

BRAC 2005
Intelligence Joint Cross-Service Group

Meeting Minutes of August 7, 2003

The Deputy Assistant Secretary of Defense (Security & Information Operations) chaired this meeting. The list of attendees is attached.

The Chair opened the first meeting of the Intelligence JCSG with introductions. The Chair then turned the meeting over to Peter Potochney, OSD BRAC Director, who briefed the JCSG on legal requirements for BRAC and the overall BRAC process (see attached slides). The attendees asked a number of questions. In response to the questions, the Chair and Mr. Potochney made the following points:

- Defense agencies have been assigned by the ISG to JCSGs.
- It is the policy of the Chair of the Intelligence Joint Cross-Service Group that all Defense intelligence agencies will be members of the Intelligence JCSG.
- There are non-DOD aspects that factor into military value of intelligence functions. In the past, these impacts on analysis have been dealt with through the use of "policy imperatives."
- GAO/IG provides credibility to the process. The DoD IG has access to all meetings, while GAO has access to only deliberative minutes.
- All Intelligence JCSG hard and soft copy documentation should be classified at the lowest level possible.
- All documents require special BRAC headers and footers and a special cover sheet.

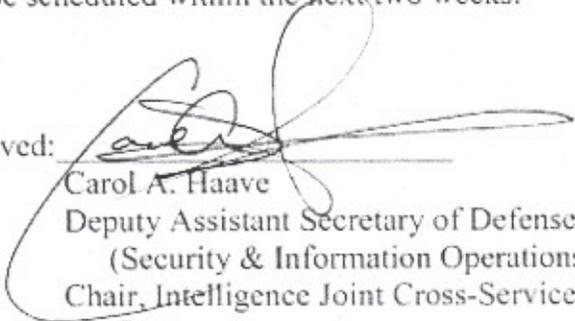
After Mr. Potochney's briefing, the Chair asked [REDACTED] to brief the group on the Intelligence JCSG Plan of Approach and Fulfilling Initial Requirements (see attached slides).

The Chair then requested:

- The Military Departments and Defense Agencies to finalize who will be their designated Primary and Alternate to the Intelligence JCSG. Either the Primary or the Alternate is expected to attend every meeting. No substitutes will be allowed.
 - TS/SCI/B/G security clearances for each Primary and Alternate designee should be passed to the Chair's office immediately.
 - All Members provide the Chair by 15 August revisions to the Functional Outline.
 - All Members provide recommendations on the transformational option requirements.
- [REDACTED]

- All Members provide nominations for the subgroup Chairs.

At the conclusion of the meeting, the Chair reiterated the importance of the task ahead and announced the next meeting will be scheduled within the next two weeks.

Approved: 

Carol A. Haave
Deputy Assistant Secretary of Defense
(Security & Information Operations)
Chair, Intelligence Joint Cross-Service
Group

Attachments:

1. List of Attendees
2. Briefing slides entitled "BRAC Process Primer for Joint Cross Service Groups" not dated—standard pitch
3. Legal Requirements
4. Intelligence JCSG Plan of Approach
5. Fulfilling Initial Requirements
6. Recommended Functions/Subordinate Functions for Analysis

**Intelligence JCSG Meeting
August 7, 2003**

Attendees

Members:

- Ms. Carol Haave, Deputy Assistant Secretary of Defense (Security and Information Operations), Chair
- Mr. Terrance Ford, Assistant Deputy Chief of Staff for Intelligence (G2) USA
- Mr. Fred Frederickson, Division Chief, Strategy, Policy and Intelligence Community, Directorate for Naval Intelligence
- Mr. Kenneth Dumm, Associate Director for Intelligence, Directorate of Intelligence, Surveillance and Reconnaissance, Deputy Chief of Staff for Air and Space Operations, Headquarters USAF



Base Realignment and Closure 2005
Intelligence Joint Cross-Service Group
7 August 2003

0900 – 0915	Opening Remarks	Carol Haave
0915 – 0930	Legal Issues	
0930 – 1000	BRAC Process Primer	
1000 – 1100	Plan of Approach	Carol Haave
	Fulfilling Initial Requirements	





BRAC Process Primer for Joint Cross-Service Groups





JCSGs' Purpose

- Develop Closure and Realignment Recommendations
 - Transform and restructure your functions
 - Opportunity for clean sheet rationalization
- Examine functions in context of facilities
 - Business process reengineering
 - Function/workload recommendations with facility impacts
- Develop recommendations based on
 - Force structure plan
 - Selection criteria

Military Value Criteria Have Primary Consideration





BRAC Process Overview





BRAC in a Nutshell

- SECDEF develops recommendations and sends to an independent Commission
- Commission reviews and forwards to President
- President approves or disapproves and if approved sends to Congress
- Congress has 45 legislative days to reject or recommendations become binding





SECDEF Recommendations

- What are they?
 - Recommendations for the realignment or closure of military installations based on a force structure plan and selection criteria where military value is the primary consideration
- What is a Force Structure Plan?
- What are Selection Criteria?





Commission's Review

- Review for conformity with force structure plan and selection criteria
 - Public hearings, site visits, and analysis
 - JCSG and MILDEP testimony
- Can only change SECDEF recommendations if he deviated substantially from force structure plan or selection criteria
- Can only add a closure to SECDEF list if seven of nine agree and if at least two visit the installation





The President and Congress

- President must approve or disapprove Commission's recommendations on an all or none basis by 23 Sep 05
 - If disapproved, Commission revised report due to President by 20 Oct 05
 - President has until 7 Nov 05 to approve revised report and send to Congress

- Congress has 45 legislative days to enact a joint resolution disapproving President's recommendations on an all or none basis, or the recommendations become binding





Process Timeline

SecDef initiates BRAC 05 Process (establish organization, process, tools, and policy decisions for IEC decision)

Analysis of Service Unique and Common Business Support Functions (Ends May 05)

SecDef BRAC Report (Force Structure Plan and Final Selection Criteria) and Certifications (Feb 04)

SecDef Approves and Forwards Recommendations for Realignments and Closures to Commission (May 16, 2005)

Commission Process (May 05 - Sep 05)

Presidential Review and Approval (Sep 05)

Congressional Action (Sep 05 + 45 Legislative Days)

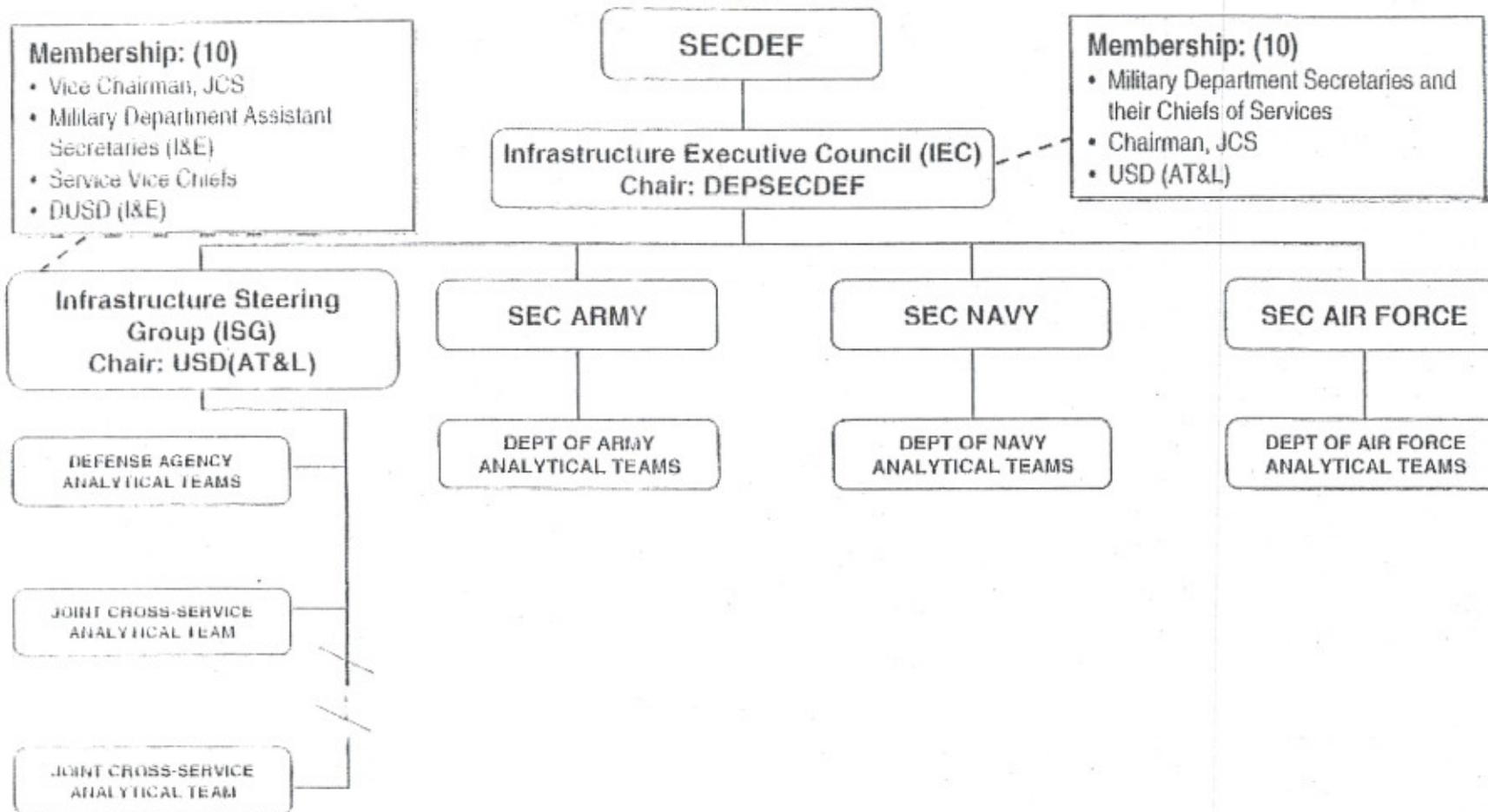
NOV 02

~DEC 05



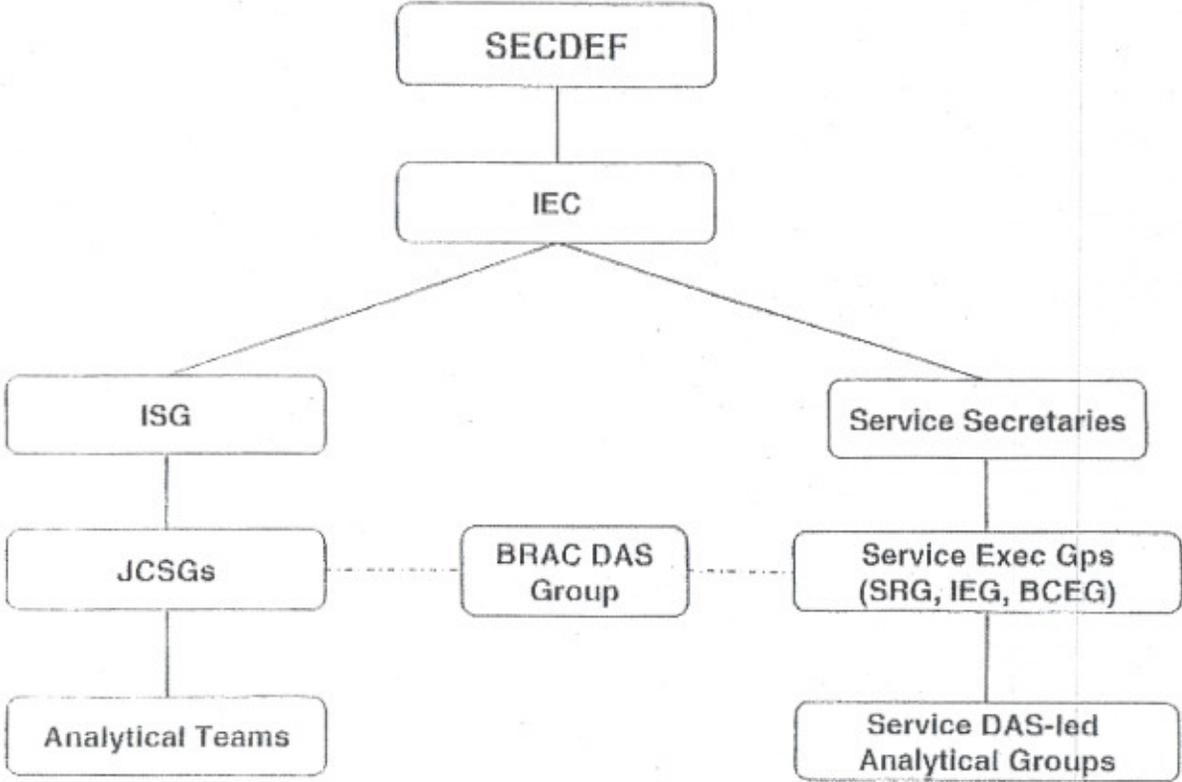


BRAC 2005 Leadership





BRAC Organizational Levels





OSD Guided Process

- Guidance issued through a series of policy memos
 - Kickoff Memo (15 Nov 02)
 - BRAC Organization (Next two slides)
 - Transformation
 - Greater joint activity
 - Policy Memo #1 (16 Apr 03)
 - Guidance
 - Responsibilities
 - Procedures
- Future policy memos
- Decision-making bodies: ISG/IEC





SECDEF Recommendations

- JCSGs develop recommendations and forward to ISG and IEC for review and approval
 - IEC approves JCSG recommendations and formally provides to Military Departments
 - Military Departments
 - Incorporate JCSG recommendations
 - Ongoing coordination with JCSGs
 - Develop recommendations for Service-unique functions
 - Forward recommendations to SECDEF via IEC
 - Must accommodate JCSGs' approved recommendations
 - SECDEF provides recommendations to Commission and Congress no later than 16 May 05
- [REDACTED]



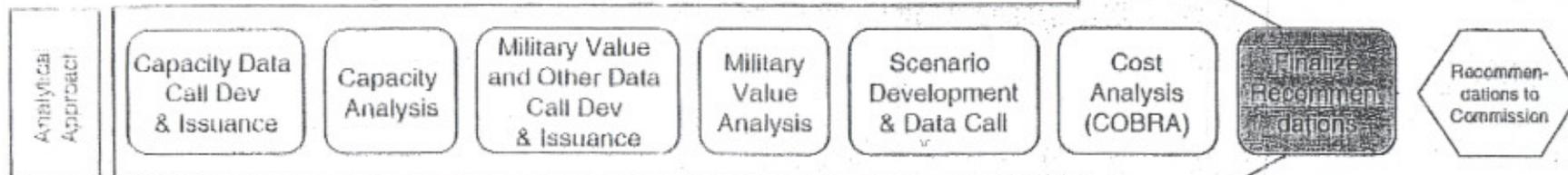
Mechanics of Analytical Process





BRAC 05 Process Overview

Analytical Frameworks Development



Key Dates

April/May 2003

- SecDef Approves Functions/Metrics

May/June 2003

- ISG issues interim selection criteria

October 2003

- Interim Force structure plan

31 Dec 2003

- Draft Selection criteria published

Mid-Feb 2004

- Certify need for BRAC
- Final selection criteria to Congress
- Force structure plan

16 May 2005

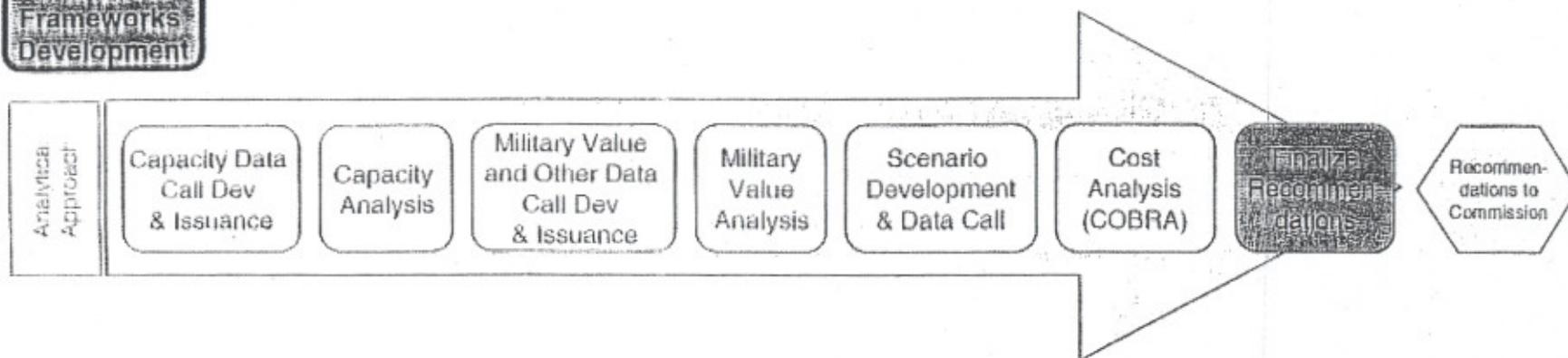
- Recommendations to Commission





BRAC 2005 Process

Analytical Frameworks Development



Key elements:

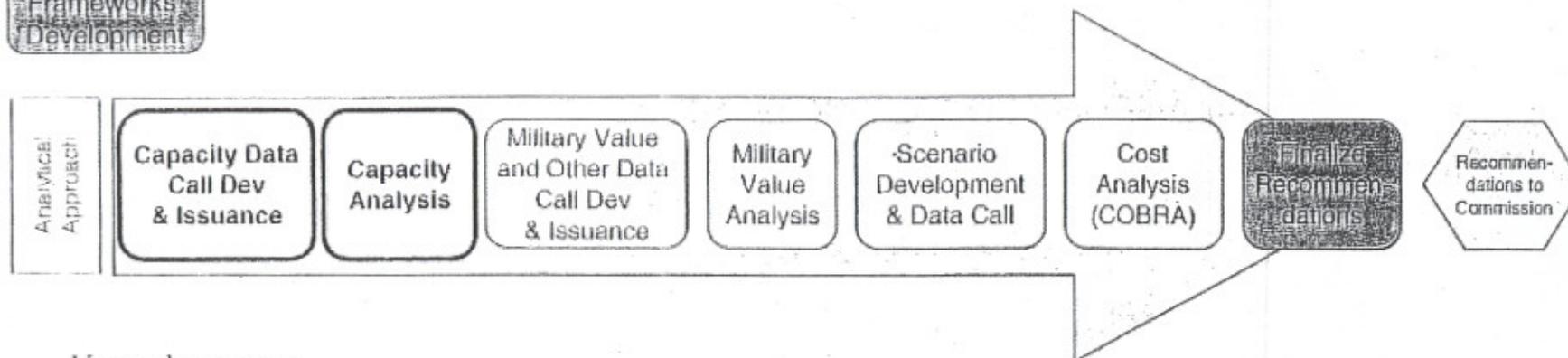
- What are analytical frameworks?
 - A minimum set of options for stationing and supporting forces and functions that must be analyzed
 - Required scenarios to analyze, cost, and consider
- What do the frameworks do?
 - Ensure a comprehensive BRAC effort
- Sources of ideas to develop frameworks:
 - Joint Staff, Services, FFRDCs, DoD chartered organizations (DSB, DBPIB, NDU), outside organizations





BRAC 2005 Process

Analytical Frameworks Development



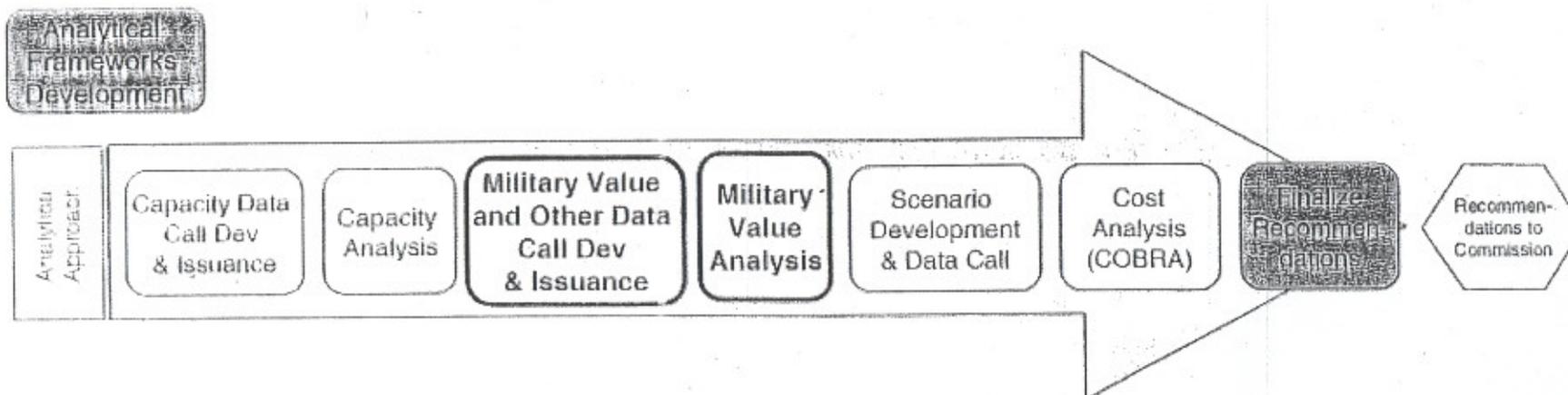
Key elements:

- Compare force structure with capability
- Develop attributes to be measured & assign weights
- Write questions to collect physical & operational capacity
- MilDepts collect & certify responses from installations
- ICSG verifies responses
- Compare existing capacity to future force structure requirements by function by installation
- Determine excess capacity
- Establish excess capacity reduction targets





BRAC 2005 Process

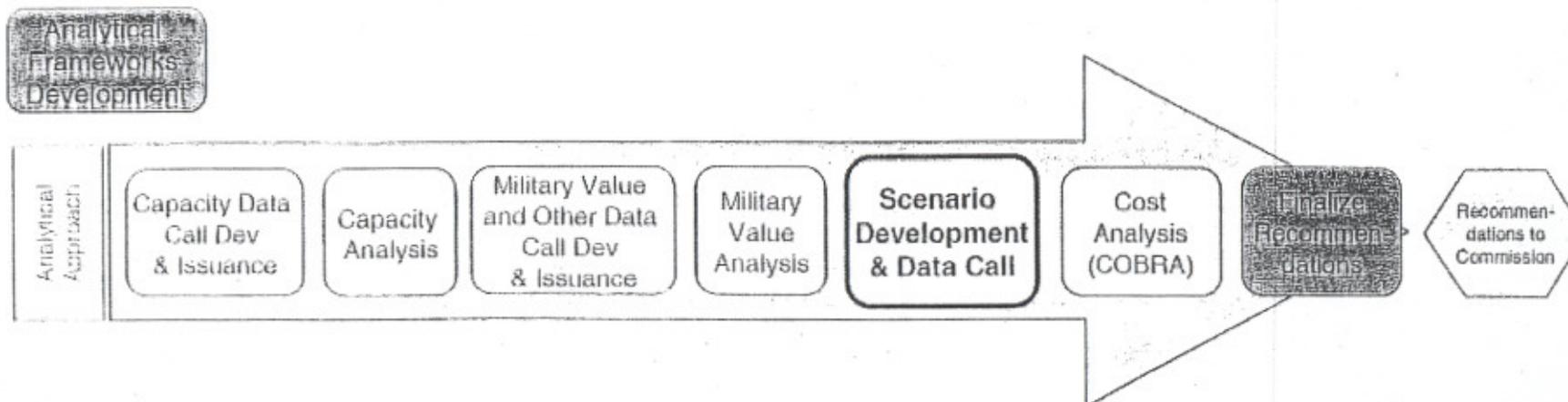


Key elements:

- Determine data needs
- Write questions to collect mission description & unique capabilities
- MilDeps collect & certify responses from installations (may require more than one response)
- JCSG analyze responses
- First four MV criteria are basis for analysis
- Using analytical approach, determine MV for each installation
- Quantitative & subjective process
- Rank order installations



BRAC 2005 Process



Key elements:

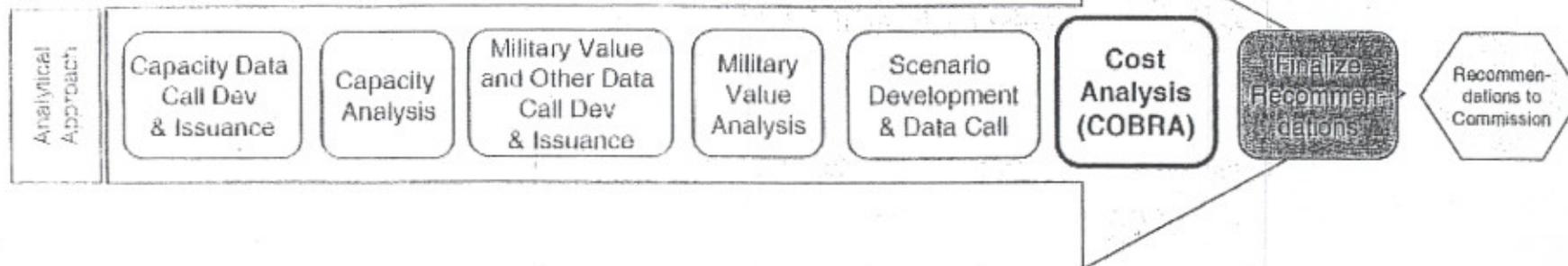
- Process creates multiple options to reduce excess capacity and/or optimize capabilities
- Provides solution sets that move functions between/among installations
- Maximizes capacity at higher MV installations
- Identifies which installations are candidates for closure/ realignment
- Apply remaining selection criteria





BRAC 2005 Process

Analytical Frameworks Development



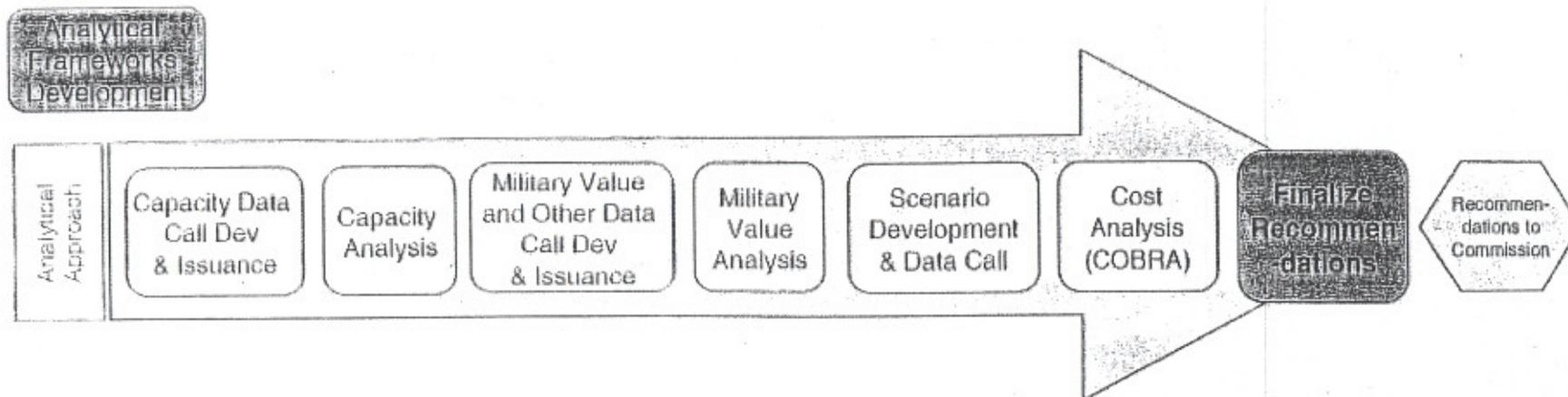
Key elements:

- COBRA provides cost comparisons among BRAC options
- Develop standard data call
- MilDeps & Defense Agencies collect & certify data
- Determines which set of options is more cost effective
- Gives the JCSG an estimate of costs & savings for each scenario
- JCSG develops, reviews, and deliberates on list of recommendations





BRAC 2005 Process



Key elements:

- JCSG and Military Department recommendations reviewed by JCS, ISG, and IEC
- DoD BRAC report written, coordinated, and provided to SecDef (through IEC)





Additional Concerns/Issues





Business Process Reengineering

- April 4, 2003 ISG gave JCSGs “widest aperture” to reengineer business process
- BRAC ties reengineering and transformation together





Influence outside of the BRAC Process

- Outside studies
 - May inform the process
 - Data not usable unless validated & certified
- Technical experts
 - Useful information is required in writing and certified
 - Limited access to process
 - May require a non-disclosure agreement
- Stakeholders
 - May attempt to solicit information
 - May attempt to influence analysis, providing non-certified data
 - ICSGs should forward all requests for BRAC data to DUSD (I&E)--
Services forward requests to their MilDep BRAC authority

Only certified data can be used in a BRAC analysis





Support to the JCSG Chairmen

- BRAC is a priority of the Department's leadership
 - Identify problems and ask for help

- ISG and IEC are there to make decisions to support your process, e.g.:
 - Policy
 - Scope of analysis
 - Resolve issues





JCSG Challenges

- Timelines
- Controlling information
- Biases (e.g., Service parochialism, personal, outside organizations agendas, and entrenched bureaucracies)
- Communication
- Policy voids
- Making tough decisions, managing wins and losses
- Timely elevation of stalemated issues
- Resources
- Personnel turnover





Backup





Joint Basing

- Joint Utilization
 - Share assets
 - Co-locate
 - Business Process Re-Engineering
 - Executive agents, lead Services
 - Workload/capacity optimization
 - Examples
 - Ft. Irwin and Marine Corps Air Ground Combat Center (29 Palms)
 - Navy's TACAMO at Tinker AFB
 - Service personnel centers
 - Combine airspace and maneuver space across Services
 - Redistribute workload from X to Y and Z
 - Establish joint rotary wing center for excellence
- 



BRAC Funding Wedge

- Current program contains the following wedge to support a 2005 BRAC round with a 20% infrastructure reduction:

(TY \$B)	FY06	FY07	FY08
Costs	\$4.6	\$7.6	\$7.1
Savings	\$1.7	\$2.2	\$4.8
Net (wedge)	\$3.0 *	\$5.4	\$2.3

* Does not add due to rounding.

- Wedge fosters closures/realignments by minimizing BRAC vs weapons systems tradeoffs
 - ◆ Services should compete for this funding
- Some upfront Service investment required -- offset by savings
- Note: original BRAC 03 wedge supported a 24% reduction

Source: BRAC's 93/95 cost and savings estimates as reported in the FY04 PB justification data submitted to Congress by USD(C) in February 2003.

Costs and Savings based on BRAC 93/95 data



*Specific Slides for each JCSG
are located in the backup section*

- **Emphasize the following three points with all groups:**
 - Stay focused at the appropriate level of detail
 - Overcome resistance to analytical frameworks
 - Identification of meaningful metrics





Joint Basing – Ways and Means

- Budget Based Transfer
 - TOA adjustment
 - Macro approach

- Inter Service Support Agreements
 - Individually negotiated reimbursement “contracts”
 - Micro approach

- Indefinite Use Permits
 - Subdivides base
 - Least efficient?
 - Most realistic?



Intelligence Joint Cross-Service Group

Plan of Approach

Membership

- Carol Haave, Chair
- Membership: Army, Navy, Air Force, Marine Corps, Joint Staff, DIA, NSA, NIMA, & NRO

Primary Members and their Alternates **MUST** have the authority to speak for their organization. **Any** changes in membership will require the SECDEF's approval.

Management Style

- Review issues as a group
- Openly discuss problems/possible solutions
- Determine best courses of action
- Solicit membership approval

Reminder:

JCSGs are NOT debating clubs

BRAC does NOT use a democratic process

Secretary's Objectives

“...eliminate excess physical capacity,”

AND

“...reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency.”

Security

- Minutes of all deliberative meetings **MUST** be kept
- All unclassified information **MUST** be treated as Sensitive Pre-decisional
- All JCSG papers **MUST** be BRAC marked
- **NO** discussion or sharing of information may occur without specific Chair approval
- Everyone **MUST** sign Non-Disclosure Agreement

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

JUL 30 2003

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF DEFENSE
(SECURITY AND INFORMATION OPERATIONS)

SUBJECT: Establishment of the Intelligence Joint Cross-Service Group

On November 15, 2002, the Secretary of Defense formally initiated the 2005 Defense Base Realignment and Closure (BRAC) process (attached). He established the Infrastructure Executive Council (IEC) and the subordinate Infrastructure Steering Group (ISG) to oversee and operate the BRAC 2005 process, further directing the ISG to recommend to the IEC those functions that should receive joint cross-service analysis. The ISG established six joint cross-service groups (JCSGs) to review common, business-oriented functions across the Military Departments and Defense Agencies. These are Education & Training; Headquarters and Support Activities; Industrial; Medical; Supply & Storage; and Technical. At its June 27, 2003, meeting the ISG formed a seventh JCSG to review intelligence functions.

You have been selected to chair the Intelligence JCSG. The following individuals are the senior members of your JCSG: Mr. Terrance Ford, Assistant Deputy Chief of Staff for Intelligence (G2), United States Army; Mr. Fred Frederickson, Division Chief, Strategy, Policy and Intelligence Community, Directorate for Naval Intelligence; Brigadier General Michael Ennis, Director of the Intelligence Department, United States Marine Corps; 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. A Joint Staff representative will be provided at a later date. The nomination letters are attached.

Your JCSG will be responsible for overseeing the joint cross-service analysis of intelligence functions in the context of BRAC 2005. This entails ensuring that your analysis group performs a broad, comprehensive look at DoD installation requirements for intelligence functions. Using certified data, the analysis group must perform a detailed analysis of existing capabilities and capacity, and develop recommendations that best satisfy DoD's requirements. JCSGs will use Military Value as the primary consideration, while balancing all other selection criteria. Your JCSG will communicate regularly with the Military Departments to ensure that their recommendations are fully consistent with those of your JCSG; provide detailed periodic reports to the ISG on your progress and direction; and submit and explain your JCSG's closure and realignment recommendations to the ISG.



Not later than August 22, 2003, your JCSG, in coordination with the OSD and Military Department BRAC Directors, must develop recommendations to the ISG on the specific functions that will receive joint cross-service analysis; the organization structure you will establish to conduct the analysis; and the leadership of any subordinate groups within your structure. Your written report should also include a general description of the approach and notional metrics for your analysis. To assist you in this effort, a report template is attached. The ISG will meet to discuss and review your report at one of its future meetings.

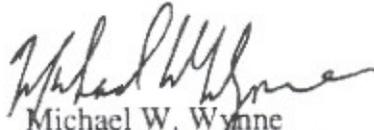
When determining what specific functions should receive joint cross-service analysis within your group, you must start by listing all of the functions that fall under your area and then identify those that you recommend to receive joint cross-service analysis. You should be prepared to justify your selections and exclusions. Once the Secretary has approved the designation of your particular functions for joint cross-service analysis, your group will be required to carry that analysis through to its logical conclusion. Removal of a function from joint cross-service analysis will require the approval of the Secretary of Defense, through the ISG and IEC. Specificity regarding the functions that you recommend for joint cross-service analysis is important because the Military Departments must analyze those functions that are not designated for joint cross-service analysis.

Because of the potential impact upon DoD and local communities, BRAC is a subject of intense interest to all stakeholders. To provide the ISG with the optimal set of recommendations, the analytical work and subsequent deliberations that your JCSG will conduct must occur free from opinions, internal or external, based on non-certified data and speculation. To protect the integrity of the BRAC 2005 process, all files, data, and materials relating to that process are deemed sensitive and internal to DoD. The members of the JCSGs are entrusted to have access to BRAC 2005 data and information and are, therefore, required to use every precaution to prevent the improper release of and/or access to BRAC 2005 data and information. As the Chair of the Intelligence JCSG, you will ensure all assigned and substitute members of your group read and sign the attached Nondisclosure Agreement, and comply with prescribed policy direction from the ISG. You are also responsible for ensuring that the JCSG complies with the direction contained in the attached Policy Memorandum One.

In addition to providing the report on your functions, I also request that you provide me within 30 days transformational options for stationing and supporting forces and functions that you judge will rationalize our infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness. I also request that you nominate the names of organizations from which you think DoD should consider soliciting transformational options. Each of the JCSGs and the DoD Components (including each of the Defense Agencies) have been requested to provide their transformational ideas. Copies of these requests are attached. Please use the memorandum addressed to the JCSGs as a guide for your response.

[REDACTED]

The OSD and Military Department BRAC Directors will serve as advisors to your JCSG to help ensure that your activities are consistent with established BRAC processes and direction. Because the other six JCSGs were established earlier this year and are well along in the initial stages of the process, my BRAC office is prepared to support your efforts to get underway immediately. Please contact Pete Potochney, 703-614-5356, to coordinate the involvement of the OSD and Military Department BRAC Directors.



Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachments:

1. JCSG Member nominations
2. Non Disclosure Agreement
3. Policy Memorandum One
4. Report template
5. Memoranda entitled "Transformational Options for BRAC 2005"

cc: Infrastructure Steering Group *n/o ATTACHMENTS PREVIOUSLY RECEIVED*
Intelligence JCSG Members



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON DC 20310-0200

JUL 23 2003

MEMORANDUM FOR UNDER SECRETARY DEFENSE (ACQUISITION,
TECHONLOGY, AND LOGISTICS)

SUBJECT: Army Representative to the BRAC 05 Joint Cross-Service Group (JCSG)
for Intelligence

In support of the BRAC 2005 effort, Mr. Terrance Ford, Deputy G-2, is the Army's
nominee for the Intelligence Joint Cross Service Group.

A handwritten signature in black ink, appearing to read "Keane".

JOHN M. KEANE
General, United States Army
Acting Chief of Staff



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D.C. 20350-2000

IN REPLY REFER TO:

17 July 2003

Mike
MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION
TECHNOLOGY AND LOGISTICS)

Subj: NAVY MEMBER FOR THE INTELLIGENCE JOINT CROSS SERVICE
WORKING GROUP

Ref: (a) Infrastructure Steering Group Mtg of 27 Jun

1. Per reference (a), we nominate Mr. Fred Frederickson to be
our rep on this group.

A handwritten signature in dark ink, appearing to read "Bill Fallon", with a checkmark to the left.

WILLIAM J. FALLON
Admiral, U.S. Navy
Vice Chief of Naval Operations

Copy to:
Acting SECNAV
Ms. Ann Davis
OPNAV, N2



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
2 NAVY ANNEX
WASHINGTON, DC 20380-1775

IN REPLY REFER TO:

1000
ACMC
03JUL03

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY AND LOGISTICS)

Subj: Marine Corps Representative for the Intelligence
Joint Cross Service Group

Ref: Infrastructure Steering Group (ISG) mtg 27Jun03

I have been advised of the minutes of the reference
requesting a Service representative for the Intelligence
Joint Cross Service Group.

As such, I would like to nominate BGen Michael Ennis,
Director of Intelligence Department, to serve as member and
Marine Corps representative for the Intelligence Joint
Cross Service Group.

A handwritten signature in black ink, appearing to read "W. L. Nyland", is positioned above the typed name.

W. L. Nyland
General, U. S. Marine Corps
Assistant Commandant of the
Marine Corps



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

3 Jul 03

MEMORANDUM FOR DUSD(AT&L)/HOUSING

FROM: SAF/IEB

SUBJECT: Air Force Member to the Joint Cross Service Working Group on Intelligence
(Verbal Tasking from 27 Jun 03 ISG Meeting)

The AF ISG members have approved Mr. Kenneth Dumm as the AF member to the Joint Cross Service Group on Intelligence. His bio is attached for your reference.

A handwritten signature in black ink, appearing to read "Michael A. Aimone".

MICHAEL A. AIMONE, P.E.
Deputy Assistant Secretary
(Basing & Infrastructure Analysis)

Attachment:
Kenneth Dumm Bio

cc:
DASN(IA)
DASA(IA)
AF/XOII
USD(AT&L)



BIOGRAPHY



UNITED STATES AIR FORCE

KENNETH K. DUMM

Kenneth K. Dumm, a member of the Senior Intelligence Executive Service, is Associate Director for Intelligence, Directorate of Intelligence, Surveillance and Reconnaissance, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C. In this position, Mr. Dumm is the principle adviser to the Director of Intelligence, Surveillance and Reconnaissance in the areas of intelligence planning and programming, resources and budget, production and application, force management, and intelligence security matters. He has responsibility for programmatic and budget matters for the Air Force National Foreign Intelligence Program, intelligence portions of the Air Force Program Objective Memorandum, and acts as senior U.S. Air Force executive for these programs with Congress, the Department of Defense and the intelligence community.



Mr. Dumm served as an officer in the U.S. Air Force from 1973 until he retired in 2000. While on active duty, he was a master navigator on B-52s before transitioning to the intelligence career field. He commanded a flying squadron and the National Air Intelligence Center, and served on the staff of Headquarters Electronic Security Command at Headquarter Air Force Intelligence Command and Headquarters U.S. Air Force. Mr. Dumm was appointed to the SIES in 2000.

EDUCATION

1972 Bachelor of science degree in physics, Ursinus College, Collegeville, Pa.
 1978 Master of business administration degree in management, Golden Gate University
 1978 Squadron Officer School, Maxwell Air Force Base, Ala.
 1985 Air Command and Staff College, by correspondence
 1994 Air War College, Maxwell AFB, Ala.
 1996 Seminar on Intelligence and Policy, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
 2000 Program for Senior Managers in Government, John F. Kennedy School of Government, Harvard University

CAREER CHRONOLOGY

1. March 1973 - June 2000, various assignments worldwide in flying operations and intelligence in the U.S. Air Force

2. June 2000 - present, Associate Director for Intelligence, Directorate of Intelligence, Surveillance and Reconnaissance, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.

AWARDS AND HONORS

Legion of Merit

Defense Meritorious Service Medal

Meritorious Service Medal with three oak leaf clusters

Air Force Commendation Medal

Air Force Achievement Medal

(Current as of December 2002)

Fulfilling Initial Requirements

Initial Report

&

Transformational Options

Initial Report

- Review/revise draft Intelligence JCSG's Initial Report outline
- Draft/coordinate Intelligence JCSG's Initial Report
- Submit Initial Report to the ISG and SECDEF for approval

Proposed Initial Report Outline

- Outline addresses 6 basic intelligence functions, 19 subordinate functions, and 2 special activities
- Recommend the Intelligence JSCG organize its subgroups along the same 6 functional lines
- Key objective: Simplicity

Timelines

- The 6 other JCSGs have completed their Initial Reports and are engaged in Step 1 of 3, Capacity Analysis and Data Collection
- Objectives:
 - Complete revisions to Initial Report outline by 15 August
 - Draft/coordinate Initial Report by 20 August
 - Submit Initial Report to ISG & SECDEF for approval by 22 August
 - Initiate Step 1 NLT 29 August

Transformational Options

- Provide options for stationing and supporting forces and functions that will rationalize infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness.
- Nominate names of external organizations that DoD should consider contacting regarding transformational options.

Examples

- Notional Option: Move intelligence functions from the NCR to more secure locations. Capitalizes on IT advances.
- External Organization: Major DIB companies, intelligence associations, FFRDCs, former intelligence officials, etc.

Transformation Requirement Format

- List options with brief descriptions for each
- Options are to be overarching and notional, not installation specific
- Nominate external organizations by name with brief description

Timelines

- Both transformational requirements must be completed NLT 30 August

Joint Cross-Service Group (JCSG) Roster

(As of July 30, 2003, AT&L Memorandum)

Industrial JCSG

Mr. Michael Wynne - Chair	Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics) [REDACTED]
BG Henry Taylor	Vice Director, Logistics (J-4)
MG "Hamp" McManus	Commander, Operations Support Command
RADM Bill Klemm	Deputy Commander, Maintenance and I&D Ops, Naval Sea Systems Command
Mr. Ron Orr	Principal Deputy Assistant Secretary of the Air Force (Installations, Environment & Logistics)
BGen Robert Dickerson	Director, Log. Plans, Policy and Strategic Mobility Division, HQMC

Supply and Storage JCSG

VADM Gordon Holder - Chair	Director, Logistics (J4), Joint Staff [REDACTED]
VADM Keith W. Lippert	Director, Defense Logistics Agency
LTG Charles Mahan	Assistant Deputy Chief of Staff, Logistics, G-4
RADM Linda Bird	Director, Supply, Ordnance and Logistics Operations Division, N41
Lt Gen Michael Zettler	DCS (Installations and Logistics), HQ USAF
BGen Ron Coleman	Director, Facilities and Services Division, HQMC

Technical JCSG

Dr. Ronald Segal - Chair	Director, Defense Research and Engineering [REDACTED]
Mr. John Erb	Deputy Director for Strategic Logistics, J-4
Dr. John Foulkes	Director, Army Test & Evaluation Management Agency
RADM Jay Cohen	Chief of Naval Research
Dr. J. Daniel Stewart	Executive Director, Air Force Material Command
BGen William Catto	Commander, Marine Corps Systems Command

Education and Training JCSG

Mr. Abell - Chair	Principal Deputy Under Secretary of Defense (Personnel & Readiness) [REDACTED]
CAPT Bruce Russell	Joint Doctrine, Education and Training, J-7
MG James Lovelace	Assistant Deputy Chief of Staff, Operations, G-3
VADM Gerry Hoewing	Chief, Naval Personnel, N1
Mr. Michael Dominguez	Assistant Secretary of the Air Force, Manpower and Reserve Affairs
BGen George Flynn	Director, Training and Education Command

Medical JCSG

Lt. Gen. George Taylor - Chair
Mr. Nelson Ford

Surgeon General of the Air Force [REDACTED]
Deputy Assistant Secretary (Health Budgets and
Financial Policy)

RADM John Mateczun
MG Ken Farmer
VADM Michael Cowan
RADM R. Hufstader

Joint Staff Surgeon
Deputy Surgeon General of the Army
Surgeon General of the Navy
Medical Officer of the Marine Corps

Headquarters & Support Activities JCSG (formerly Administration)

Mr. Don Tison - Chair
Mr. Howard Becker
[REDACTED]

Asst. DCS of the Army, Programs [REDACTED]
Deputy Director of Administration & Management, OSD
[REDACTED]

RADM Chris Weaver
Mr. William Davidson
Mr. Michael Rhodes

Commandant, Naval District Washington Headquarters
Administrative Assistant to the Secretary of the Air Force
Asst. Deputy Commandant, Manpower and Reserve Affairs

Intelligence JCSG

Ms. Carol Haave - Chair

Deputy Assistant Secretary, Security and Information
Operations/Counter Intelligence [REDACTED]

Mr. Terrance Ford
Mr. Fred Frederickson

Assistant DCS for Intelligence (G-2), Army
Div Chief, Strategy, Policy and Intelligence, Directorate
of Naval Intelligence

BG Michael Ennis
Mr. Kenneth Dumm

Director of Intelligence, U.S. Marine Corps
Associate Director of Intelligence, DCS for Air and Space
Operations, HQ U.S. Air Force

INTELLIGENCE JOINT CROSS-SERVICE GROUP

Recommended Functions/Subordinate Functions for Analysis

- **Collection (Basic sources of intelligence collection)**
 - IMINT
 - SIGINT
 - HUMINT
 - MASINT

- **Processing (Associated basic intelligence collection processing functions)**
 - IMINT
 - SIGINT
 - HUMINT
 - MASINT

- **Analysis (Basic types of intelligence analysis)**
 - Basic
 - Current
 - Indications and Warning
 - Scientific and Technical
 - Predictive

- **Production (Basic division of intelligence production)**
 - National
 - Theater

- **Dissemination (Basic categories of intelligence dissemination)**
 - Time Sensitive
 - Not Time Sensitive

- **Special Activities (Additional intelligence functions)**
 - Counterintelligence
 - Information Operations

Excluded functions

- Personnel Management (Subset of above functions)
- Financial Management (Subset of above functions)

- Education, Training, and Exercises (Subset of above functions or addressed by Education and Training JCSG)
- Research and Development (Performed largely by the private sector)
- Installation Specific Security Programs (Subset of above functions)
- Information Technology Acquisition Management (Subset of above functions)

Notional Metrics

- Efficient and effective business process
- Unique facilities/equipment
- System or program requirements that dictate a specific geographic location
- Security requirements
- Dispersal requirements
- COOP/COG redundancy requirements

Organization

