

THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

5 APR 1977

MEMORANDUM FOR GENERAL GEORGE S. BROWN, USAF

SUBJECT: Defense Intelligence Organization

As you know, Dr. Eugene C. Fubini, assisted by a Task Force of the Defense Science Board, has been conducting a review of Defense Intelligence. Dr. Fubini, in his report (see attached), sets forth a proposed organizational structure for Defense Intelligence. It seems to me basically sound, although some details remain to be defined and determined to my satisfaction.

I have given tentative approval to his report. I would like you and the Joint Chiefs to comment on Dr. Fubini's proposed organization by 11 April 1977. Please consult with him as you deem necessary.

George S. Brown

Attachment
a/s

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DIA review(s) completed.



April 4, 1977

MEMORANDUM FOR SECRETARY OF DEFENSE BROWN

SUBJECT: Defense Intelligence Organization

With the assistance of the Defense Science Board Task Force called into being by you, I have completed the first phase of our review of Defense intelligence. This memorandum proposes an organizational structure for DoD intelligence functions (TAB A), sets forth broad areas of functions and responsibilities (TAB B), and suggests a memorandum to the Joint Chiefs of Staff soliciting their formal comments (TAB C). Discussions with Admiral Holloway, General Rogers, General Jones, and Lieutenant General Smith indicate that they are in general agreement with this organizational structure and that they are prepared to comment formally in a timely fashion.

The work done by the DSB Task Force and me has followed the instructions laid out in your memorandum of 28 January 1977. As my interim report of 19 March indicated, however, our work has focused initially on organizational issues relevant to the "specific needs of the Secretary of Defense in his relations with the National Security Council, Secretary of State, and the Director of Central Intelligence." It is our present intention to continue our work in a second phase, which will run past your original 15 April deadline. This important second phase, which will focus on substantive intelligence requirements, could not be fruitfully begun until the main organizational outlines were clearly drawn; that is the essence of the proposal presented here.

On 19 March I submitted for your consideration two memoranda. One was the interim report of the DSB Task Force. It proposed three organizational alternatives, along with associated decisions regarding DIA and the net assessment function. The second memorandum discussed a fourth option, a revision of one of the three offered by the Task Force. For reasons of intelligence organization structuring, as well as broader organizational considerations, I advocated the fourth option.

The proposal advanced now builds on that option, with further revisions guided by your directions:

Attachment to JCS 2031/659

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-- To establish a single focus of support for the Deputy Secretary of Defense, your principal spokesman on DoD intelligence. This focal point of staff support will be the Under Secretary (Policy).

To integrate intelligence functions to the maximum extent possible with other functional responsibilities of OSD. In pursuit of this aim:

- o staff responsibility for policy and resource matters will be separated into distinct lines of reporting, as will be the case for other OSD functions;
- o intelligence systems development and acquisition will be integrated into the overall DoD procedures for systems development and acquisition;
- o but the integrity of substantive intelligence reporting will be preserved; that is, OSD and JCS may comment on but not change estimates provided by intelligence organizations to the Secretary of Defense.

The product of these organizational changes will be, in my judgment, a strengthening of the support available to you in your NCA role, and they will provide latitude for further adjustments of organizational responsibilities and manning strengths in intelligence management.

As stated earlier, at TAB A is an organization chart which incorporates your suggestions into the fourth option recommended by me on 19 March. This chart is supplemented by broad statements of functions and responsibilities for key positions in the organization; of course, these statements are not meant to substitute, in their brevity, for authoritative directives defining these positions. Other organizational relationships, outside the purview of the Intelligence Task Force, are portrayed to provide an overview of intelligence in the context of OSD.

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There is some urgency to beginning the second phase of my review. I recommend that you sign the memorandum to General Brown, at TAB C, which solicits the official comments of the Joint Chiefs.

Eugene G. Rubini, Chairman
Intelligence Task Force
Defense Science Board

Attachments:

- A--Organization Chart
- B--Functions & Responsibilities
- C--Memo to Gen. Brown

Concur _____

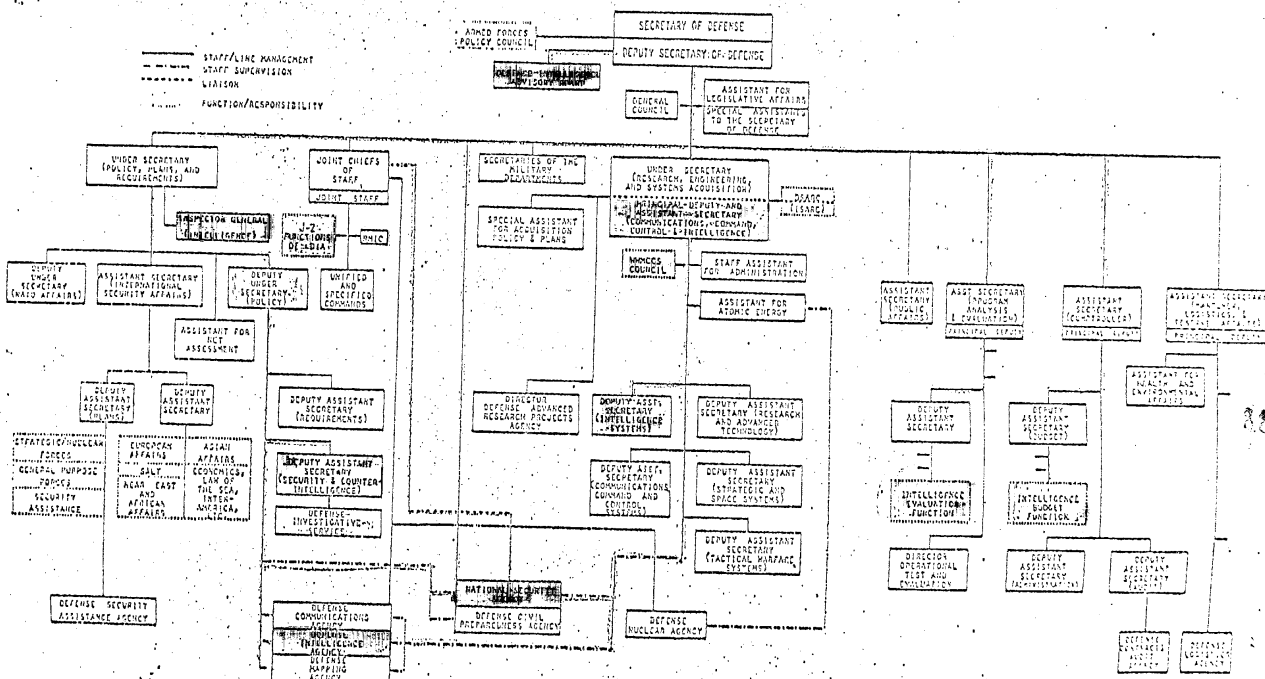
Non-concur _____

Other _____

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Broad Areas of Functions and Responsibilities

DEPUTY SECRETARY OF DEFENSE:

- Acts as alter ego to the Secretary of Defense and in particular handles all intelligence matters.
- Exercises broad oversight/coordination of Defense intelligence
- Represents DoD on all interagency and NSC Committees.
- Chairs Defense Intelligence Advisory Board composed of the two Under Secretaries; Service Under Secretaries; and Director, Joint Staff.

*Formerly Billsworth/
CFI functions*

*Successor to DIB?
- users only
- no products/inputs/resources panels?*

UNDER SECRETARY FOR POLICY, PLANS, AND REQUIREMENTS:

- Acts as alternate to Deputy Secretary of Defense on interagency intelligence matters

*Formerly ASD(CF) role
is an ASD(X) loss*

DEPUTY UNDER SECRETARY (POLICY)

- Reports to the Under Secretary (Policy, Plans and Requirements).
- Develops DoD intelligence policy (including classification and counterintelligence).
- Performs mid- and long-term planning.
- Submits production, R&D and systems acquisition requirements for approval to the Under Secretary.
- Recommends collection priorities to the Under Secretary.
- Exercises day-to-day staff supervision for the Under Secretary (Policy) over DIA, NSA, [redacted], and DMA on policy matters.
- Provides staff support for NSC (PRC) actions to Deputy Secretary of Defense through the Under Secretary for Policy, Plans, and Requirements.

*Formerly done by DIA
in DODI (PP&O) function.
What's impact on DIA/DC?*

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DEPUTY UNDER SECRETARY (POLICY) -- (Continued...)

- Provides staff support for Defense Intelligence Advisory Board
- assumed to include program guidance* { -- Provides guidance to military service intelligence organizations on policy matters through the Service Secretaries.
- Establishes and maintains liaison with the Joint Staff and Unified and Specified Commands on policy matters.
- assumed to mean program guidance* { -- Provides inputs to ASD (C³I) related to the Consolidated Defense Intelligence Program.

UNDER SECRETARY (RESEARCH, ENGINEERING AND SYSTEMS ACQUISITION):

- Acts as resource manager and systems acquisition executive.
- Integrates intelligence systems acquisition into overall system acquisition process.

ASSISTANT SECRETARY OF DEFENSE (COMMAND, CONTROL, COMMUNICATIONS AND INTELLIGENCE):

- Basing himself on inputs from the Deputy Under Secretary for Policy develops Consolidated Defense Intelligence Program.
- Manages intelligence R&D and systems acquisition for the Under Secretary.
- Proposes trade-offs between collection and analysis systems.
- Coordinates budget preparation with the Deputy Under Secretary for Policy, Assistant Secretary of Defense (Comptroller) and Assistant Secretary of Defense (Program Analysis and Evaluation).

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DIRECTOR, DEFENSE INTELLIGENCE AGENCY:

-- Acts as principal substantive intelligence officer for the Secretary of Defense and the Chairman, Joint Chiefs of Staff.

-- Reports to the Secretary of Defense through the Chairman, Joint Chiefs of Staff.

however, appears to be a fragmentation of DIA functions -- Provides NMIC and J-2 function for Joint Chiefs of Staff.

loss to ASD(I); return to MAC-1975. -- Develops General Defense Intelligence Program.

-- Receives day-to-day staff supervision on policy from Deputy Under Secretary (Policy)

-- Receives day-to-day staff supervision on resources from Assistant Secretary of Defense (Command, Control, Communications and Intelligence).

DIRECTOR, NATIONAL SECURITY AGENCY:

-- Develops Combined Cryptologic Program.

-- Develops Combined COMSEC Program.

-- Acts as primary SIGINT advisor to Secretary of Defense and Chairman, Joint Chiefs of Staff.

-- Receives day-to-day staff supervision on policy from Deputy Under Secretary (Policy)

-- Receives day-to-day staff supervision on resources from Assistant Secretary of Defense (Command, Control, Communications and Intelligence).

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