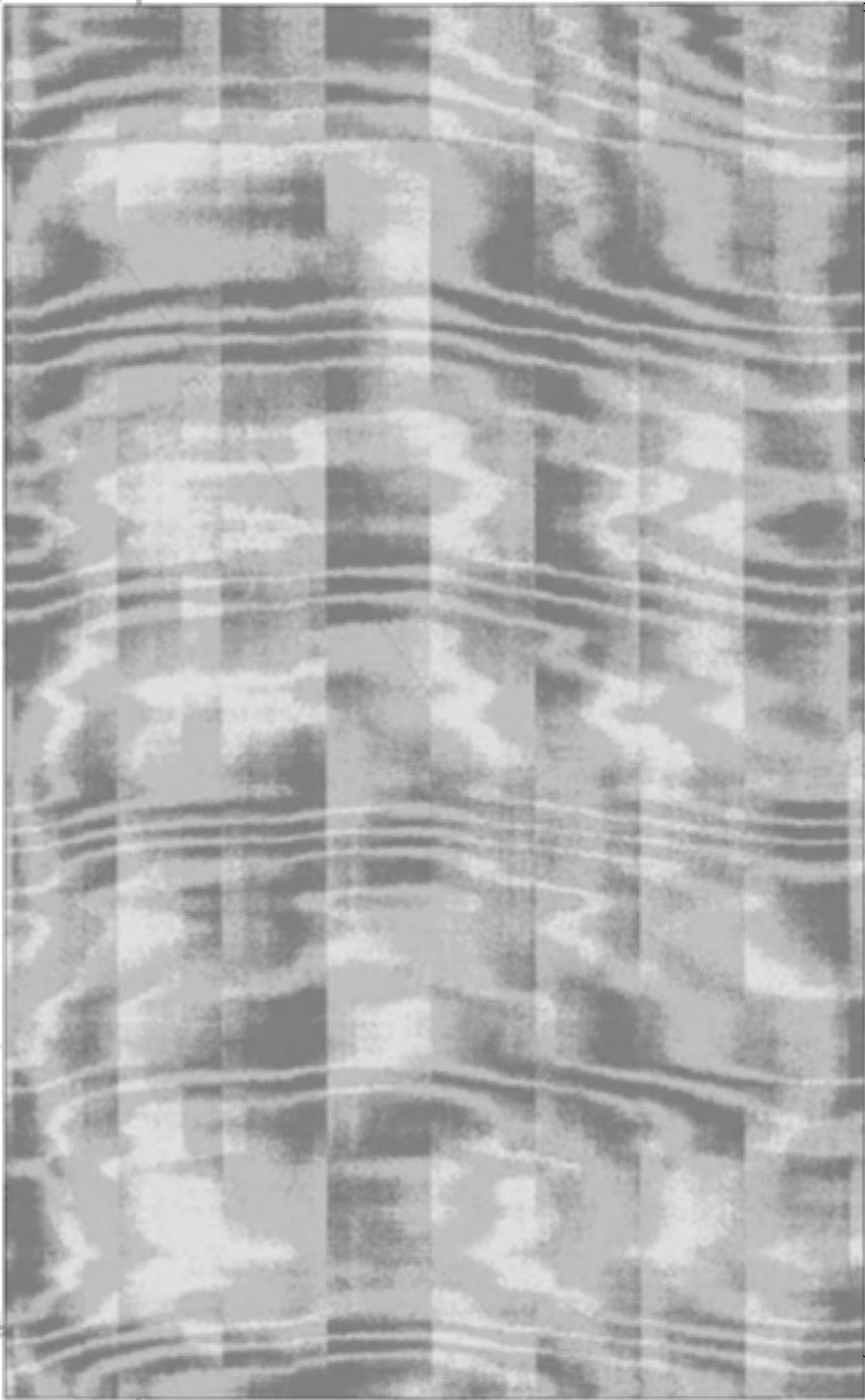
**FOIA (b) (5)**

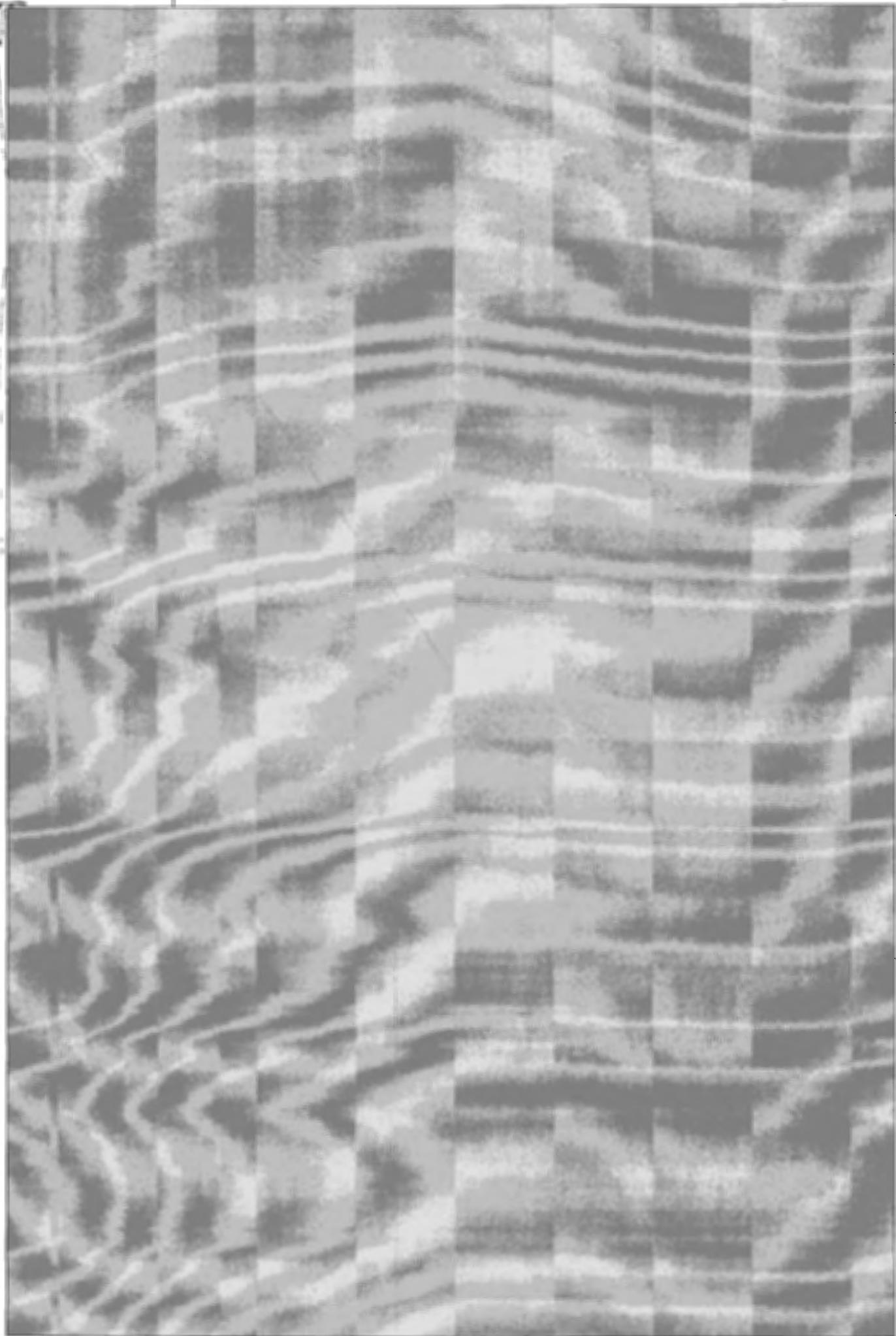
**DELIBERATIVE AND PRE-DECISIONAL**

(b)(5)



(b)(5)





**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Thursday, October 14, 1999 11:28 AM  
**To:** holly.carr@gsa.gov  
**Cc:** Richmond Jr., Melvin, Col, OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; jennifer.nasarenko@gsa.gov; 'Simpson, Lynn, Ms., OSD/DPMO'  
**Subject:** RE: Monday IPR at 10:00

Thanks, Lynn. Holly, the "generic" agenda that we worked out for every IPR includes

1. Progress / Activities
2. Schedule and Milestones
3. Funding Status (estimated)
4. Planned Travel
5. Issues

Item 5 would, of course, vary from meeting to meeting depending on the specific issues that needed to be discussed. For the meeting on the 18th, we have the following items:

- Project team organization / responsibilities
- Invoicing and IPR schedule
- DD254 and security issues
- Coordination of data-gathering with IDA study
- Travel schedule
- Travel budget
- Invitational travel orders
- PR Conference support

My goal is to treat issues by bringing you recommendations & proposed solutions, whenever I can do it, vice open-ended problems. Hopefully, that will also help keep the meetings concise and focused.

(b)(6) Thanks! ..... [redacted]

-----Original Message-----

(b)(6) **From:** Simpson, Lynn, Ms., OSD/DPMO [mailto:simpsonl@osd.pentagon.mil <mailto:simpsonl@osd.pentagon.mil> ]  
**Sent:** Thursday, October 14, 1999 8:11 AM  
**To:** holly.carr@gsa.gov; Richmond Jr., Melvin, Col, OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; jennifer.nasarenko@gsa.gov [redacted]  
**Subject:** RE: Monday IPR at 10:00

(b)(6) [redacted] and I met on Tuesday to discuss the agenda items. We are coordinated on the topics.

(b)(6) [redacted] will be coming here at 8:30 on Monday to meeting with Jennifer to get an overview of the strategic planning initiatives and history.

We can fine tune the agenda if necessary. Thanks.

> -----Original Message-----

(b)(6) > **From:** holly.carr@gsa.gov [SMTP:holly.carr@gsa.gov]  
> **Sent:** Thursday, October 14, 1999 7:21 AM  
> **To:** simpsonl@osd.pentagon.mil; richmondm@osd.pentagon.mil; gilkc@osd.pentagon.mil; jennifer.nasarenko@gsa.gov; [redacted]

- > Subject: Monday IPR at 10:00
- >
- > We need to coordinate the agenda for the above.
- >
- > Lynn, as PM will start the Meeting, and then turn it over to George to
- > discuss progress to date.
- >
- > I need to discuss: (1) completion of DD254, (2) amended travel
- > requirements, if any.
- >
- > George, can you prepare the agenda, and email to us nit Friday noon?????
- >
- > thanks
- > htc
- >
- >

**FROM:**

**TO:**

**SUBJECT: Mission Area Analysis**

I have directed a Mission Area Analysis (MAA) to examine the most effective use of budget, resources, and technology to pursue the worldwide live recovery of isolated personnel and post-hostility accounting while maintaining consistent policy, control, and oversight.

ANSER, a not-for-profit public research institute in Crystal City, VA will assist the Defense Prisoner of War/Missing Personnel Office (DPMO) in defining the components of an effective DoD personnel recovery, accounting and remains recovery architecture. To do this, they will examine the full spectrum of personnel recovery and accounting functions at the DoD and interagency levels.

In the next few months members of the study team will contact your organization to obtain baseline capability and requirements information, and gather data on potential deficiencies and solutions.

Request you provide a point of contact (POC) in your organization by 5 November 1999. Please forward these names by unclassified e-mail to both [richmondm@osd.pentagon.mil](mailto:richmondm@osd.pentagon.mil) and [arnoldj@anser.org](mailto:arnoldj@anser.org) so that my DPMO Study Director and the ANSER Technical Director can keep you informed and coordinate inputs and requirements with your staff.

If there are questions, suggestions, comments and concerns, please contact my study director, Col Mel Richmond (DPMO Operations) or me. I encourage your organization's POC to maintain close contact with Col Richmond and his technical director. 

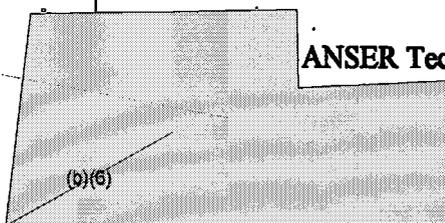
(b)(6)

Col Mel Richmond, DPMO Study Director

Voice: (703) 602-2202 (Ext 152)

Fax: (703) 602-1891

(b)(6)

 ANSER Technical Study Director

(b)(6)

26B

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Friday, November 12, 1999 7:22 PM  
**To:** 'Richmond Jr., Melvin, Col, OSD/DPMO'  
**Cc:** 'Holly Carr'; 'Sue Latham'; Harvey, Joe, Mr., OSD/DPMO; Nasarenko, Jennifer, Ms., OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO; [redacted] [redacted] [redacted] (b)(6)  
(b)(6) **Subject:** RE: Visits for PR Aspects of Studies

[John and I talked through this subject this PM, so I'm writing for both of us.]

Given that we're in Phase I vice II, our intent was to place the primary emphasis on making sure we have articulated the issues properly and that we understand what kinds of things the CINCs' staffs are expecting to see in the way of answers; hence, 2 - 3 days. While we're out there, it certainly makes sense to do some Phase II research in advance for both accounting and live PR aspects; however, I would say it's almost a dead cert that we'll need to reengage with them next year.

Working with the CINC staffs through the PR Council seems like a good idea. In addition to the things you've mentioned, we may also want to conduct some planning workshops/exercises specifically to illuminate study issues. We (ANSER) need to provide you with additional detail on this.

Bill Pearson has got the action for providing input for DPMO web page / PR newsletter.

(b)(6) Thanks ..... [redacted]

**Original Message**

**From:** Richmond Jr., Melvin, Col, OSD/DPMO  
[mailto:richmondm@osd.pentagon.mil <mailto:richmondm@osd.pentagon.mil> ]  
**Sent:** Friday, November 12, 1999 11:29 AM  
(b)(6) **To:** [redacted] Nasarenko, Jennifer, Ms., OSD/DPMO; Simpson, Lynn, Ms., OSD/DPMO; Caswell, James, Mr., OSD/DPMO; Gilk, Clair, Maj, OSD/DPMO;  
(b)(6) [redacted]  
**Cc:** 'Holly Carr'; 'Sue Latham'; Harvey, Joe, Mr., OSD/DPMO  
**Subject:** Visits for PR Aspects of Studies

(b)(6) [redacted]

I am a little concerned about the duration of ANSER's stay in PACOM. You know more about what you do than I do, but do you really think that two days on the ground is going to be sufficient for everything you need to do on recovery and accounting? What do you plan on covering in the recovery area? Will it require a follow-up visit later to do the bulk of the research? Certainly don't want to tell y'all how to suck eggs, but wanted to ensure I didn't come with you after the trip with things I was expecting rather than ahead of time.

Another subject: I would like to send out a message or e-mail to our POCs in the commands asking them to set up a meeting of their PR councils in the Jan-April time frame so that you and IDA could have the time to do what you need to do in the most efficient way possible. Some of the things I was going to ask of them was:

1. Really need to speak to the key players in the command and they are likely to be present on the council; e.g. component representatives, J2 Shop, J3, J5, PACOM SERE Specialist, etc. How about the theater CIA rep? State rep? Theater Interagency Working Group?
2. Probably need access to contingency plans to determine adequacy of OPLANs and CONPLANs in recovery planning.
3. Need to tour the theater Joint Search & Rescue Center and probably talk to the USCG district commander or his deputy to talk about USCG/DoD interface (as applicable).
4. Meet with theater Exercise Division to see what exercises are coming up and how they are integrating personnel recovery into their training.
5. Need to meet with whoever deals with International Search & Rescue Agreements on the command staff. How many are there? Who negotiated them? Who signed them? What do they obligate the USG to in terms of resources?
6. Need to talk about integration of allies and coalition partners in recovery missions and training.

What else do you need me to include? Do you think this is a good idea?

Also, we are going to put IDA's questionnaire up on our SIPERNET and Unclass LAN to make it available to people. Are you interested in doing something like that or setting up a "chat room" for the MAA? If it is a "dumb idea" I understand, just random thoughts while showering. What I guess I'm wondering is, "Can we capitalize on our Internet Home Pages for the study?" Would it be worthwhile?

Anything from IDA or ANSER for our upcoming newsletter? Need it within the next 1.5 to 2 weeks.

Mel Richmond

**Gilk, Clair, Maj, OSD/DPMO**

---

**From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Wednesday, November 17, 1999 1:52 PM  
**To:** Holly Carr  
**Cc:** Caswell, James; [redacted] Gilk, Clair; Harvey, Joe; [redacted] Nasarenko, [redacted]  
**Subject:** Jennifer; Richmond, Melvin; Sue Latham; [redacted]  
Modification to Contract

(b)(6)  
(b)(6)

(b)(6) In our last meeting on 8 November, [redacted] briefed that Anser needs to request a no cost modification to add the labor  
(b)(6) category of Support Specialist 4. [redacted] noted in the minutes from the meeting that Anser is to provide additional  
details through normal contracting channels.

(b)(6) [redacted] Can you send Holly any additional information that she can work with?

Please let me know if you need any additional information from me. Thanks.

**Gilk, Clair, Maj, OSD/DPMO**

---

**From:** Simpson, Lynn, Ms., OSD/DPMO  
**Sent:** Wednesday, November 17, 1999 1:52 PM  
**To:** Holly Carr  
**Cc:** Caswell, James; [redacted]; Gilk, Clair; Harvey, Joe; [redacted]; Nasarenko, Jennifer; Richmond, Melvin; Sue Latham; [redacted]  
**Subject:** Modification to Contract

(b)(6)

(b)(6)

(b)(6)

(b)(6) In our last meeting on 8 November [redacted] briefed that Anser needs to request a no cost modification to add the labor  
(b)(6) category of Support Specialist 4 [redacted] noted in the minutes from the meeting that Anser is to provide additional  
details through normal contracting channels.

(b)(6) [redacted] Can you send Holly any additional information that she can work with?

Please let me know if you need any additional information from me. Thanks.

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [REDACTED]  
**Sent:** Wednesday, November 17, 1999 4:34 PM  
**To:** 'Simpson, Lynn, Ms. OSD/DPMO'; Holly Carr  
(b)(6) **Cc:** Caswell, James; [REDACTED] Gilk, Clair, Harvey, Joe; [REDACTED] Nasarenko, (b)(6)  
Jennifer, Richmond, Melvin; Sue Latham; [REDACTED] (b)(6)  
**Subject:** RE: Modification to Contract

(b)(6) **Lynn:** [REDACTED] ANSER Contracts Administration, will contact Holly on this and provide the info.

(b)(6) **Thanks...** [REDACTED]

> ~~Original Message~~

> **From:** Simpson, Lynn, Ms., OSD/DPMO [mailto:simpsonl@osd.pentagon.mil]  
> **Sent:** Wednesday, November 17, 1999 1:52 PM  
> **To:** Holly Carr  
(b)(6) > **Cc:** Caswell, James; [REDACTED] Gilk, Clair, Harvey, Joe; [REDACTED]  
> [REDACTED], Nasarenko, Jennifer, Richmond, Melvin, Sue Latham; [REDACTED] (b)(6)  
> **Subject:** Modification to Contract

(b)(6) > In our last meeting on 8 November, [REDACTED] briefed that Anser needs to request a no cost modification to add the labor category of Support

(b)(6) > Specialist 4. [REDACTED] noted in the minutes from the meeting that Anser is to provide additional details through normal contracting channels.

(b)(6) > [REDACTED] Can you send Holly any additional information that she can work with?

> Please let me know if you need any additional information from me.  
> Thanks.

**Gilk, Clair, Maj, OSD/DPMO**

(b)(6) **From:** [redacted]  
**Sent:** Wednesday, December 08, 1999 5:50 PM  
**To:** 'DPMO, Mr. Jim Caswell'  
(b)(6) **Cc:** Thibault, Georganne; [redacted] 'DPMO, COL Mel Richmond'; 'DPMO, Jennifer Nasarenko'; 'DPMO, Maj Clair Gilk'; 'DPMO, Lynn Simpson'  
**Subject:** FW: strat plan slides



Strat Plan from  
Overview v2.pp...

Per Monday's meeting, here is the item you asked about (referred to in the bi-weekly, second page, as "consolidated DPMO goals and objectives...").  
Thanks in advance for review/feedback.

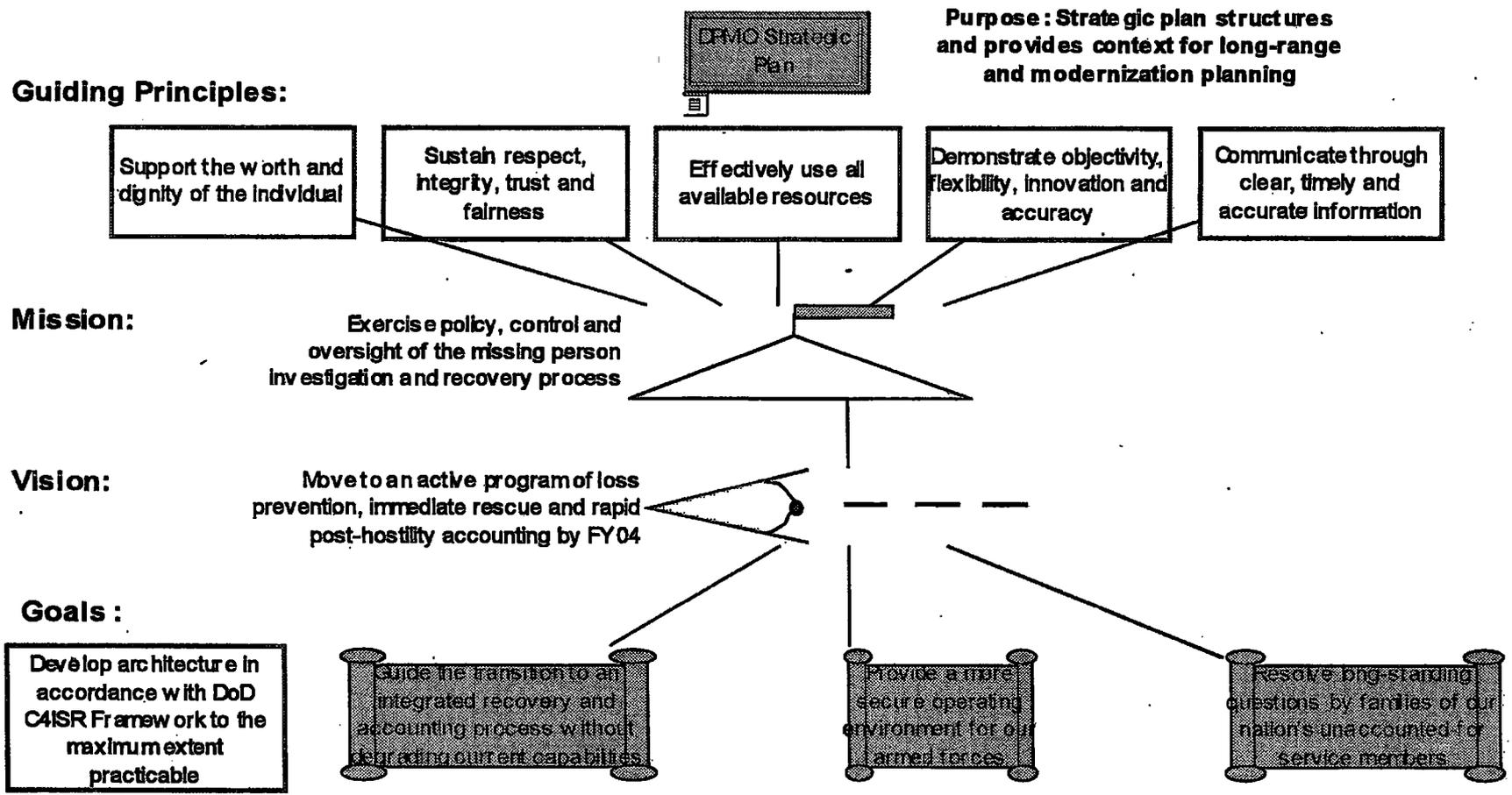
(b)(6) [redacted]

> ~~Original Message~~  
> From: Thibault, Georganne  
> Sent: Wednesday, December 08, 1999 5:17 PM  
(b)(6) > To: [redacted]  
> Subject: strat plan slides

> <<Strat Plan from Overview v2.ppt>>

(b)(6) > [redacted] I've broken up the single strat plan diagram into 3 slides-the  
> fourth is another option for the slide #3 layout.  
>  
> These diagrams consolidate and interpret all the materials I've viewed so  
> far. They diagram a draft integrated recovery and analysis strategic plan  
> and are intended to help ANSER:  
> \* understand the approaches that DPMO may consider to address the  
> problems they've been directed to solve  
> \* identify the information and analysis requirements that are inherent  
> in executing the strategic plan-especially those that are required to meet  
> DPMO goals and objectives and to execute strategies.  
>  
> I hope that we will have the opportunity to discuss and revise these  
> diagrams to better reflect DPMO's intentions. I also hope that the  
> diagrams will aide our discussions with DPMO as we try to clarify MAA  
> objectives and tasks.  
>  
> Hope this helps,  
>  
> Georganne

# Draft Strategic Planning Elements



7861

# Draft Goals and Objectives

## Goals :

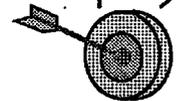
Develop architecture in accordance with DoD CAISR Framework to the maximum extent practicable

Develop an integrated recovery and accounting process to the maximum extent practicable

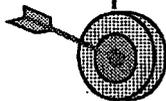
Reduce operational costs to the maximum extent practicable

Resolve long-standing questions by families of our nation's unaccounted-for service members

## Objectives:



Design an integrated architecture and implementation plan to achieve this vision by FY01



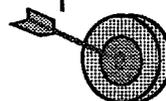
Implement the integrated recovery, accounting and identification architecture using improved scientific, technology and business processes by FY02



Reduce operational costs by FY02



Increase the number and speed of recoveries and identifications by FY04



Reduce future losses by FY02



Reduce overall costs by FY04



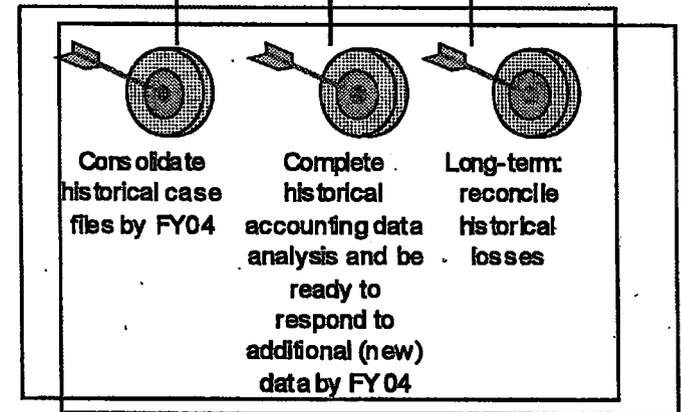
Consolidate historical case files by FY04



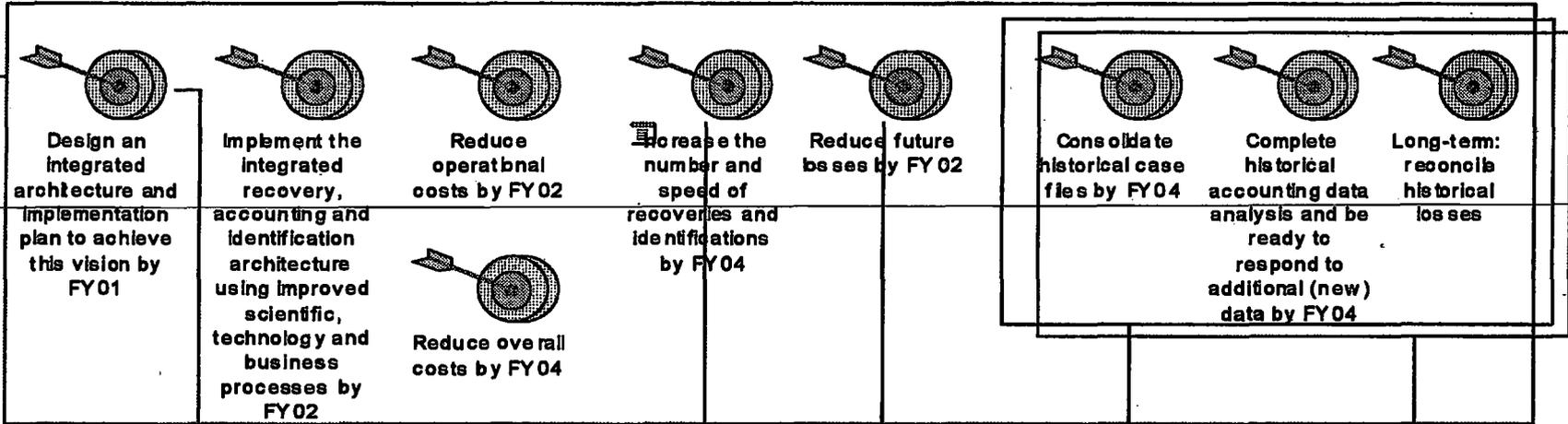
Complete historical accounting data analysis and be ready to respond to additional (new) data by FY04



Long-term reconcile historical losses



**Objectives:**



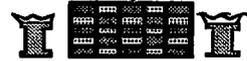
**Strategies:**



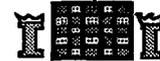
Use outreach and other means to build public and congressional support for DPMO objectives



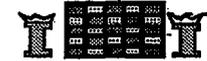
Improve the efficiency and effectiveness of the [legal status and rules of engagement??] decision-making process



Provide policy, guidance and funding needed to organize, train and equip both recovery & accounting assets and covered personnel to limit losses and enhance recovery



Resolve data classification and protection issues to facilitate data analysis and consolidation



Secure resources and operational support agreements needed to execute recovery operations and enhance accounting capabilities



Benchmark and assess current operational recovery and accounting capabilities and interdependencies prior to changes



Understand As-Is architecture's successes and limitations and leverage operations, systems, and technologies in To-Be architecture



Exploit DoD C4ISR architecture capabilities and lessons-learned in To-Be Recovery and Accounting Architecture



Best use limited resources by consolidating functions and eliminating duplication of effort



Integrate the knowledge management (IT) systems that underpin accounting and recovery



Design-in flexibility to grow and surge as required



Outsource functions that are not inherently governmental

Goals :

Develop architecture in accordance with DoD C4ISR Framework to the maximum extent practicable

Reduce transition to an integrated recovery and accounting process without degrading current capabilities

Reduce current secure operating environment for our armed forces

Resolve outstanding questions by families of our nation's unaccounted-for service members

Objectives :

Design an integrated architecture and implementation plan to achieve this vision by FY 01

Implement the integrated recovery, accounting and identification architecture using improved scientific, technology and business processes by FY 02

Reduce operational costs by FY 02  
Reduce overall costs by FY 04

Increase the number and speed of recoveries and identifications by FY 04

Reduce future losses by FY 02

Consolidate historical case files by FY 04

Complete historical accounting data analysis and be ready to respond to additional (new) data by FY 04

Long-term: reconcile historical losses

Strategies :

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