

BRAC 2005  
Intelligence Joint Cross-Service Group

Meeting Minutes of August 24, 2004

The Deputy Under Secretary of Defense (Counterintelligence and Security), Chair, Intelligence Joint Cross-Service Group (IJCSG), Ms. Carol Haave led this meeting. The list of attendees is attached.

Ms. Haave opened the fifteenth meeting of the Intelligence JCSG by introducing Mr. Pete Potochney from the OSD BRAC Office who briefed the BRAC 2005 Scenario Development and Analysis Executive Summary Brief (Attachment 2). He provided an overview of role of the OSD BRAC Office within the process and discussed what a BRAC scenario entailed.

Mr. Potochney noted that he appreciated the issues associated with IJCSG data classification. However, he noted that the IJCSG would need to provide unclassified documents, with classified addendums as appropriate, for BRAC purposes. As an example, he read from the March 1995 DoD BRAC Report the unclassified recommendation language used by the Air Force to address the realignment of Onizuka Air Station. He noted that only those BRAC Commission representatives with the appropriate clearances would have access to the classified addendums.

Mr. Potochney next discussed the activities within the scenario development process and the interactions between the Military Departments (MILDEPS) and Joint Cross-Service Groups (JCSGS). In response to a concern raised by one IJCSG member about the level of detail required for scenarios, Mr. Potochney noted that getting to scenarios was a "process." Specifically, he noted the other JCSGs had identified "ideas" primarily from their working groups that had been translated into "proposals" via deliberative session with their Principals. He noted that declaring a scenario provided the opportunity for the IJCSG to conduct

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

analysis to either accept or reject the scenario. Rejected scenarios would not be forwarded to the Infrastructure Steering Group (ISG). Mr. Potochney also noted that the BRAC selection criteria and the 20-Year Force Structure were the foundation for determining the capabilities that need to be considered for scenario development analysis.

Mr. Potochney next discussed scenario development analysis and the process for how candidate scenarios would be reviewed and approved by the Secretary of Defense (SecDef) before being sent to the BRAC Commission. In response to a concern raised by one IJCSG member about the ability of the BRAC process to understand the relative importance of and coordinate scenarios as they come together, Mr. Potochney noted that if there were conflicts between scenarios that he would anticipate that both scenarios would be run and that the ISG and/or Infrastructure Executive Council (IEC) would make a decision based upon the analysis of the two scenarios.

The Chair, IJCSG thanked Mr. Potochney for his briefing and he departed the conference room. A follow-on discussion of the Draft BRAC Transformational Options/Analytical Frameworks was held at the [REDACTED] level to engender frank and open discussion between the IJCSG Principals.

Ms. Dunie introduced the process that led to the development of the six Draft Transformational Options/Analytical Frameworks for discussion (Attachment 3). She noted that these six were agreed upon collectively by the Under Secretary of Defense for Intelligence (USD(I)) and Community Management Staff (CMS) personnel supporting the BRAC process. These draft Transformational Options/Analytical Frameworks evolved from the early thoughts provided as input by the various IJCSG organizations as well as applicable Defense Intelligence studies and analyses. USD(I) and CMS collectively took these various inputs and attempted to develop broad Draft Transformational Options/Analytical Frameworks that could be considered across Defense Intelligence rather than a specific organizational issue.

[REDACTED]

[REDACTED]

The IJCSG Principals next discussed each of the six Draft BRAC Transformational Options/Analytical Frameworks. A summary of the issues raised by the Principals for discussion and the resulting direction provided to the Core Team to analyze and present their assessment on the reasonableness of executing the Draft Transformational Options/Analytical Frameworks for the September 15<sup>th</sup> IJCSG Principals meeting are as follows:

- Expand analysis from COOP exclusively to COOP/Mission Assurance. As part of this analysis assess whether potential footprint collocation would address single-point vulnerabilities as well as the opportunity for potential synergy or footprint consolidation across the individual organization COOP budget submissions. Since Congress has directed the Intelligence COOP plans be merged into an integrated plan, evaluating the synergy between existing COOP plans in the BRAC process is prudent.
  - Analysis of collocating/upgrading facilities on protected installations to potentially reduce vulnerability needs to consider unique and/or special mission equipment.
  - Analysis of common mission equities located on disparate footprint needs to consider potential consolidation opportunities to enhance force protection, reduce infrastructure requirements and allow for synergy between missions. Potential Combatant Commander (COCOM) equities need to be considered as part of these analyses and coordinated by the IJCSG Principals as appropriate.
  - Analysis of potential selected Intelligence Education and Training footprint consolidation that could lead to a National Intelligence Training construct needs to define the level of education and training to be addressed, identify location specific restrictions and consider workforce ethos and culture within the context of jointness.
  - Analysis of potential Joint Reserve Intelligence Center footprint consolidation needs to consider the changed role of how reserves support Defense Intelligence.
- [REDACTED]
- [REDACTED]

- Analysis of DoD Security Adjudication functions (CAF) needs to consider if potential consolidation of infrastructure and resulting processes would enhance mission performance.
- The Core Team's analysis and assessment on the reasonableness of executing the Draft Transformational Options/Analytical Frameworks needs to identify potential gaps where additional data would need to be collected to support the analysis.
- In response to one of the Principal's questions regarding how cost analysis would be assessed within BRAC, Ms. Dunie noted that BRAC cost analysis is accomplished using the Cost of Base Realignment Actions (COBRA) software tool. She emphasized that COBRA data is not budget quality data. A specific concern was raised by one of the Principal's regarding what were the acceptable BRAC costs associated with a potential realignment or closure and what costs might have to be programmed by an organization within their internal POM process.
- Ms. Dunie noted that at this time the Administration is considering changes in the authority, direction and control of the Intelligence Community. However, she opined that these considerations were not defined enough yet to help clarify if there would be a footprint implication for BRAC. At such time that BRAC implications are evident, additional analytical frameworks may be added for consideration in the BRAC process.
- Ms. Dunie also informed that IJCSG Principals that it was the intent of the Chair, IJCSG to begin having weekly IJCSG Principals meeting starting on September 15<sup>th</sup>. The weekly meetings would be scheduled for Wednesday afternoons from 1500-1630.

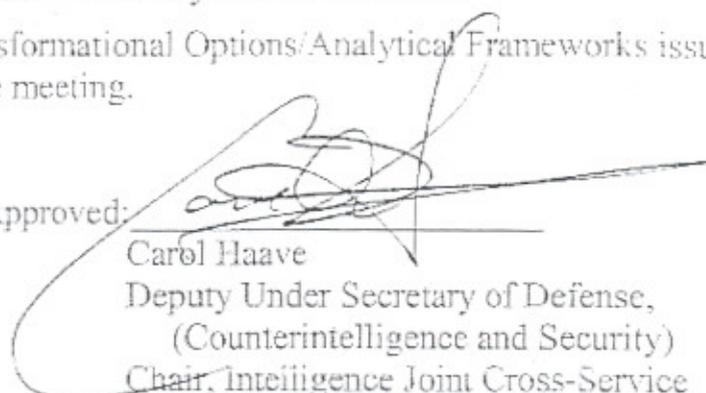
In summary, the Chair, IJCSG stated that it was reasonable for the Core Team to develop a schema for the next scheduled IJCSG Principals meeting to assist the Principals in beginning the deliberative discussion on the scenarios. She encouraged the Principals to digest the issues discussed at the meeting and to work with and provide comments back through their Core Team member.

[REDACTED]

[REDACTED]

The Air Force Principal noted that the six Draft BRAC Transformational Options Analytical Frameworks discussed did not appear to reach the level of Transformational Options (which required ISG/IEC/SecDef approval). He recommended that the IJCSG characterize these six Draft BRAC Transformational Options/Analytical Frameworks as Analytical Frameworks exclusively. The Chair, IJCSG brought this issue to a voice vote and all IJCSG Principals/Alternates verbally agreed to characterize them as Analytical Frameworks.

After voting on the Transformational Options/Analytical Frameworks issue, the Chair, IJCSG adjourned the meeting.

Approved: 

Carol Haave  
Deputy Under Secretary of Defense,  
(Counterintelligence and Security)  
Chair, Intelligence Joint Cross-Service  
Group

Attachments:

1.  List of Attendees
2.  BRAC 2005 Scenario Development and Analysis Executive Summary Brief, August 24, 2004
3.  Draft, BRAC Transformational Options/Analytical Frameworks, 18 August 2004

Intelligence JCSG Meeting  
August 24, 2004

Attendees

Members:

- Ms. Carol Haave, Deputy Under Secretary of Defense (Counterintelligence and Security, Chair)
- Mr. Terrance Ford, Assistant Deputy Chief of Staff for Intelligence (G2), United States Army
- Mr. 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
- Ms. Karin Dolan, Assistant Director for Intelligence Support, United States Marine Corps
- Mr. William Black, Deputy Director, National Security Agency

Alternates:

- Ms. Elizabeth Hussain, JCS, J2
- Mr. Mark Ewing, Defense Intelligence Agency for the Director
- Ms. Karyn Vice, National Security Agency
- Mr. Tom Ferguson, National Geospatial-Intelligence Agency
- Mr. Larry Burgess, National Reconnaissance Office for the Director

Others:

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



Intelligence JCSG Meeting  
August 24, 2004

Attendees

Others: (Continued)





---

# BRAC 2005 SCENARIO DEVELOPMENT AND ANALYSIS EXECUTIVE SUMMARY BRIEF

---

August 24, 2004



## What is a BRAC Scenario?

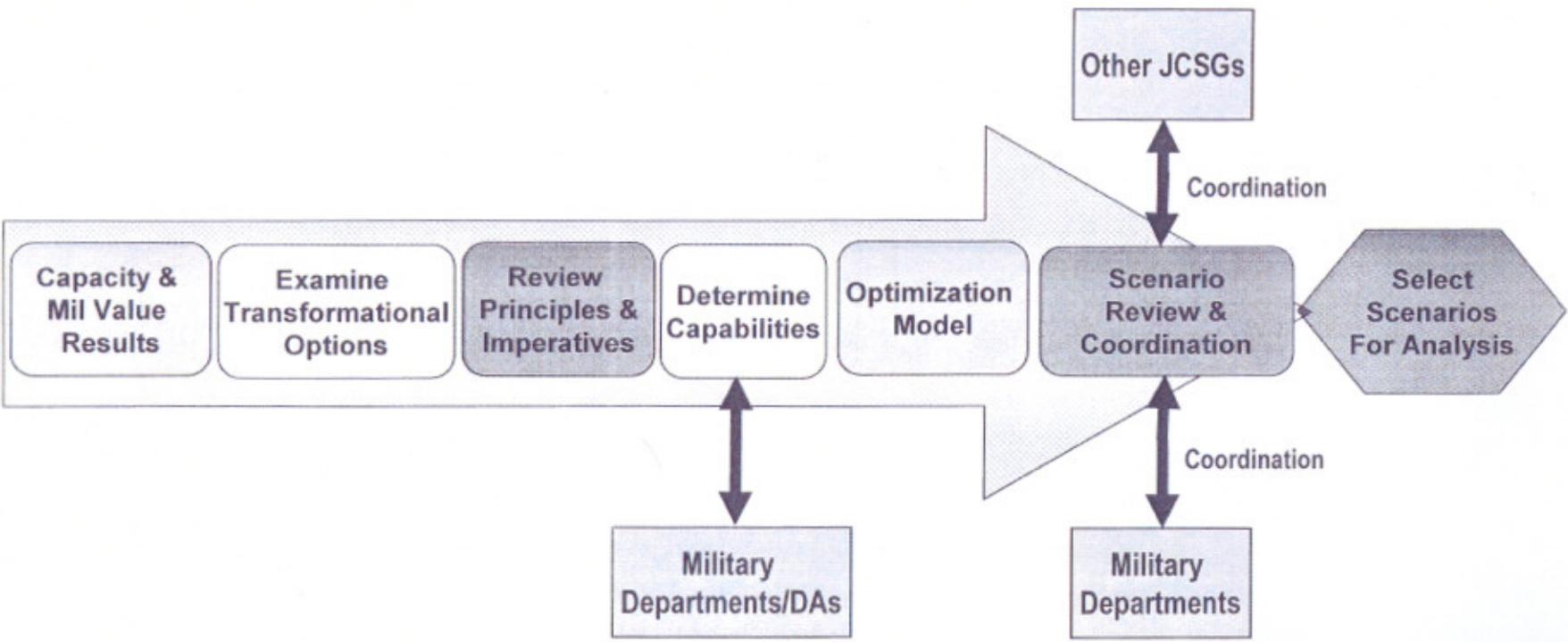
Installations & Environment

- A description of a potential closure or realignment action.
- Normally includes:
  - Transfer of unit(s), mission(s), &/or work activity.
  - Facilities/locations that would close or lose such effort.
  - Facilities/locations that would gain from the losing locations.
  - Tenants and/or other missions/functions that would be affected by the option.
- Examples:
  - *Close Facility XX and relocate all missions to Facility CC.*
  - *Realign Facility YY by relocating its training mission to Facility ZZ. All other missions remain at Facility YY.*



# Scenario Development Overview

Installations & Environment

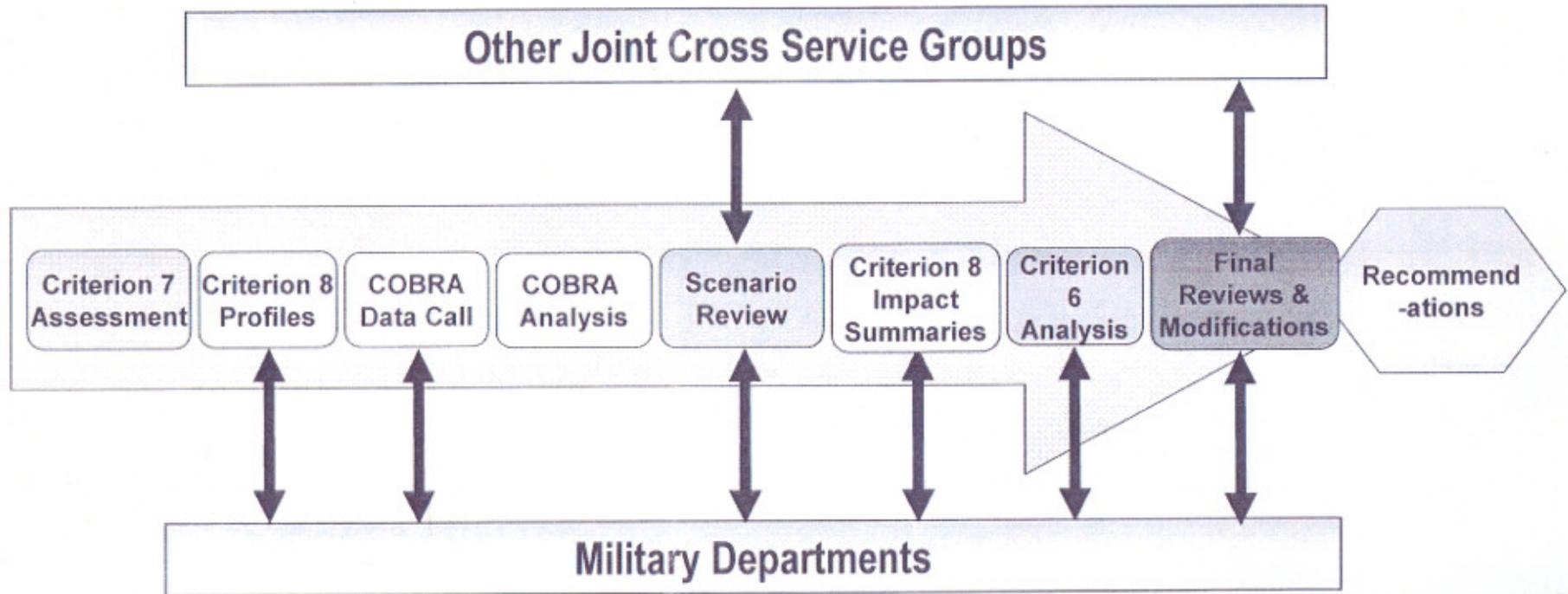


*JCSG and MILDEP information crosswalks are key to Scenario Development.*



# Scenario Analysis Overview

Installations & Environment



*Extensive MILDEP – JCSG coordination is required during Scenario Analysis.*