



DIRECTOR OF
NET ASSESSMENT

FOR OFFICIAL USE ONLY
OFFICE OF THE SECRETARY OF DEFENSE
1920 DEFENSE PENTAGON
WASHINGTON, DC 20301-1920
INFO MEMO

2004 SEP 10 11 3: 12

September 10, 2004

TO: SECRETARY OF DEFENSE

FROM: Andy Marshall *Acum*

SUBJECT: Alternative Futures

I did not attempt to flesh out the short sketches of alternative futures in my 24 February note. Ideally a team of people should do that, but since you are interested I will next week send you what I and a couple of people in my office can do.

Attachments:

TAB A. 10/07/04 Memo from SecDef to Mr. Marshall re: Alternative Futures and
02/24/04 Memo from Mr. Marshall re: Assumptions for Next Two or Three Years.

Prepared by: MSgt Riche, 697-1312 x108



FOR OFFICIAL USE ONLY



OSD 13644-04

September 7, 2004

TO: Andy Marshall
FROM: Donald Rumsfeld *DR*
SUBJECT: Alternative Futures

9/10/04
10:00

I was just re-reading your February 24, 2004 memo (attached). Have you gone . . . ahead and attempted to flesh out several alternative futures? If so, I'd like to see them.

Thanks.

Attach.
02/24/04 Memo from Andy Marshall to SecDef re: Assumptions for Next **Two** or Three Years

DHR:ss
090704-14

.....
Please *respond* by 9/10





DIRECTOR OF
NET ASSESSMENT

OFFICE OF THE SECRETARY OF DEFENSE
1920-DEFENSE PENTAGON
WASHINGTON, DC 20301-1920

PH 911

R-1

24 February 2004

TO: SECRETARY OF DEFENSE

CC: Paul Wolfowitz
Doug Feith

FROM: Andy Marshall *Acum*

SUBJECT: Assumptions for Next Two or Three Years

Here are my thoughts:

1. Major geo-political structure of the world will be as it is now. A possible Economic/banking crisis in China could affect its relative position some. Therefore, the main uncertainties that should be taken account of in DoD planning concern:

- How the situations in Iraq, Afghanistan, N. Korea play out over the next few years.
- The fate of Iran, Saudi Arabia, Pakistan, Indonesia, Philippines; where governments could change or internal unrest increase. Some changes could be very favorable and others create major problems.
- Large casualty terror events in the U.S., Western Europe.
- Constant high rate of scientific and technological advance leading to some surprises.

2. An effort to flesh out three to four alternative futures could be mounted. A team of people is needed to cover the wide range of knowledge necessary for intelligent speculation.

?



OSD 09729-041



DIRECTOR OF
NET ASSESSMENT

FOR OFFICIAL USE ONLY
OFFICE OF THE SECRETARY OF DEFENSE
1920 DEFENSE PENTAGON
WASHINGTON, DC 20301-1920
INFO MEMO

2004 SEP 10 10:31:12

381

September 10, 2004

TO: SECRETARY OF DEFENSE

FROM: Andy Marshall *Acmm*

SUBJECT: Alternative Futures

I did not attempt to flesh out the short sketches of alternative futures in my 24 February note. Ideally a team of people should do that, but since you are interested I will next week send you what I and a couple of people in my office can do.

Attachments:

- TAB A. 10/07/04 Memo from SecDef to Mr. Marshall re: Alternative Futures and 02/24/04 Memo from Mr. Marshall re: Assumptions for Next Two or Three Years.

1052904

Prepared by: MSgt Riche, 697-1312x108



FOR OFFICIAL USE ONLY



OSD 13644-04

752904