



UNITED STATES CENTRAL COMMAND
OFFICE OF THE COMMANDER
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Dear Strategic Multi-layer Assessment (SMA) Contributors,

Over the course of the last six months, under the leadership of Dr. Hriar Cabayan, you have responded to over 40 difficult and thought-provoking questions facing U.S. Central Command. Your insights have been instrumental in providing perspective and many times provided a unique way of approaching a challenge we face. Your research and the analysis you performed has freed my staff from that burden, and provided them the opportunity to step back and think about our problems in a more measured and focused manner. Your input has been used to help shape what we do across multiple fronts/issues facing our Headquarters and Components.

As we pause to consider what you have provided us and determine the next areas we would like help investigating, I wanted to personally let you know your input has been valuable to us as we seek to shape the Central Command Area of Responsibility into a better place for our national interests, the interests of our Partner Nations, and the world at large.

Thanks for all you do, and I look forward to hearing more from you as we continue the dialogue between SMA Contributors and the Central Command staff.

Sincerely,


Joseph L. Votel
General, U.S. Army