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To: "Dr. Baruch Fischhoff - Chair, National Academy Committee on Improving Intelligence" <baruch@cmu.edu>

From: Lloyd Etheredge <lloyd.etheredge@policyscience.net>

**Subject: \$75 billion per year/ number of al-Qaeda members
= ?**

Dear Dr. Fischhoff & colleagues:

In bringing a social science perspective to the design & allocation of funds for Admiral Blair's databases & analysis, it might be interesting to use the concept of numerators and denominators: For example, \$75 billion/year divided by the estimated number of people in the world who are plotting full-time to do violence to America and/or Americans.

The results might support a fresh perspective for creative thinking (e.g., my suggestion # 4 re political opportunity analysis):

On November 11, 2009, the Washington Post carried a story by Joshua Partlow, "In Afghanistan, Taliban Surpasses al-Qaeda." A quotation that might be of interest re numerators and denominators:

"Although the war in Afghanistan began as a response to al-Qaeda terrorism, there are perhaps fewer than 100 members of the group left in the country, according to a senior U. S. military intelligence official in Kabul who spoke on the condition of anonymity. The official estimated that there are 300 al-Qaeda members in the tribal areas of Pakistan, where the group is based. . . "

best regards,
Lloyd Etheredge

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