



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
1155 DEFENSE PENTAGON
WASHINGTON, DC 20301-1155



JUN 17 2021

John Greenewald, Jr.
27305 W. Live Oak Rd.
Suite #1203
Castaic, CA 91384

Subject: OSD MDR Case 21-M-0199

Dear Mr. Greenewald:

We have reviewed the enclosed document and have declassified it in full. If you have any questions please contact Mr. Jonathan P. Bennett by email at whs.mc-alex.esd.mbx.records-and-declassification@mail.mil.

Sincerely,

John D. Smith
Deputy Chief, WHS, Records and
Declassification Division, ESD

Enclosures:

1. MDR request
2. Document 1



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#1



THE CHAIRMAN, JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318

CM-671-90³ DEC 15 20
3 December 1990
OFFICE OF THE
SECRETARY OF DEFENSE

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: DIA Reorganization Proposal (U)

090 DIA

1. (U) I appreciate the opportunity to comment on Duane Andrews' proposal to strengthen Defense intelligence and to reorganize the Defense Intelligence Agency.
2. (U) I am in general agreement with the thrust of Duane's proposals, and I look forward to working with him in the implementation process. The Service Secretaries have communicated their general support directly to your staff and have also indicated their specific areas of concern.
3. (U) There are two specific proposals in the plan that I do not support and recommend that you do not implement.
4. (C) The first of these is civilianization of the position of the Director, Defense Intelligence Agency. I feel strongly that there are compelling reasons that the Defense Intelligence Agency, which deals with military intelligence and supports the warfighting commands, must remain under the direction and control of a uniformed military officer for the following reasons:

- a. (C) DIA serves the military as the focal point for warfighting and targeting intelligence. No other agency does this. The Director deals with intelligence requirements and products that, as a military officer, he knows and has worked with for an entire career. He understands CINC requirements and knows how to serve their operational needs, put together using the full resources of the US intelligence community. This unique leadership role requires military expertise at the top.

3 Dec 90

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Date: MAY 24 2021

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b. (C) In the various intelligence councils, there is a need for a senior military officer to represent the views of the Joint Chiefs of Staff and the commanders of the unified and specified commands, not to mention the Service uniformed intelligence organizations. Only the Director of the Defense Intelligence Agency is positioned to perform this role. Having a civilian as Director, DIA, would put this role on the shoulders of the uniformed director of the National Security Agency. However qualified the Director, NSA, might be, he represents a narrow technical aspect of military intelligence. I do not believe this role could be performed by an intelligence officer on the Joint Staff. It should be the leader of the all-source military intelligence agency which is answerable to you, the CINCs and to the Joint Chiefs of Staff -- namely the Director, DIA.

c. (C) The Director, DIA, is responsible for a host of military-to-military contact with foreign defense officials. In almost all cases, his counterpart in foreign countries' is a military officer. These same officers have a similar relationship with the civilian head of the CIA. I believe this balanced representation by the civilian head of CIA and the military head of DIA best serves our interest in international intelligence cooperation and collaboration.

d. (C) The Director, DIA, serves as the Chairman of the Military Intelligence Board and the voting member representing service intelligence positions on both the national foreign intelligence board and the national foreign intelligence council. I believe it is important for the Director of DIA to continue to bring a uniformed presence to that position.

e. (C) The Director, DIA, is a capstone position for the military intelligence career field. Duane makes the case that we have a narrow base of senior officers to select from and that we have not always obtained a fully qualified candidate. I submit that there is sufficient talent to find superbly qualified directors. In our time here together, I think both you and I have seen a number of officers coming up who clearly have the right mixture of talent, experience, expertise and competence for that position.

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f. (C) If there is a concern for civilian oversight, I believe that problem has been resolved by Secretary Atwood's decision to make the Director, DIA, subordinate to the Assistant Secretary of Defense, C3I. It seems to me that we will be well served by having a strong ASD(C3I), and a competent uniformed Director of DIA both capable of presenting our case to the intelligence policy councils, to the public and to the Congress. It will be a strong, persuasive and balanced combination.

5. (C) The second area with which I disagree has to do with elevating the intelligence position on my staff to a three star and redesignating that position as J-2. The proposal also gives the J-2 responsibility for supervising unified command J-2's and serving as their spokesman on the Joint Staff. At the moment, that function is performed by the uniformed Director, DIA, and of course, by my staff in discharging my overall responsibility to supervise the unified and specified commanders in your name.

6. (C) Frankly, there is nothing broken on the Joint Staff. In the 14 months I have been Chairman, I have been extremely well served by the current intelligence organization in the Joint Staff as supported by DIA. I submit that the organization has also served your needs very well. We have seen this organization operate in times of crisis and in times of peace. Both Ted Sheaffer and Mike McConnell have done a splendid job and are at about the right level of rank with respect to their duties and responsibilities. Ed Soyster has also splendidly supported us. I have taken action to redesignate Mike's position as the Joint Staff J-2 in order to remove the rather vague title of "Joint Support." I believe this issue is moot if you decide not to civilianize the head of DIA. In fact there's the rub -- the primary justification for upgrading the JCS position to a 3 star is to provide a career opportunity for a 3-star intelligence officer if DIA were civilianized. This is insufficient rationale in my judgment. I am in the process of implementing reductions in the Joint Staff and I prefer not to increase the number of senior officers on the staff, or the size of their offices.

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7. (U) With the exception of the above two objections, I stand ready to assist enthusiastically in implementing the proposal.



COLIN L. POWELL
Chairman
Joint Chiefs of Staff

Copy to:
Deputy Secretary of Defense
ASD (C3I)

Office of the Secretary of Defense
Chief, RDD, ESD, WHS
Date: 24 May 2021 Authority: EO 13526 + 5 USC. § 552
Declassify: X Deny in Full: _____
Declassify in Part: _____
Reason: _____
MDR: 21 -M- 0199

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