

BRAC 2005
Intelligence Joint Cross-Service Group

Meeting Minutes of July 15, 2004

The Director of Plans and Analysis for the Deputy Under Secretary of Defense (Counterintelligence and Security), Ms. Deb Dunie led this meeting. The list of attendees is attached.

Ms. Dunie opened the thirteenth meeting of the Intelligence JCSG by announcing the next scheduled IJCSG Principals meeting is on August 18th. Since the Chair, IJCSG was unable to attend this meeting she may schedule an additional meeting with the Principals before the scheduled August 18th meeting. She then began the briefing (Attachment 2).

Ms. Dunie noted the accreditation of the information system has been completed. DIA accredited the system at Protection Level 2. The security requirement is only for Protection Level 1 since the information system does not connect to any external network, but DIA accredited to Protection Level 2 based upon one of the Defense Agency's concerns that this was not what was originally agreed upon between DIA and the Defense Agencies. She further discussed that the USD(I) research into the two-man rule policy found no such restrictions exist in policy that would apply to the IJCSG SCIF, however, the Core Team at the SCIF will operate under a two-man rule policy for opening and closing the SCIF as an extra measure of security.

The Core Team incorporated almost all of the comments it received from the Military Value coordination package sent to the Principals. Ms. Dunie asked the group were there any objections to the revised new Military Value Report. All the members present agreed with the report as written. She then announced that there was a tentative scheduled meeting with Mr. Gibbs, senior Air Force ISG member, on July 22nd to explain the single-score plan and "binning" concept. Mr. Dumm is also an invited attendee and agreed to attend. Once the Military Value Report is approved by the ISG and the DAS's have coordinated on the questions, the military value questions will be released. The turn around timeline for the questions will be discussed with the OSD BRAC Office. Ms. Dunie asked the Principals to encourage their BRAC offices to return the questions as soon as

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[REDACTED]

possible because of time considerations with respect to analysis and the due date for recommendations is compressed.

The Core Team has started the Capacity Analysis phase. It is currently in the process of drafting a proposed revised methodology based upon the ISG's template for the Capacity Analysis Report. The Core Team should be proposing draft definitions and formulas within the next two weeks that will be coordinated with the Principals.

Ms. Dunie asked the Air Force and Army when they will deliver Capacity Data responses. Both replied the data call was in the final stage of approval and should be delivered by Monday, July 19, 2004.

An outstanding issue is that the capacity data call questions targeted to Headquarters and Management Activities were not fully answered by the Military Services. Ms. Dunie then asked the Army, Navy, Marine Corps, and Air Force members to state what they did and did not deliver in their Capacity Analysis data call response for Intelligence Headquarters and Management activities. The Army and the Air Force replied all the data was collected and would be forwarded. The Navy and Marine Corps stated they did not collect all the data. Ms. Dunie then explained that the Chair, through previous ISG Guidance for Resolving Data Call Response Issues (May 28, 2004), would be tasking the Senior Service representative to the IJCSG to identify and resolve this data problem.

The JCS provided a 20-year force structure plan for the DoD BRAC process. This plan requires an additional level of granularity relating to the intelligence function for the IJCSG to conduct BRAC scenario analysis that lead to realignment and closure recommendations. As such, the IJCSG needs to develop a complementary supporting force structure document that the Core Team can use to support the Scenario Development phase of BRAC.

One of the key issues for discussion is how do we account for contractors. Based upon discussions with the OSD BRAC Office, it was their recommendation that the IJCSG only consider contractor positions that reside in DoD owned or leased spaces as part of the process of developing supporting documentation. That is, contractors that are not located in DoD owned or leased spaces would not be counted. After a discussion the members agreed the best way to proceed was to use the baseline contractor data collected in the capacity data call, the CBJB, CJB

[REDACTED]

and straight line it from FY10 to FY25. The CMS Representative highlighted that CMS will be conducting a data call outside of the BRAC process for NFIP resources. He further opined that CMS would potentially provide guidance to the BRAC process for equities belonging to the DCI. Additional Defense Intelligence Agency guidance will be considered by the IJCSG on a case by case basis.

Ms. Dunie next addressed the BRAC approval process. She explained the BRAC process is driven primarily by the Military Department's. The Marine Corps Representative opened a brief discussion on late IJCSG visibility of information that the MILDEP BRAC chains see in their normal course of business. Ms. Dunie explained that there are numerous opportunities for MILDEPs, as well as the JCS, to formally introduce and/or respond to the ISG through their DAS or alternatively through the Cross-Service Groups where they have representation. DAS Representatives to the IJCSG can play a more proactive role in bringing information to the IJCSG that the ISG does not send directly to the Chair, IJCSG. Intelligence issues and considerations will continue to be introduced to the ISG through either or both of these BRAC organizational constructs. Ms. Dunie stated that the OSD BRAC Office ensured that Intelligence will be a part of the formal coordination process to highlight intelligence equities within the BRAC process.

She next introduced the current Intelligence Principle that is pending ISG approval. She asked the group if any of the IJCSG Principals have any issues or concerns about this Intelligence Principle. The members indicated no significant concern about the Principle as written; however, since it drives the rest of the BRAC analysis, if there is still an opportunity to improve on it the group would like the Chair to forward their suggestion(s) to the ISG. Ms. Dunie agreed, but informed the members the ISG would be approving this Principle on July 23rd, so they need to get their thoughts to the Chair by COB Monday, July 19th.

Ms. Dunie next addressed the lone Intelligence related Imperative that is to be considered by the ISG. She explained that the Chair plans to recommend to the ISG that this imperative be eliminated. There followed a lengthy discussion on the role of imperatives in the BRAC process. The members agreed that some Intelligence activities could potentially benefit from imperatives to protect them from BRAC actions by the military Services. The Principals agreed to provide a candidate list of imperatives to the Chair by COB Monday, July 19th. The Chair would then coordinate appropriately and forward to the ISG.

[REDACTED]

[REDACTED]

The discussion next turned to Transformational Options. Transformational Options require ISG/IEC/SecDef approval. Approved ISG/IEC/SecDef Transformational Options will constitute minimum analytical frameworks upon which the Military Departments and JCSG will conduct their respective BRAC analyses. This means that they must be analyzed within the BRAC process, but does not mandate resulting BRAC realignment or closure recommendations. At this time we are in the process of determining whether the IJCSG will submit Transformational Options. If the IJCSG decide to do so, a coordination package will be sent to the IJCSG Principals for review and comment. One member was concerned that there should not be a link between RDI and BRAC.

Ms. Dunie explained that the IJCSG can have Analytical Frameworks in addition to Transformational Options. Unlike Transformational Options, Analytical Frameworks do not require ISG/IEC/SecDef approval. This means that there is no mandate outside the IJCSG that directs what must be analyzed within BRAC. Again, analyzing something does not necessarily mean that realignment or closure recommendations will result.

Lastly, Ms Dunie briefly discussed the BRAC schedule. She reminded the members that the only legislated date in the BRAC process is May 16, 2005. The IJCSG is responding to the process requirements as fast as possible, however the schedule is greatly compressed.

Approved: 

Kenneth Dumm
Associate Director for Intelligence,
Directorate of Intelligence,
Surveillance and Reconnaissance,
Deputy Chief of Staff for Air and
Space Operations, Headquarters
United States Air Force
Principal, Intelligence Joint Cross-
Service Group

Attachments:

1. List of Attendees
2. BRAC 2005 Brief 15 July 2004

**Intelligence JCSG Meeting
July 15, 2004**

Attendees

Members:

- Mr. Kenneth Dumm, USAF
- Ms. Karin Dolan, USMC

Alternates:

- Ms. Claudia Clark, USN, for the Director, Naval Intelligence
- Mr. Mark Ewing, Defense Intelligence Agency for the Director
- Ms. Elizabeth Hussain, JCS/J2 for J2
- Mr. Ian Snyder, CMS

Others:

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

- Mr. Dennis Fitzgerald, NRO
- Mr. Wayne Howard, Core Team Facilitator

**Intelligence JCSG Meeting
July 15, 2004**

Attendees

Others (Continued):



BRAC 05
IJCSG Principals Meeting
15 July 2004



Agenda

- Security
- Military Value Report
- Capacity Analysis
- 20-Year Force Structure Plan
- BRAC Approval Process: Intelligence Considerations
- Principles
- Imperatives
- Transformation Options/Analytical Frameworks
- Schedule

Next IJCSG Principals Meeting 18 Aug 04



Security

■ Accreditation Complete

- Interim approval to operate granted for Protection Level 2

■ Standard Operating Procedure

- Two-man rule policy for opening and closing the SCIF door (Room 117)



Military Value Report

■ Principals Concurred w/Comments

- Revised scoring plan contains more detailed explanations of weights for each attribute, metric and question
- Other editorial and content changes incorporated
- Note: Questions Reviewed by Defense Standardization Team (DST)... suggested minor changes incorporated

■ Principals Comments to be Addressed in Cover Letter to Chair, ISG

- Define intelligence “universe”
- Comparing of similar and dissimilar facilities – “binning”



Military Value Report

■ Recommendations Not Accepted

- Inserting “intelligence” before the word “facilities” (Navy)
 - Redundant since intelligence data call & only one function “intelligence”
- Expand “safety codes” beyond just fire codes (Navy)
 - Fire codes is a “survivability/force protection” consideration – any handicapped issues would fall under this code
- Additional metric for mass transit (J2)
 - Generally not a facilities “bricks and mortar” consideration
 - Will be addressed as part of Quality of Life (JPAT 7)
- Overall row weights of “Specialized Equipment (8.3) and “Buildable Land” (7.7) (CMS)
 - Metrics are in separate Attribute Categories – core team consensus that they are weighted appropriately within their respective Attribute Categories



Military Value Report

■ MV Report Process

- Finalize and forward to OSD BRAC Office for distribution
 - To ISG members for review and approval
 - To DAS's for approval of data call before release to field

■ MV Data Call

- 60-day turnaround per revised OSD BRAC Office direction



Capacity Analysis

- **Developing Revised Methodology for Analysis of Data**
 - Discussion on “how” and “at what level” to measure current capacity, maximum potential capacity, surge capacity requirements and current usage to determine capacity
 - Additional formula(s) required to support analyses
 - Core Team drafting options on analysis of data to send to Principles for review and decision in the near-future
 - Capacity Analysis Report will be forwarded to ISG for approval



Capacity Analysis

- **Data Call #1 has not been Sent to All Military Department Intelligence Headquarters and Management Elements**
 - IJCSG is analyzing Intelligence Headquarters and Management per OSD BRAC Office
 - Requested Chair, ISG provide direction to MILDEPS



20-Year Force Structure Plan

- **Future Force Structure for Intelligence Based on CBJB, CJB, & Strengthening Strategic Intelligence Documents**
 - FY05 – 09: JMIP, TIARA, and NFIP Personnel
 - FY10 – 25: Will be straight-lined
- **Discussion**
 - Contractor manpower requirements
- **Plan to Complete**



BRAC Approval Process: Intelligence Considerations

- **Intelligence Will be Part of Formal Coordination Process to Highlight Our Equities Within the BRAC Process**
 - Principles, Imperatives, Transformation Options, Realignment and Closure Candidates
 - Ability to highlight equities via multiple forums
 - Before final approval by ISG... or before submission to IEC
 - Special session with ISG and/or IEC
 - For consideration by SecDef



Principles

- **Reviewed at 25 June ISG Meeting**
 - Strategic in concept
 - Foster Transformation and embrace change
 - Mutually supporting
 - Interchangeable amongst Military Departments

- **Approved by ISG w/Minor Deviations**
 - Deviations sent to ISG for written coordination



Intelligence Principle

- **Pending ISG Approval:**
 - The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.



Imperatives

- **Being Reviewed at 23 July ISG Meeting**
 - Control rods and safety valves for outcomes
 - Preserve key capabilities toward desired outcomes
 - Specific, detailed statements that are tied to Principles
 - Prevent recommendations from violating Principles
 - Chair, IJCSG invited to attend 23 July ISG meeting



Intelligence Imperative

- **Candidate Imperative for ISG Approval:**
 - The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates sufficient organic ISR/analytic capability to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.



Transformation Options/ Analytical Frameworks

DCN: 11312

■ Transformational Options

- Transformational Constructs
- IJCSG will “chop” on all Transformational Options received by ISG

■ Analytical Frameworks

- IJCSG AF will provide a level of granularity for Transformational Constructs related facility implications to be analyzed



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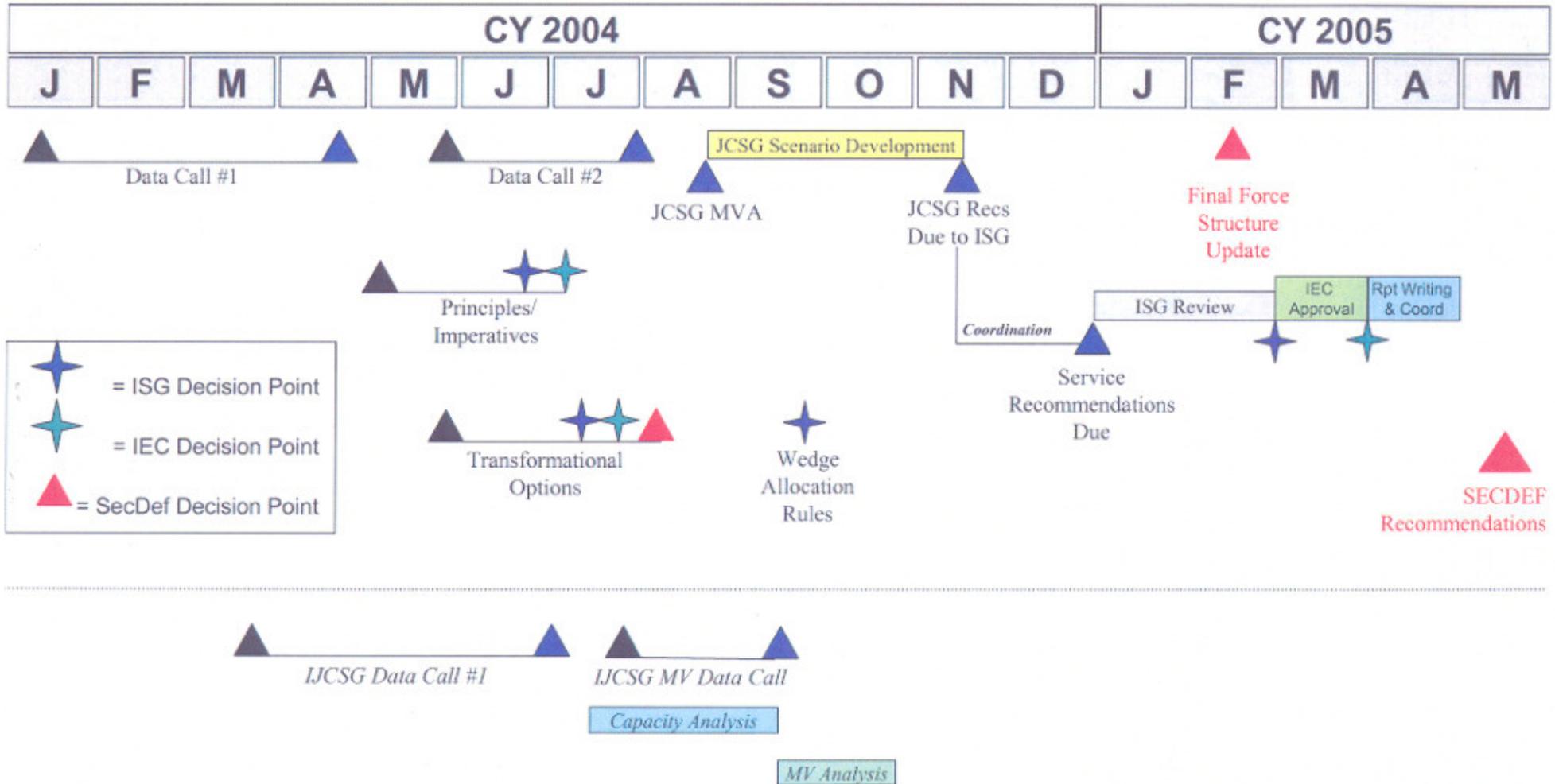
Transformation Options/ Analytical Frameworks

DCN: 11312

- **IJCSG will notify OSD BRAC Office of Approved Analytical Frameworks**



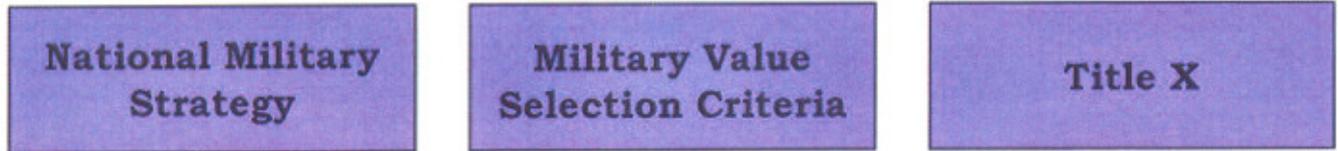
BRAC Schedule





Backup Slides

BRAC 2005 Principle and Imperative Development



- Strategic in concept
- Foster Transformation and embrace change

Principles

- Mutually supporting
- Interchangeable amongst MilDepts

SecDef Priorities

- Control rods and safety valves for outcomes
- Preserve key capabilities toward desired outcomes

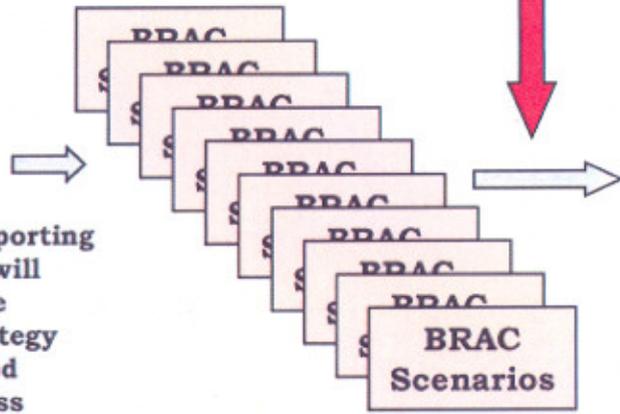
Imperatives

- Tied to Principles
- Prevent recommendation from violating Principles

Service Core Functions

Transformational Options

Options for stationing and supporting forces and functions that will rationalize infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness



Scenario Analysis

Transformational Opportunities

