

APPENDIX A: MEMBERS OF THE COMMISSION

General James L. Jones, USMC (Ret.)

General James L. Jones (Ret.) is currently president and CEO of the U.S. Chamber of Commerce's Institute for 21st Century Energy. On February 1, 2007, General Jones completed 40 years of active duty service in the Marine Corps. His most senior assignments in uniform included duties as Commandant of the Marine Corps (1999-2003), Supreme Allied Commander, Europe (2003-2006), and Commander, U.S. European Command (2003-2006). During a period of great transformation of the Alliance's expeditionary capabilities and seeking to increase better agility and mobility in the forward presence of U.S. forces in Europe and Africa, General Jones advocated for greater strategic focus and understanding of the 21st century threats to our nation and to the North Atlantic Treaty Organization.

General John Abrams, USA (Ret.)

General John Abrams, U.S. Army (Ret.), currently serves on the Board of Directors of the Virginia National Defense Industrial Authority. He retired from the U.S. Army in 2003. General Abrams commanded the Army's Training and Doctrine Command and was one of the primary architects of the "Army of the 21st Century." He began his military career as a tank crewman in 1966 and, over the next 36 years, rose from private to four-star general. He is also President of Abrams Learning and Information Systems, Inc.

Lieutenant General Martin R. Berndt, USMC (Ret.)

Lieutenant General Martin R. Berndt (Ret.) retired from the Marine Corps in October 2005, having served for 36 years. He was privileged to serve as an infantry officer in a variety of service and joint billets, completing his career as Commander, U.S. Marine Corps Forces, Atlantic, Europe, and South. He currently serves as a senior mentor to the Marine Corps and U.S. Joint Forces Command. Additionally, he serves on the North Carolina Military Foundation and as a director with several private and public businesses.

General Charles G. Boyd, USAF (Ret.)

General Charles G. Boyd, U.S. Air Force (Ret.), became president and CEO of Business Executives for National Security (BENS) in May of 2002. Before joining BENS, he served as Senior Vice President and Washington Program Director of the Council on Foreign Relations. General Boyd was commissioned through the aviation cadet program in July 1960 and retired in 1995 after 35 years of service. General Boyd was the only Vietnam POW to achieve four-star rank, and his final military

assignment was as Deputy Commander of U.S. European Command. Following his retirement from active duty, he served as the director of the 21st Century International Legislators Project for the Congressional Institute, Inc., and strategy consultant to then Speaker of the House Newt Gingrich. He currently serves as a member of the Board of Directors of the Nixon Center; DRS Technologies, Inc.; Forterra Systems, Inc.; and In-Q-Tel.

Command Sergeant Major Dwight J. Brown, USA (Ret.)

Command Sergeant Major Dwight J. Brown, a native of Lexington, Kentucky, enlisted in the Army in January 1973. He is a graduate of the United States Army Sergeant Major Academy, First Sergeants Course, Army Basic Noncommissioned Officer Course, Drill Sergeant School, Operations and Intelligence (Battle Staff) Course, and the Joint Fire Power Air Ground Operations Course. His assignments have included five tours in the Federal Republic of Germany: the 11th Armor Cavalry Regiment, Fulda/Bad Hersfeld; three tours in 1st Armored Division, Katterback/Ansbach, Erlangen, and Bad Kreuznach; and the 8th Infantry Division, Mainz. His deployments include Operation Desert Shield/Desert Storm, Saudi Arabia; Operation Restore/Continue Hope, Somalia; Operation Uphold Democracy, Haiti; Hurricane Andrew Relief, Florida; Operations Joint Guard/Forge, Bosnia-Herzegovina; Operation Enduring Freedom; and Operation Iraqi Freedom. Command Sergeant Major Brown served as the Command Sergeant Major, United States Central Command, MacDill Air Force Base, Tampa, Florida, from August 4, 2000, to August 1, 2004. He retired from the military on August 1, 2004, after more than 31 years of military service and went on to found D. Brown and Associates, a small, service-disabled veteran-owned business.

The Honorable Terrance Gainer

Terrance Gainer is a decorated veteran who served in the Vietnam War and as a captain in the United States Naval Reserve until 2000. During his law enforcement career, Gainer served as Deputy Inspector General of Illinois, Deputy Director of the Illinois State Police, and in the United States Department of Transportation before he was appointed as Director of the Illinois State Police in March 1991. Chief Gainer spent 20 years as a homicide detective with the Chicago Police Department. Ultimately his superior legal skills were put to use as the department's Chief Legal Counsel. Gainer went on to serve as Executive Assistant Police Chief, second in command of the Metropolitan Police Department of the District of Columbia, beginning in March 1998, and as Chief of the United States Capitol Police from June 2, 2002, to March 3, 2006. On November 14, 2006, Gainer was appointed by Senate Majority Leader Harry Reid (D-NV) as the Sergeant-at-Arms of the U.S. Senate for the 110th United States Congress.

The Honorable John J. Hamre

John Hamre was elected CSIS president and chief executive officer in January 2000. Before joining CSIS, he served as U.S. Deputy Secretary of Defense and Under Secretary of Defense (Comptroller). As comptroller, Dr. Hamre was the principal assistant to the Secretary of Defense for the preparation, presentation, and execution of the defense budget and management improvement programs. Before serving in the Department of Defense, Dr. Hamre worked for 10 years as a professional staff member of the Senate Armed Services Committee. During that time he was primarily responsible for the oversight and evaluation of procurement, research, and development programs; defense budget issues; and relations with the Senate Appropriations Committee. From 1978 to 1984, Dr. Hamre served in the Congressional Budget Office, where he became its Deputy Assistant Director for National Security and International Affairs. In that position, he oversaw analysis and other support for committees in both the House of Representatives and the Senate.

Colonel Michael Heidingsfield, USAF (Ret.)

Colonel Michael Heidingsfield served from 1991 to 1998 as the Chief of Police and Director of Public Safety for the City of Scottsdale, Arizona. Following his first three years of law enforcement service with the University of Texas System Police, Colonel Heidingsfield served with the Arlington (TX) Police Department from 1978 to 1991, leaving there as the Senior Deputy Police Chief after having been selected through a nationwide recruitment process to lead the Scottsdale Police Department. At the time of his retirement from the City of Scottsdale, he was accorded the title of Chief of Police Emeritus. Prior to the start of his law enforcement career, Colonel Heidingsfield served as an active duty Air Force officer and retired in 2004 as a full colonel in the U.S. Air Force Reserve assigned to the Security Forces Directorate at the Pentagon. Following his retirement from the military, he served from 2004 to 2006 as the State Department's first Contingent Commander for the Police Advisory Mission in Iraq. Colonel Heidingsfield is currently the president and CEO of the Memphis Shelby Crime Commission in Memphis, Tennessee.

Admiral Gregory G. Johnson, USN (Ret.)

Admiral Gregory G. Johnson, U.S. Navy (Ret.), served as former Commander, U.S. Naval Forces, Europe and Commander in Chief, Allied Forces, Southern Europe. Since retiring in December 2004, Admiral Johnson has founded Snow Ridge Associates, which provides strategic advice and counsel. While in the U.S. Navy, he oversaw the successful implementation of NATO's Operation Active Endeavor, assumed command of the NATO Response Force at the Istanbul Summit in June 2004, and was responsible for the establishment of NATO's training support mission in Iraq. He was also assigned to several senior policy positions in Washington, most notably serving as the executive assistant to the Chairman, Joint Chief of Staff (1992 to 1993) and military assistant to the Secretary of Defense (1999 to 2000). Admiral Johnson also is chairman of Snow Ridge Associates, which provides strategic advice and counsel; is active in community and civic affairs; and serves on several for-profit and nonprofit boards.

General George Joulwan, USA (Ret.)

General George A. Joulwan, U.S. Army (Ret.), is currently President of One Team, Inc., a strategic consulting firm. He retired from the Army in 1997 after 40 years of service in war and peace, including two combat tours of Vietnam. From 1990 to 1997, he was the Commander in Chief of both U.S. Southern Command and U.S. European Command, as well as Supreme Allied Commander, Europe. In 1992 he helped facilitate a peace agreement with the FMLN insurgents and the government of El Salvador. He also developed a successful strategic counternarcotics plan linking more than 40 U.S. agencies and several Central and South American nations. In 1995, as Supreme Allied Commander, Europe, General Joulwan was the architect of NATO's Bosnian Operation, which ended the vicious atrocities in that country without one NATO hostile fatal casualty in over ten years of engagement. General Joulwan was also instrumental in developing the U.S. State Partnership Program and NATO's Partnership for Peace Program, which included former communist countries of Eastern Europe and the Soviet Union, Russia and Ukraine among them.

Lieutenant General James C. King, USA (Ret.)

Lieutenant General King is the President and CEO of Athena Innovative Solutions, Inc. During his 33 years in the U.S. Army, he was involved in foreign and national security policy formulation and implementation, intelligence operations, and leadership of large organizations. He led the National Imagery and Mapping Agency, a Department of Defense and National Intelligence Agency composed of 13,000 employees and contractors, created as a result of the merger of eight distinct organizations. He served as the principal architect for the intelligence, surveillance, and reconnaissance input for information superiority and information operations planning and implementation for the Secretary of Defense and Joint Chiefs of Staff. He was responsible for implementing one of the largest digital information management acquisition programs in government, and led the Department of Defense and intelligence community effort to establish a national collaborative environment.

Assistant Chief Constable Duncan McCausland, PSNI

Duncan McCausland joined the Northern Irish Police Service in 1983 and served as a Constable and Sergeant in Belfast and Dungannon. He was promoted to the rank of Inspector in 1991 and to Chief Inspector in 1995. He was transferred on appointment to Superintendent in 1998 and took charge of Dungannon as Sub-Divisional Commander. In 2000, he returned to Headquarters as Head of Command Secretariat. From February 2001 until April 2002 he was Staff Officer to the Chief Constable. In March 2002 he was promoted to Chief Superintendent. On October 6, 2003, he was appointed Assistant Chief Constable Urban Region, including Belfast City, based at Castlereagh. As ACC Urban, he is responsible for the provision of effective professional policing within 12 District Command Units, utilizing some 4,600 police and civilian support staff.

Lieutenant General Gary S. McKissock, USMC (Ret.)

Lieutenant General Gary S. McKissock (Ret.) is the former Deputy Commandant of the Marine Corps for Installations and Logistics. Since leaving active service, McKissock has served on the board of both the Sapient Corp. of Cambridge, Massachusetts, and Acorn Growth Companies of Midwest City, Oklahoma. Additionally, he has served as an executive fellow at the Institute for Defense and Business in Chapel Hill, North Carolina, and is founder and principal of CorpsStrategy LLC, a consulting firm specializing in organizational planning.

Sergeant Major Alford McMichael, USMC (Ret.)

Alford L. McMichael is the founder and president of the 4-DREW Foundation, a foundation that supports children at risk. He also provides counseling to young men at two Catholic high schools in Harlem and the Bronx, where he teaches the importance of pursuing excellence in all endeavors in life. He has served on three congressional task forces on sexual assault in the military services, on the military academies, and on domestic violence and sexual harassment. Sergeant Major McMichael served as the 14th Sergeant Major of the United States Marine Corps from 1999 to 2003, and from 2003 to 2006 served as the 1st Sergeant Major in the history of the North Atlantic Treaty Organization (NATO). He retired from the United States Marine Corps in October 2006 after 36 years of service.

Brigadier General Richard Potter, USA (Ret.)

Brigadier General Richard Potter, U.S. Army (Ret.), currently serves as a senior advisor to Sierra Nevada Corporation–Integrated Mission Systems. After a distinguished 35-year career in the military, Brigadier General Potter retired in 1994 from his post as Deputy Commanding General, United States Army Special Operations Command. Since 1995, he has provided independent consulting services specializing in high-tech firms and companies within the defense industry, including Raytheon, Northrop Grumman, Jacobs-Sverdrup, ACS Defense, Gray Hawk Systems, Inc., and Areté Associates. Additionally, he has served as a consultant to the Assistant Secretary of Defense, Command Control Communications Computers Intelligence (ASDC⁴I), the United States Special Operations Command (USSOCOM), and United States Army Special Operations Command (USASOC), as well as with the Department of the Army and other government agencies on special projects both domestically and abroad.

Major General Arnold L. Punaro, USMC (Ret.)

Arnold Punaro is a retired Marine Corps Major General who served as Commanding General of the 4th Marine Division (1997–2000) and Director of Reserve Affairs at Marine Corps

Headquarters during the post-9/11 peak reserve mobilization periods. Following active duty service in Vietnam, he was mobilized three times: for Operation Desert Shield in the first Gulf War, to command Joint Task Force Provide Promise (Fwd) in Bosnia and Macedonia, and for Operation Iraqi Freedom in 2003. He worked on Capitol Hill for 24 years for Senator Sam Nunn and served as his Staff Director of the Senate Armed Services Committee for 14 years. He is currently Executive Vice President of Science Applications International Corporation. He is also chairing the Independent Commission on the National Guard and Reserves established by Congress in 2005.

Chief Charles H. Ramsey

Charles H. Ramsey served as Chief of the Metropolitan Police Department from April 1998 to December 2006, making him the longest-serving chief of the MPDC since home rule was granted to the District of Columbia in 1973. He has since served as consultant to the U.S. Senate Sergeant-at-Arms. Under Chief Ramsey's leadership as Chief, the MPDC regained its reputation as a national leader in urban policing: crime rates declined by approximately 40 percent, community policing and traffic safety programs were expanded, and MPDC recruiting and hiring standards, training, equipment, facilities, and fleet were all dramatically upgraded. His notable initiatives included a September 1998 reorganization of the Department that put more police resources in the community, cut bureaucracy, and enhanced accountability by creating a system of Regional Operations Commands. The Chief also oversaw a multimillion-dollar upgrade to district stations and other Department facilities, as well as new communications and information technology, including mobile data computing and the 3-1-1 non-emergency system. Chief Ramsey redefined the Department's community policing mission to focus on crime prevention. The program he instituted, Policing for Prevention, encompassed law enforcement, neighborhood-based partnerships and problem solving, and systemic prevention efforts. Prior to joining the Metropolitan Police Department, Chief Ramsey served for 29 years in the Chicago Police Department (1968–1998), retiring as a Deputy Superintendent of Police. While serving in this capacity he developed the Chicago Alternative Policing Strategy (CAPS) that has been internationally recognized as an innovative community policing model.

Chief John F. Timoney

John Timoney was appointed Chief of Police of the Miami Police Department on January 2, 2003, after serving one year as CEO of an international private investigation and security company in New York City. He has served four years as the Police Commissioner of the Philadelphia Police Department, where he commanded a diverse police force of approximately 7,000 officers and over 900 civilian employees in the fifth-largest metropolitan city in the United States. Prior to that Chief Timoney spent more than 29 years with the New York Police Department, eventually becoming the youngest four-star chief in the department's history.

Lieutenant General John A. Van Alstyne, USA (Ret.)

John A. Van Alstyne is a career infantry officer with 36 years of service. In his last assignment on active duty, he served as Deputy Assistant Secretary of Defense for Military Personnel Policy. He currently serves as Commandant, Corps of Cadets, Texas A&M.

General Charles Wilhelm, USMC (Ret.)

A career infantry officer and a veteran of combat operations in Vietnam, Lebanon, the Persian Gulf, and Somalia, General Wilhelm commanded Marine units at every level, from Rifle Platoon and Company Commander in Vietnam to Commander of the II Marine Expeditionary Force and all Marine forces in the Atlantic, Europe, and South America. In his final military assignment, he served as Commander of the United States Southern Command, where he was responsible for all U.S. military activities with the 32 nations of the Caribbean and Central and South America. General Wilhelm currently serves as Vice President and Director of Battelle's Office of Homeland Security.

APPENDIX B: ENABLING LEGISLATION

SECTION 1314(e)(2) – Page 14

ASSESSMENT OF THE CAPABILITIES OF IRAQI SECURITY FORCES.—

(A) IN GENERAL.—There is hereby authorized to be appropriated for the Department of Defense, \$750,000, that the Department, in turn, will commission an independent, private sector entity, which operates as a 501(c)(3), with recognized credentials and expertise in military affairs, to prepare an independent report assessing the following:

(i) The readiness of the Iraqi Security Forces (ISF) to assume responsibility for maintaining the territorial integrity of Iraq, denying international terrorists a safe haven, and bringing greater security to Iraq's 18 provinces in the next 12 to 18 months, and bringing an end to sectarian violence to achieve national reconciliation.

(ii) The training, equipping, command, control and intelligence capabilities, and logistics capacity of the ISF.

(iii) The likelihood that, given the ISF's record of preparedness to date, following years of training and equipping by U.S. forces, the continued support of U.S. troops will contribute to the readiness of the ISF to fulfill the missions outlined in clause (i).

(B) REPORT.—Not later than 120 days after the enactment of this Act, the designated private sector entity shall provide an unclassified report, with a classified annex, containing its findings, to the House and Senate Committees on Armed Services, Appropriations, Foreign Relations/ International Relations, and Intelligence.

APPENDIX C: INDIVIDUALS CONSULTED DURING ASSESSMENT

Current and Former United States Officials

U.S. Civilian Officials

U.S. Secretary of State Condoleezza Rice

U.S. Secretary of Defense Robert Gates

Deputy Secretary of Defense Gordon England

Ambassador R. Nicholas Burns – *Under Secretary of State for Political Affairs*

Ambassador Ryan Crocker – *U.S. Ambassador to Iraq*

Ambassador Charles Snyder – *Acting Deputy Assistant Secretary of State, Bureau for International Narcotics and Law Enforcement Affairs*

Ambassador Marcie Ries – *Political Military Counselor, U.S. Embassy, Baghdad*

Ambassador David Satterfield – *Senior Advisor to Secretary of State Rice and Coordinator of Iraq Policy*

Dr. Meghan O’Sullivan – *National Security Council*

Ms. Betsy Philips – *Head of Joint Strategy, Plans, and Assessments Office, U.S. Embassy Baghdad*

Brigadier General (Ret.) Mark Kimmitt – *Deputy Assistant Secretary of Defense for the Middle East*

U.S. Military Officials

The White House

Lieutenant General Douglas Lute – *Assistant to the President and Deputy National Security Adviser for Iraq and Afghanistan Policy and Implementation*

The Joint Staff

General Peter Pace – *Chairman of the Joint Chiefs of Staff*

Admiral Edmund Giambastiani – *Vice Chairman of the Joint Chiefs of Staff*

Plans and Policy, J-5

Lieutenant General John Sattler – *Director, Plans and Policy, Joint Staff*

Major General Philip Breedlove, USAF – *Vice Director for Strategic Plans and Policy, Joint Staff*

Colonel Joseph di Salvo – *Iraq Division Chief, J-5*

Colonel Sean MacFarland – *Iraq Division Chief, J-5*

Lieutenant Colonel Larry Reeves – *Iraq Division, J-5*

Lieutenant Colonel Andrea Begel – *Iraq Division, J-5*

Central Command

Admiral William Fallon – *Commander, U.S. Central Command*

Multi-National Force–Iraq

General David Petraeus – *Commanding General, Multi-National Force–Iraq*

Major General John Paxton – *Chief of Staff, Multi-National Force–Iraq*

Major General Mastin M. Robeson – *Multi-National Force–Iraq*

Major General Douglas Stone – *Deputy Commanding General, Detainee Operations, Multi-National Force–Iraq*

Major General Michael Barbaro – *Multi-National Force–Iraq*

Brigadier General Kevin Bergner – *Spokesman, Multi-National Force–Iraq*

Colonel Lawrence Morris – *Law and Order Task Force, Multi-National Force–Iraq*

Colonel Ken Tovo – *Combined Joint Special Operations Task Force*

Colonel M. Fugues -- *Multi-National Force–Iraq, G-5*

Commodore Nicholas Lambert (U.K.) – *Combined Task Force 158, Royal Navy*

Captain Robert Sanguinetti (U.K.) – *Combined Task Group 158, Royal Navy*

Lieutenant Commander Nicholas Wheeler (U.K.) – *Combined Task Force I58 Liaison Officer to Multi-National Division South East*

Command Sergeant Major Marvin Hill – *Command Sergeant Major, Multi-National Force–Iraq*

Michael F. Walther – *Law and Order Task Force, Multi-National Force–Iraq*

Multi-National Security Transition Command–Iraq

Lieutenant General James Dubik – *Commander, Multi-National Security Transition Command–Iraq and Commander, NATO Training Mission–Iraq*

Lieutenant General Martin Dempsey – *Former Commander, Multi-National Security Transition Command–Iraq*

Major General Berraghan (U.K.) – *Chief Coalition Advisor, Baghdad Operations Center*

Rear Admiral Edward Winters – *Counter Terrorism Coordinator, Commander, Multi-National Security Transition Command–Iraq*

Colonel Michael Fuller – *Training and Education, Multi-National Security Transition Command–Iraq*

Colonel Juan Arcocha – *J-4, Multi-National Security Transition Command–Iraq*

Colonel David Dornblasser – *FMS, Multi-National Security Transition Command–Iraq*

Mr. John Cochrane – *Coalition Advisor, Ministry of Defense Transition Team, Multi-National Security Transition Command–Iraq*

Mr. Dan Maguire – *Intelligence Transition Team, Multi-National Security Transition Command–Iraq*

Command Sergeant Major Tommy Williams – *Command Sergeant Major, Multi-National Security Transition Command–Iraq*

Coalition Police Assistance Training Team, MNSTC-I

Major General Ken Hunzeker – *Former Commanding General, Coalition Police Assistance Training Team*

Brigadier General Mike Jones – *Commanding General, Coalition Police Assistance Training Team*

Brigadier General Pettit – *Coalition Police Assistance Training Team*

Brigadier General Robert Weighill (U.K.) – *Deputy Commanding General for MOI Capability, Coalition Police Assistance Training Team*

Brigadier General David Phillips – *Deputy Commanding General for MOI Forces, Coalition Police Assistance Training Team*

Colonel Alexander – *Coalition Police Assistance Training Team*

Colonel Mark French – *Coalition Police Assistance Training Team*

Colonel Brown – *Coalition Police Assistance Training Team*

Colonel Buechler – *Coalition Police Assistance Training Team*

Colonel Galloucis, *Police Training Team Leader, Baghdad*

Lieutenant Colonel Tye – *Coalition Advisor, Ports of Entry Directorate*

Lieutenant Colonel Goodrich – *Coalition Advisor, Border Security*

Lieutenant Colonel Mark Winn – *Former Lead, Border Transition Team, Region 2*

Major Bain – *Ports of Entry Transition Team, Walid*

Major Yi – *Ports of Entry Transition Team, Trebil*

Major Anthony Lamb – *Border Transition Team Leader*

Major Tom Harris – *National Police Transition Team Chief*

Major Phil Stauffacher – *Former Border Transition Team Lead, Trebil Port of Entry*

Captain Padill – *Border Transition Team, Trebil*

First Lieutenant Michael Warren – *Aamel Iraqi Police, Police Transition Team Leader*

Mr. Stephen Mangino – *U.S. DHS, Attaché and DHS Country Coordinator*

Mr. Walter Redman – *Coalition Police Assistance Training Team*

Ms. Kimberly Riffe – *Coalition Police Assistance Training Team*

Mr. Rick Andy – *Coalition Police Assistance Training Team*

Mr. George Murray – *Coalition Police Assistance Training Team*

Mr. James Davis – *Legal Attaché, Major Crimes Task Force*

Coalition Military Assistance Training Team

Brigadier General Robin Swan – *Iraqi Army Coordinator, Commander, Coalition Military Assistance Training Team*

Brigadier General Dice Allardice – *Commander, Coalition Air Force Training Team*

Captain Keith Harvey (U.K.) – *Advisor to the Head of the Iraqi Navy*

Captain Tim Stockings (U.K.) – *Commander, Naval Transition Team*

Colonel Andrew Bristow – *10 Iraqi Army, Military Transition Team Chief*

Colonel Pat Matlock – *Commander, Blackjack Military Transition Team, 4-9 Cavalry*

Colonel Pollock – *Military Transition Team Commander, 6th Iraqi Army*

Colonel Diemer – *Director, COIN Academy*

Colonel Mike Smith – *Chief, 3rd Iraqi Division Military Transition Team*

Colonel Steed – *Chief, Military Transition Team with Iraqi Ground Forces Command*

Colonel Chris Mitchell – *Chief, 2nd Iraqi Division Military Transition Team*

Colonel Amato – *Chief, Iraqi Army Division Military Transition Team*

Colonel Hall – *Coalition Military Assistance Training Team*

Colonel Ferral – *Coalition Military Assistance Training Team*

Colonel Johnson – *Coalition Military Assistance Training Team*

Colonel Bryant – *Coalition Military Assistance Training Team*

Lieutenant Colonel Shell – *Deputy Chief, Military Assistance Team, 1st Brigade, 3rd Iraqi Army Division*

Lieutenant Colonel Todd Walsh – *Military Transition Team, 4th Brigade, 1st Iraqi Army Division*

Lieutenant Dildar -- *Coalition Military Assistance Training Team*

Major W. Caldwell – *Team Leader, Military Transition Team*

Major Kevin Nicholas – *Iraqi Army, Military Transition Team*

Captain Ferguson – *Coalition Military Assistance Training Team*

Captain Shrewsbury – *Coalition Military Assistance Training Team*

Lieutenant Biet – *Department of Border Enforcement Military Transition Team*

Ms. King – *Ministry of Defense Transition Team*

Mr. Chessnoe – *Ministry of Defense Transition Team*

Mr. Horne – *Ministry of Defense Transition Team*

Mr. Prince – *Ministry of Defense Transition Team*

Multi-National Corps–Iraq

Lieutenant General Ray Odierno – *Commander, Multi-National Corps–Iraq*

Lieutenant General Rich Zilmer – *Former Commander, Multi-National Force-West*

Major General Robert Neller – *Former Deputy Commanding General for Operations, Multi-National Force-West*

Major General Walt Gaskin – *Commander, Multi-National Division West, U.S. II Marine Expeditionary Force*

Major General Rick Lynch – *Commander, Multi-National Division Center, U.S. 3rd Infantry Division*

Major General Randy Mixon – *Commander, Multi-National Division North, U.S. 25th Infantry Division*

Major General Graham Binns (UK) – *Multi-National Corps–Iraq*

Brigadier General Jim Huggins – *Deputy Commander, Multi-National Division Center*

Brigadier General James Yarbrough – *Commander, Iraqi Assistance Group*

Brigadier General John Allen – *Deputy Commanding General, Multi-National Force-West, II Marine Expeditionary Force*

Brigadier General Vincent Brooks – *Acting Division Commander, Multinational Division Baghdad, U.S. Army 1st Cavalry Division*

Brigadier General Charles Gurganus – *Commanding General, Ground Combat Element, Multi-National Force-West*

Colonel Charlie Flynn – *82nd Airborne, Multi-National Corps–Iraq*

Colonel John Charlton – *Commander, 1st Brigade Combat Team, 3rd Infantry Division*

Colonel Paul Funk – *Commander, 1st Brigade Combat Team, 1st Cavalry Division*

Colonel Richard Simcock – *Commander, Regimental Combat Team 6, Multi-National Forces-West*

Lieutenant Colonel Swindell – *Combined Joint Special Operations Task Force, Multi-National Division-Center*

Lieutenant Colonel Jack Marr – *Commander, Command Operations Post Cleary, 1-15 Infantry*

Lieutenant Colonel Patrick Frank – *Battalion Commander, 1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Command Sergeant Major Clifford Dockter – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Sergeant Major Rodney Lewis – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Captain Sean Lyons – *COP Attack, Multi-National Corps–Iraq*

Chief Warrant Officer 5 Terry Walker – *Multi-National Forces - West*

Command Sergeant Major Citola – *Multi-National Corps Iraq*

Command Sergeant Major Burrows – *Iraqi Assistance Group*

First Sergeant Jeffrey Griffith – *COP Attack, Multi-National Corps–Iraq*

Sergeant Smith – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Specialist Benner – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Specialist Riahi – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

Private First Class Graff – *1-28 IN, 4th Brigade Combat Team, 1st Infantry Division*

NATO Training Command–Iraq

Major General Pompegnani – *Commander, NATO Training Command–Iraq*

Current and Former Iraqi Officials

Iraqi Civilian Officials

President Jalal Talabani – *State President of Iraq*

Deputy Minister Barham Salih – *Deputy Prime Minister of Iraq*

His Excellency Abdul-Qader al-Obeidi – *Minister of Defense*

Deputy Minister Maliki – *Deputy Minister of Defense*

Major General Mahmood – *Director General of Programs and Budgets, Ministry of Defense*

Dr. Mumtaz – *Director General of Personnel, Ministry of Defense*

Mr. Abid Ali Jasim – *Director General of Armaments and Supply, Ministry of Defense*

Mr. Mudhfar – *Director General of Contracts and Purchases, Ministry of Defense*

Major General Kamal – *Director, National Information and Investigation Agency*

His Excellency Samir Shakir M. Sumaida'ie – *Iraqi Ambassador to the United States*

Dr. Bassima Al Jaidri – *Advisor to Prime Minister Maliki*

Iraqi Military Officials

General Faruq – *Office of the Commander in Chief*

General Mohan – *Iraqi Commander, Basra Operations Command*

Lieutenant General Ali – *Commander, Iraqi Ground Forces Command*

Lieutenant General Aboud – *Commander, Baghdad Operations Center*

Lieutenant General Talib Kinani – *Commander, Counter Terrorism Bureau*

Lieutenant General Abdulrazzak – *Joint Headquarters, M-3*

Lieutenant General Aboud – *Commander, Baghdad Operations Center*

Lieutenant-General Kamal al-Barzanji – *Commander, Iraqi Air Force*

Major General Khorshed – *Commander, 3rd Division Iraqi Army*

Major General Abu Ghani – *Commander, Government of Iraq Counter-Terrorism Command*

Major General Abdul Amir – *Commander, 6th Iraqi Army*

Major General Ala'a – *Deputy Head of Iraqi Air Force*

Major General Jassim – *Joint Headquarters, M-7*

Major General Kamal – *Joint Headquarters, M-2*

Major General Othman – *Joint Headquarters, M-1*

Major General Jawdat – *Joint Headquarters, M-4*

Rear Admiral Muhammad Jawad Kadhim – *Head of the Iraqi Navy*

Brigadier General Kahleel – *Iraqi Air Force*

Brigadier General Qaid – *Iraqi Air Force*

Brigadier General Kareem – *Iraqi Air Force*

Brigadier General Fadhil al Berwari – *Commanding Officer, Iraqi Special Operations Forces*

Brigadier General Alaa – *Comptroller, Joint Headquarters*

Brigadier General Muttah – *Commander, 2nd Iraqi Army Division*

Colonel Abdul Rahim – *Commanding Officer, Iraqi Counterinsurgency School, Iraqi Army*

Commander Ahmed Maarij – *Operational Commander, Iraqi Navy*

Captain Nasir – *Patrol Base Whiskey 1, Iraqi Army 6th Division*

Sergeant Major Kassam – *Iraqi Ground Forces Command*

Iraqi Ministry of the Interior

Ministry of the Interior Officials

His Excellency Jawad al-Bolani – *Minister of the Interior*

Major General Admed al-Khafaji – *Deputy Minister of the Interior for Support Forces*

Deputy Minister Adnan al-Assadi – *Deputy Minister of the Interior for Administration*

Deputy Minister Hala Shakir – *Deputy Minister of the Interior for Financial Affairs*

Major General Jihan – *Director of Training and Qualification, Ministry of the Interior*

Major General Jodah – *Assistant Deputy Minister, Iraqi Police Service Affairs/Security*

Major General Jawad – *Director of Contracts, Ministry of the Interior*

Brigadier General Farhoud – *Ports of Entry Directorate, Ministry of the Interior*

Brigadier General Jasim – *Ports of Entry Directorate, Ministry of the Interior*

Iraqi Police Service and National Police

Major General Mahdi Juma'a Salma al-Salami – *Dean, Baghdad Police College*

Major General Jasim Hassam Attia – *Dean, High Institute, Baghdad Police College*

Major General Ameer – *Director of Logistics, Baghdad Police College*

Brigadier General Khalid Adulani – *Dean of Police Academy*

Major General Khadim Hamid Shi'wa al-Mohammadadawi – *Baghdad, Provincial Director of Police*

Brigadier General Baha – *Commander, 5th Division 2nd Battalion Iraqi National Police*

Deputy Minister Sinjari – *Deputy Minister of Interior, Kurdish Region*

General Jamal Ahmad Muhamad – *Provincial Police Chief, Sulaymaniyah*

Major General Hussein al Awadi – *National Police Commander*

Outside Experts

Dr. Jon Alterman – *Director, Middle East Program, Center for Strategic and International Studies*

General John Abizaid (Ret.) – *Former Commander, U.S. Central Command*

Dr. Stephen Biddle – *Senior Fellow, Council on Foreign Relations*

Dr. Anthony Cordesman – *Center for Strategic and International Studies*

Colonel Paul Hughes (Ret.) – *Senior Program Officer, Center for Post-Conflict Peace and Stability Operations, U.S. Institute of Peace*

Dr. Frederick W. Kagan – *Resident Scholar, American Enterprise Institute*

Dr. Phebe Marr – *Leading U.S. Expert on Iraq, Author of The Modern History of Iraq*

Mr. Robert Perito – *Senior Program Officer, Center for Post-Conflict Peace and Stability Operations, U.S. Institute of Peace*

Ms. Sarah Farnsworth – *Strategic Advisor*

The Honorable Patrick T. Henry – *Strategic Advisor*

Mr. John Raidt – *Strategic Advisor*

Colonel Arthur White, USMC (Ret.) – *Strategic Advisor*

Note: *The Commission has made every attempt to list all individuals consulted during the course of its work. Despite best efforts, the Commission recognizes this list does not include many of the members of the U.S. and Coalition forces and the Iraqi Security Forces who spent time with the Commissioners on the ground in Iraq.*

APPENDIX D: REVIEW OF MAJOR REPORTS & ANALYSES

United States Government Sources

Office of the President of the United States

National Strategy for Victory in Iraq, November 2005.

Initial Benchmark Assessment Report, July 2007.

Department of Defense

Interagency Assessment of Iraq Police Training, (U.S. Department of State & U.S. Department of Defense), July 2005.

Measuring Stability and Security in Iraq, Report to Congress in accordance with the Department of Defense Appropriations Act 2007 (Section 9010, Public Law 109-289):

- July 2005
- October 2005
- February 2006
- March 2007
- June 2007

Central Intelligence Agency

National Intelligence Estimate: Prospects for Iraq's Stability: A Challenging Road Ahead, January 2007.

Government Accountability Office

Operation Iraqi Freedom: Preliminary Observations on Iraqi Security Forces' Logistics and Command and Control Capabilities, (GAO-07-503R), March 2007.

Stabilizing Iraq: DoD Cannot Ensure that U.S. Funded Equipment Has Reached Iraqi Security Forces, (GAO-07-711), July 2007.

Stabilizing Iraq: Factors Impeding the Development of Capable Iraqi Security Forces, (GAO), Statement of Joseph A. Christoff, Director International Affairs and Trade, Testimony before the House Armed Services Committee, Subcommittee on Oversight and Investigations.

United States Congress

Stand Up and Be Counted: The Continuing Challenge of Building the Iraqi Security Forces, U.S. House of Representatives, Committee on Armed Services, Subcommittee on Oversight & Investigations, July 2007

Statement of Admiral William J. Fallon, United States Navy Commander, United States Central Command, House Armed Services Committee, April 2007

Testimony by Gerald F. Burke, House Armed Services Committee, April 2007

Testimony by Robert M. Perito, *Reforming the Iraqi Interior Ministry, Police and Facilities Protection Service*, House Armed Services Committee, Subcommittee on Oversight and Investigations, March 2007

Testimony by Olga Oliker, *Iraqi Security Forces: Defining Challenges and Assessing Progress*, House Armed Services Committee, March 2007

Testimony by Lieutenant General Martin Dempsey, USA, Commander Multinational Security Transitional Command Iraq, Hearing of the Oversight and Investigations Subcommittee of the House Armed Services Committee, June 2007

Congressional Research Service

Jeremy M. Sharp, *The Iraqi Security Forces: The Challenge of Sectarian and Ethnic Influences*, Congressional Research Service, January 2007

Iraq: Post-Saddam Governance and Security, Congressional Research Service, April 2007

Coalition Provisional Authority

Coalition Provisional Authority Order 1, April 2003

Coalition Provisional Authority Order 2, May 2003

Coalition Provisional Authority Order 22, August 2003

Coalition Provisional Authority Order 26, August 2003

Coalition Provisional Authority Order 28, September 2003

Coalition Provisional Authority Order 67, March 2004

Non-Governmental Sources

The Baker-Hamilton Commission, *The Iraq Study Group Report: The Way Forward – A New Approach*, December 2006

Lionel Beehner, *Iraq: Militia Groups*, Council on Foreign Relations, June 2005

Stephen Biddle

- *A Gamble at Very Long Odds*, Council on Foreign Relations, January 2007
- *Hard Bargaining: If President Bush is Committed to Fighting on in Iraq, Then He Needs a Fundamentally Different Military Strategy -- One that Offers the Only Realistic Chance of Compelling a Ceasefire Between Iraq's Warring Factions*," Boston Globe, June 2007

Anthony H. Cordesman

- *Still Losing? Measuring Stability in Iraq*, June 2007
- *Force Development and the Challenge of Civil War: The Critical Problems and Failures the US Must Address if Iraqi Forces Are to Do the Job*, March 2007
- *Iraq's Sunni Insurgents: Looking Beyond Al Qa'ida*, July 2007

Mohammed Hafez, *Suicide Bombers in Iraq: The Strategy and Ideology of Martyrdom*, USIP, 2007

Frederick W. Kagan, *Iraqi Security Forces: Status and Prospects*, Testimony before the House Armed Services Committee, Subcommittee on Oversight and Investigations, March 2007

Frederick W. Kagan and Kimberly Kagan, *The New Strategy in Iraq: General Petraeus Learns from Past U.S. Mistakes*, July 2007

Thomas A. Keaney and Eliot A. Cohen, *Gulf War Air Power Survey Summary Report*, 1993

Colonel Frederick Kienle, *Creating an Iraqi Army from Scratch: Lessons for the Future*, American Enterprise Institute, May 2007

Daniel Kimmage and Kathleen Rudolfo, *Iraqi Insurgent Media, The War of Images and Ideas*, Radio Free Europe and Radio Liberty, Special Report, July 2007

Dr. Phebe Marr

- *Iraq's Reconstruction: Where is it Going?*, Testimony before the Senate Foreign Relations Committee, September 2003
- *Iraq's New Political Map*, January 2007

Oxfam, *Rising to the Humanitarian Challenge in Iraq*, Briefing paper 105, July 2007

The RAND Corporation

- *Developing Iraq's Security Sector: The Coalition Provisional Authority's Experience*, written by Andrew Rathmell, Olga Oliker, Terrence K. Kelly, David Brannan, Keith Crane, 2005
- *Rebuilding Security Forces and Institutions in Iraq*, 2005