



INTELLIGENCE

OFFICE OF THE UNDER SECRETARY OF DEFENSE
5000 DEFENSE PENTAGON
WASHINGTON, DC 20301-5000

BRAC 2005
Intelligence Joint Cross-Service Group

Meeting Minutes of 3 May, 2004

The Deputy Under Secretary of Defense (Counterintelligence and Security) chaired this meeting. The list of attendees is attached.

The Chair opened the eleventh meeting of the Intelligence JCSG asking everyone to introduce themselves. She next asked if everyone present had signed a Non-Disclosure Agreement and had passed the appropriate security clearance information to ODUSD(CI&S). [REDACTED] The Chair announced that beginning with the next Principal's meeting, clearances will be verified at the door and if the individual's clearance is not on file with her office the individual will be asked to leave. This is due to the sensitivity of the information that will be discussed. Additionally, she repeated her earlier request to the Services and Agencies to make every effort to ensure their current BRAC personnel remain throughout the BRAC process.

The Chair next turned the meeting over to Ms. Deborah Dunie to begin the brief (attached) on a revised proposed approach to developing a Military Value Score Plan for Defense intelligence. Ms. Dunie began the brief by explaining that the final guidance from the ISG was still forth coming, however, the OSD BRAC Office had provided a draft copy in order for the Core Team to initiate the appropriate revisions to the Score Plan that had been briefed to the ISG on April 9, 2004. Chair IJCSG will issue guidance to the Core Team in coordination with the IJCSG Principals on the way forward, after the ISG memorandum is signed. This brief captures the ISG members recommended changes to the IJCSG Military Value methodology and provides supporting rationale for the new approach.

Ms. Dunie next provided the group with an overview of the Military Value process. She reviewed the major guidance themes provided by the ISG members. Ms. Dunie explained the relationship between Military Value and Capacity Analysis and how the two figured in Scenario Development. She discussed the importance of determining the intelligence force structure plan beyond the current FYDP. The BRAC legislation requires the use of a 20-year force structure projection. It was noted that formally submitted documentation (CJB/CJB, Strengthening Intelligence Package) can be used to define Intelligence Manpower across the FYDP. It was the consensus of the IJCSG members that only the USD(I) with the DDCI/CM has the ability to prepare a 20-year force structure plan beyond the FYDP. The Chair tasked the CMS member to coordinate

[REDACTED]

[REDACTED]

with DUSD(PRR) to investigate how best to provide a 20-year force structure plan for use by the IJCSG in capacity analysis and scenario development.

Ms. Dunie next addressed the options that the Core Team had considered in developing a new approach to Military Value. She highlighted the fact that the intelligence community's functions were broad and diverse. The Core Team estimated that if they did one score plan for each function there could be in excess of 58 score plans. The IJCSG members agreed that this would be unworkable and not representative of the value of the facilities performing the functions. Likewise, multiple score plans categorized by Military Departments and Defense Agencies would not achieve the goal of BRAC 2005 to look across the entire Defense Intelligence community to optimize efficiencies and consolidate or co-locate where appropriate. Finally, she stated the Core Team recommends an approach that will enable one score plan with the ability to selectively "bin" or categorize those facilities that the IJCSG chooses to analyze for realignment and closure. This would ensure that the military value scores would reflect a comparison of only those facilities that perform that function that is to be realigned or closed. This "binning" would take place in scenario development and only at the direction of the IJCSG Principals and in conformance with the IJCSG's final, agreed upon Analytical Framework document.

Ms. Dunie highlighted that the proposed score plan has one function "intelligence" and a series of attributes that make up that function (see slide with the draft military value scoring matrix). Essentially, the Core Team took the attributes from the old score plan, revised them and moved them to the left in the matrix replacing the functions of Sources and Methods, Analysis, Dissemination, Management Activities and Sustainability. She noted that at this time, metrics and weights had not been determined by the Core Team. Ms. Haave polled the IJCSG members for their comments on the recommended construct and list of attributes. A lengthy discussion followed centered primarily on the two attributes: "intellectual capital" and "COOP." The NSA representative highlighted that the DIRNSA has statutory responsibility for SIGINT, and has stated that he has the final say in matters affecting SIGINT structure. Ms. Dunie reiterated that ISG will not receive IJCSG recommendations without full coordination with the IJCSG Principals. In addition, there is ample process for dialogue with the ISG/IEC membership, coordinated through the Chair IJCSG, if issues arise.

The Group was satisfied that the Core Team was on the right course in establishing a baseline of attributes that captured the military value of the facilities in their existing locations. The Chair then asked the members to review the list with their Principals and report back to the Chair by Friday, May 7, 2004 with their approval of the construct and suggested revisions to the attribute list.

Ms. Dunie next reminded the IJCSG members that draft analytical frameworks were provided by the Military Departments and Defense Agencies. An aggregated list of submissions will be forwarded to the Principals for review and coordination, in

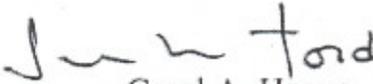
[REDACTED]

accordance with the published schedule for Analytical Framework development. A final IJCSG agreed upon frameworks document will be introduced into the scenario development phase of the BRAC process in time to support scenario development. It is these frameworks that the Core Team will use to determine "bins" for facility evaluation at the direction of the IJCSG Principals. Some members noted that the Military Departments were using their standard planning guidance process to assist in identifying frameworks to analyze and asked if there was an equivalent process in Defense intelligence to identify opportunities for analysis. Other members suggested that the SECDEF April 2003 "Strategic Planning Guidance Intelligence Tasks" might be an additional input for analytical frameworks. The JCS member stated the JCS Joint Planning Guidance would be released shortly and there maybe an intelligence component that could be used in the BRAC process.

[REDACTED] indicated the master computer database would be up and running by the end of the week. The capacity data call information will be imported to the computer after the computer database accreditation and testing process is complete. The Core Team spaces have been accredited, and can accept the data at this time for storage. It was noted that this is not hindering the work of the Core Team because BRAC requires the military value score plans to be approved by the ISG prior to accessing the capacity information.

Finally, several of the IJCSG members asked if they could be on distribution for the minutes of these meetings. The OSD BRAC representative explained that copies of the minutes would be held at the OSD BRAC Office, the Core Team facility, and would be provided to the Principals. It was noted that all BRAC deliberative minutes (IJCSG, ISG, et al) must be independently stored and secured at the locations they are distributed to in accordance with DOD IG approved ICP's for their respective locations.

The Chair concluded the meeting by stating the Core Team continues to perform in an exemplary manner in a very difficult environment that will only get harder as the process nears the completion deadline. She reminded the members to ensure their Principals stay engaged in order for the IJCSG to remain on schedule.


Carol A. Haave
Deputy Under Secretary of Defense
(Counterintelligence and Security)
Chair, IJCSG

[REDACTED]

Attachments:

1. List of Attendees
2. Proposed New IJCSG Military Value Score Plan Briefing Slides

**Intelligence JCSG Meeting
3 May, 2004**

Attendees

Members:

- Ms. Carol Haave, Deputy Under Secretary of Defense (Counterintelligence and Security), Chair
- Mr. Terrance Ford, USA
- Ms. Karin Dolan, USMC
- Mr. Robert Korte, DDCI/CM, (Pending Chair ISG Approval)

Alternates:

- Mr. Dennis Fitzgerald, National Reconnaissance Office for the Director
- Mr. Tom Ferguson, National Geospatial Agency for the Director
- Ms. Claudia Clarke, USN, for the Director, Naval Intelligence
- Mr. Mark Ewing, Defense Intelligence Agency for the Director
- Ms. Karyn Vice, National Security Agency for the Director

Others:

- Ms. Deb Dunie, DUSD(I), CI&S, Director, Plans and Analysis
- [REDACTED]

Intelligence Joint Cross-Service Group

3 May 2004

Agenda

- ISG and Chair, IJCSG Guidance
- Proposed New Military Value Score Plan
- Analytical Framework
- Intelligence Force Structure

Proposed New
IJCSG Military Value
Score Plan

3 May 2004

Military Value Analysis

- OSD BRAC: “An assessment of the relative military value of an installation’s ability to perform a specific function.”
- IJCSG: An assessment of the relative military value of an installation’s ability to support the performance of a Defense intelligence function.

ISG Guidance – Major Themes

- “More than one score plan will enable the IJCSG to categorize the intelligence facilities by primary missions or capabilities”
- “...determine the value of facilities to the function, not the value of the function itself.”
- “...emphasize the relationship between people performing intelligence functions and the facilities in which they perform those functions,”

Issues

- DoD structured now to support “joint” intelligence activities.
- Difficult to compare “like functions” or “similar facilities” among unique organizations that are not organized similarly.
- Notable exceptions prevent a comprehensive review of Defense intelligence. The Defense intelligence universe remains ill-defined.
- The future intelligence force structure has not been agreed upon.

Options

- Hybrid methodology that includes separate functional and facility oriented score plans.
- Multiple score plans organized by “like” functions.
- Multiple score plans organized by Military Department and Defense Agency.

Proposed Approach

- One Function (Defense intelligence) and one score plan.
- Military value assigned to a specific “installation’s (facility’s) ability to perform a specific function (Defense intelligence).”
- Attributes: Obtain a composite score of physical infrastructure, location, & intellectual capital.
- Permits link to Capacity Analysis functions, if desired.
- The rack and stack list will reflect the relative condition and survivability of each facility in the context of specific intellectual and industrial synergies.

IJCSG Military Value Draft Scoring Model
Criterion Level View

Overall Intelligence Military Value		Selection Criteria															
		Mission Capabilities and Operational Readiness				Availability & Condition of Land and Facilities				Contingency & Mobilization				Cost & Manpower Implications			
Attributes	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight
Physical Infrastructure																	
Ownership/Type Space	0				0				0				0				0
Specialized Equipment	0				0				0				0				0
Facility Condition	0				0				0				0				0
Facility Capability (including Technology)	0				0				0				0				0
Force Protection	0				0				0				0				0
Survivability/COOP	0				0				0				0				0
Physical Security	0				0				0				0				0
Location																	
Geophysical Constraints	0				0				0				0				0
Quality of Life (insert JPAT 7 as appropriate)	0				0				0				0				0
Transportation Access	0				0				0				0				0
Estimated Economic Cost of Location	0				0				0				0				0
Buildable Land	0				0				0				0				0
Geographic, Industrial & Academic Synergy (e.g. from external resources)	0				0				0				0				0
Proximity (e.g. threat consideration like NCR)	0				0				0				0				0
Mission Assurance/COOP	0				0				0				0				0
Key Relationships in NCR	0				0				0				0				0
Environmental Conditions (insert JPAT 8 as appropriate)																	
Intellectual Capital																	
Human & Intellectual Capital (e.g. internal workforce)	0				0				0				0				0
Customer/Partner Collocation	0				0				0				0				0
Programmed Personnel Changes	0				0				0				0				0
Workforce Pay Factor	0				0				0				0				0
Check sum	0	Check sums	0	0	0	Check sums	0	0	0	Check sums	0	0	0	Check sums	0	0	0

Phase 3 -- Scenario Development

- IJCSG principals will direct which, how, and why specific facilities are to be compared.

Timeline

- Request:
 - IJCSG approval by 7 May
 - Extension of suspense to ISG to 28 May