



#2

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GTMO REVIEW

*Joint Staff External Review of
Intelligence Operations at
Guantanamo Bay, Cuba*

6 26 2012 ~~SECRET//NOFORN//X1~~

DIA reviewed document and determined some portions exempt from public release//wcj//3 April 2014

CIA
EO 13526 1.4(c)<25Yrs

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Chief, Records & Declass Div, WHS
Date: AUG 15 2014

Office of the Secretary of Defense **5051.552**
Chief, RDD, ESD, WHS
Date: **15 AUG 2014** Authority: EO 13526
Declassify: _____ Deny in Full: _____
Declassify in Part: **x**
Reason: **1.4(c) + 5051.552(b)(3), 10051.424 + (b)(5)**
MDR: **14** -M- **3329**

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AGENDA



POLICY INTELLIGENCE OPERATIONS TRAINING PERSONNEL

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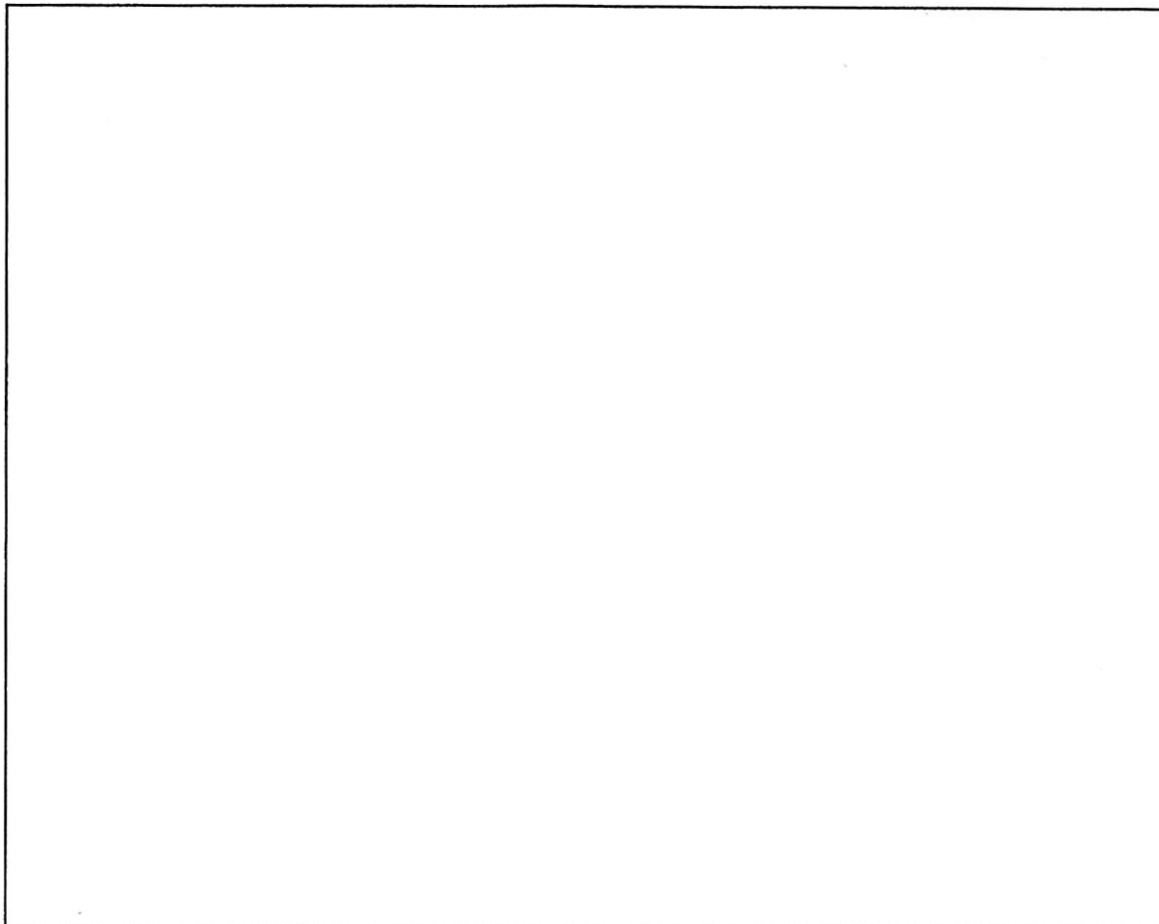


POLICY

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JS (a), (g) +
S (a), (b) (5)



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POLICY: LONGTERM GWOT COMMITMENT




- **Observation:** There is no overarching coherent GTMO plan (policy, facilities, public affairs, C2). The "immediate" startup of GTMO operations, short term funding focus, and use of "as is" facilities 
 No unity of effort.
- **Recommendations:**
 - 
 - Build USG public policy strategy
 - Media strategy with nested PSYOPS plan
 - OSD-PA, OJCS, SOUTHCOM, JTF
 - Interagency Strategy

 - Master Facilities Plan

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We must realize that our nation faces an entirely new threat framework and if we plan to win this struggle we must invest both human capital and infrastructure in this 


They can provide us with insight into a world whose stated goal and intention is the destruction of the United States and we ignore such a valuable resource at our own peril.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

2. The second part of the document outlines the specific procedures for recording transactions. It details the steps from identifying a transaction to entering it into the accounting system, ensuring that all necessary details are captured.

3. The third part of the document addresses the role of the accounting department in monitoring and controlling the company's financial performance. It discusses how regular reviews and audits can help identify areas for improvement and prevent potential issues.

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4. The fourth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

5. The fifth part of the document outlines the specific procedures for recording transactions. It details the steps from identifying a transaction to entering it into the accounting system, ensuring that all necessary details are captured.

6. The sixth part of the document addresses the role of the accounting department in monitoring and controlling the company's financial performance. It discusses how regular reviews and audits can help identify areas for improvement and prevent potential issues.

7. The seventh part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

8. The eighth part of the document outlines the specific procedures for recording transactions. It details the steps from identifying a transaction to entering it into the accounting system, ensuring that all necessary details are captured.

9. The ninth part of the document addresses the role of the accounting department in monitoring and controlling the company's financial performance. It discusses how regular reviews and audits can help identify areas for improvement and prevent potential issues.

10. The tenth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for the company's financial health and for providing reliable information to stakeholders.

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POLICY: DETENTION FACILITIES



- **Observation:** Current detention facilities provide only two levels of segregation – general population and maximum security.

[REDACTED]

- **Recommendations:**

[REDACTED]

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JS 1.4(a),(g) +
§ U.S.C. 552(b)(5)

OSD 1.4(c)

[REDACTED] The current setup has 84 maximum security cells; however, those cells have air conditioning and privacy -- [REDACTED]

• Current military operations necessitate greater capacity overall; a medium security facility might be built for much less \$\$\$\$. Building a **medium security camp** would envision more communal living arrangements for [REDACTED] or those pending final decision on transfer recommendation. [REDACTED]

• Require expanded capacity to allow for **maintenance plan** – units completed a few months ago are already rusted by heads & sinks. The exterior of all the general population facilities is also degraded. The overcrowding restricts the ability for easy maintenance.

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Main body of the document containing several paragraphs of text, which is extremely faint and illegible due to the quality of the scan.

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POLICY: TRANSFER & RELEASE



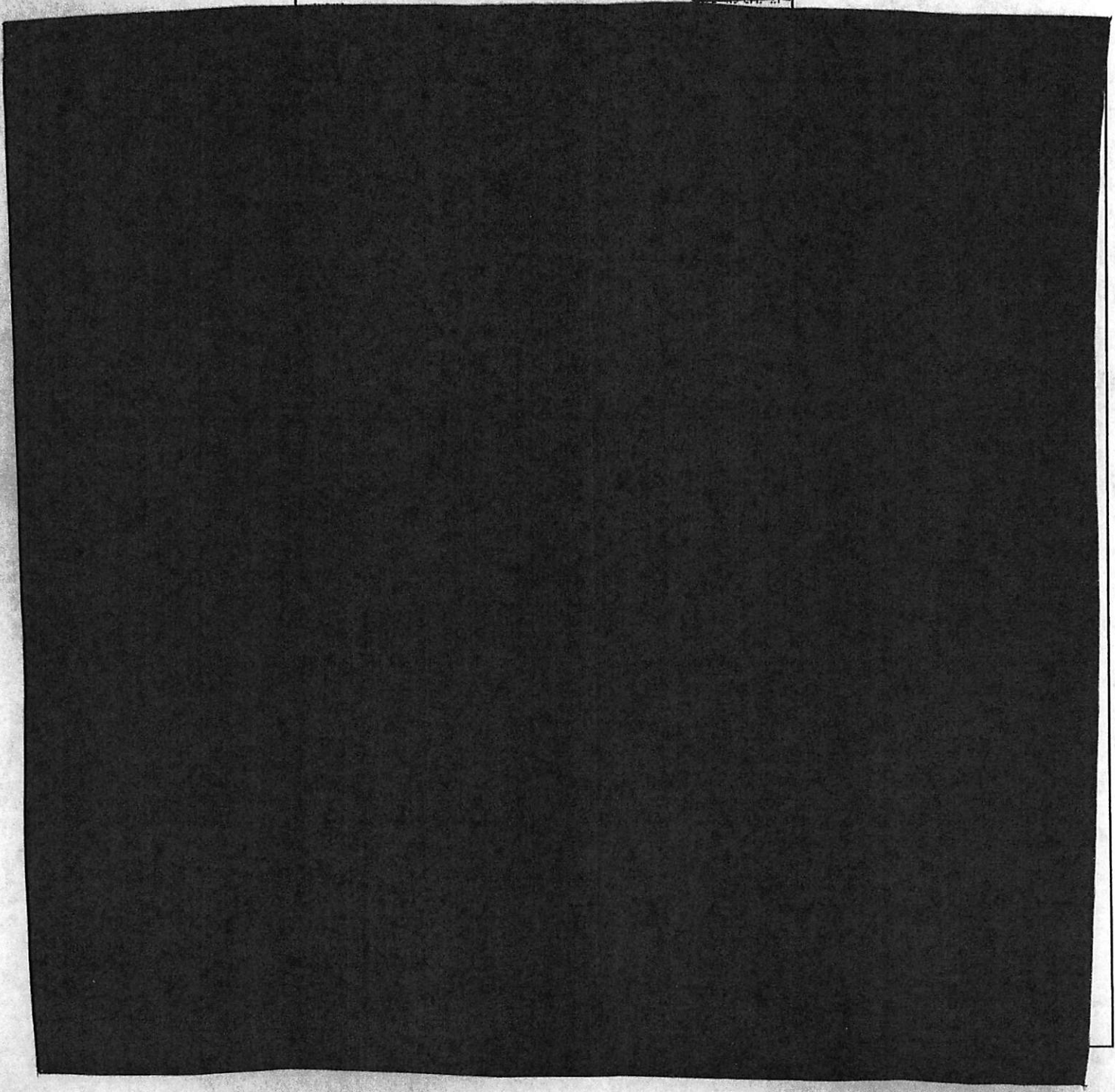
- **Observations:** Transfer/releases have not occurred
 - Assessments at GTMO set the pace
 - [REDACTED]
 - Risk assessment/management is key to successful transfer policy implementation

- **Recommendations:**
 - [REDACTED]
 - DOD should evaluate law enforcement assessment criteria, provide standard of investigation

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JS 1.4(a), (g) +
 5 U.S.C. 552(b)(5)

DIA 5 U.S.C. 552(b)(3);
 10 U.S.C. 424



prosecutorial value. Prosecutors could more quickly dispose of cases
resulting in plea bargains (e.g. Walker-Lindh) [REDACTED]
[REDACTED]

JS 1.4(a), (g)

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JS 1.4(a),(g)+
5 U.S.C. 552(b)(5)

CIA 1.4(c)

OSD 1.4(c)

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Observations: [REDACTED]

- Recommendation:** Formalize relationships of participating agencies (DoD lead?, [REDACTED]) [REDACTED] would be enhanced by more formal delineation of duties & responsibilities by each agency.

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[REDACTED] (or other formalizing organization) would formalize the efforts of non-DOD players [REDACTED]

[REDACTED] Interagency participation is required in detainee operations not only in broadly protecting US national security interests but also on how to use foreign delegations and who to retain in US control. [REDACTED]




[REDACTED]

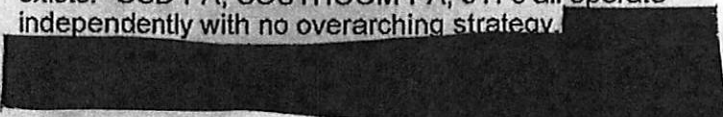
reality, at the lowest level all GTMO players report excellent cooperation.

In

JS 1.4(a),(g)

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POLICY: PUBLIC POLICY PLAN

• **Observation:** Currently no USG Public Policy Strategy exists. OSD-PA, SOUTHCOM-PA, JTFs all operate independently with no overarching strategy. 

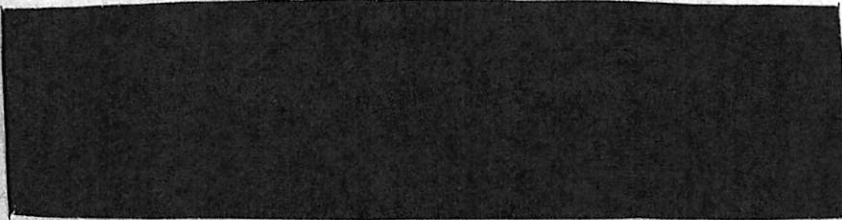
• **Recommendations:**

- OSD-PA lead effort in coordination with Joint Staff and SOUTHCOM staff to construct "USG Public Diplomacy Strategy"
- Protect detainee operations
- Build responses to potential scenarios

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- No guidance to SOUTHCOM from Higher

- Combat Camera/OSD-PA problems



- Need a nested overarching strategy which incorporates all aspects of public policy, media, and detainee operations

- Hurricane, Natural disaster, detainee death, enemy attack, accidents

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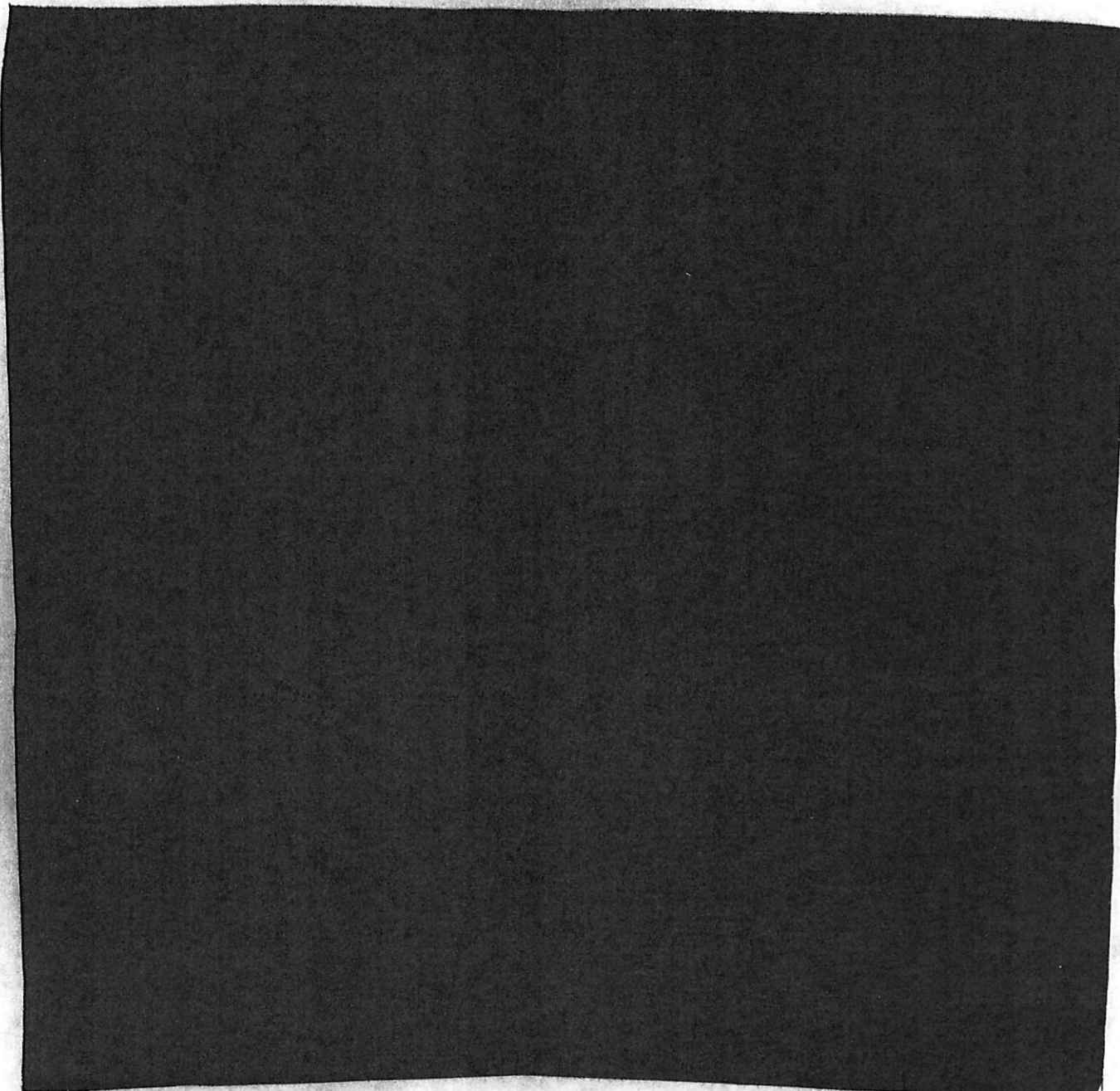
INTELLIGENCE OPERATIONS

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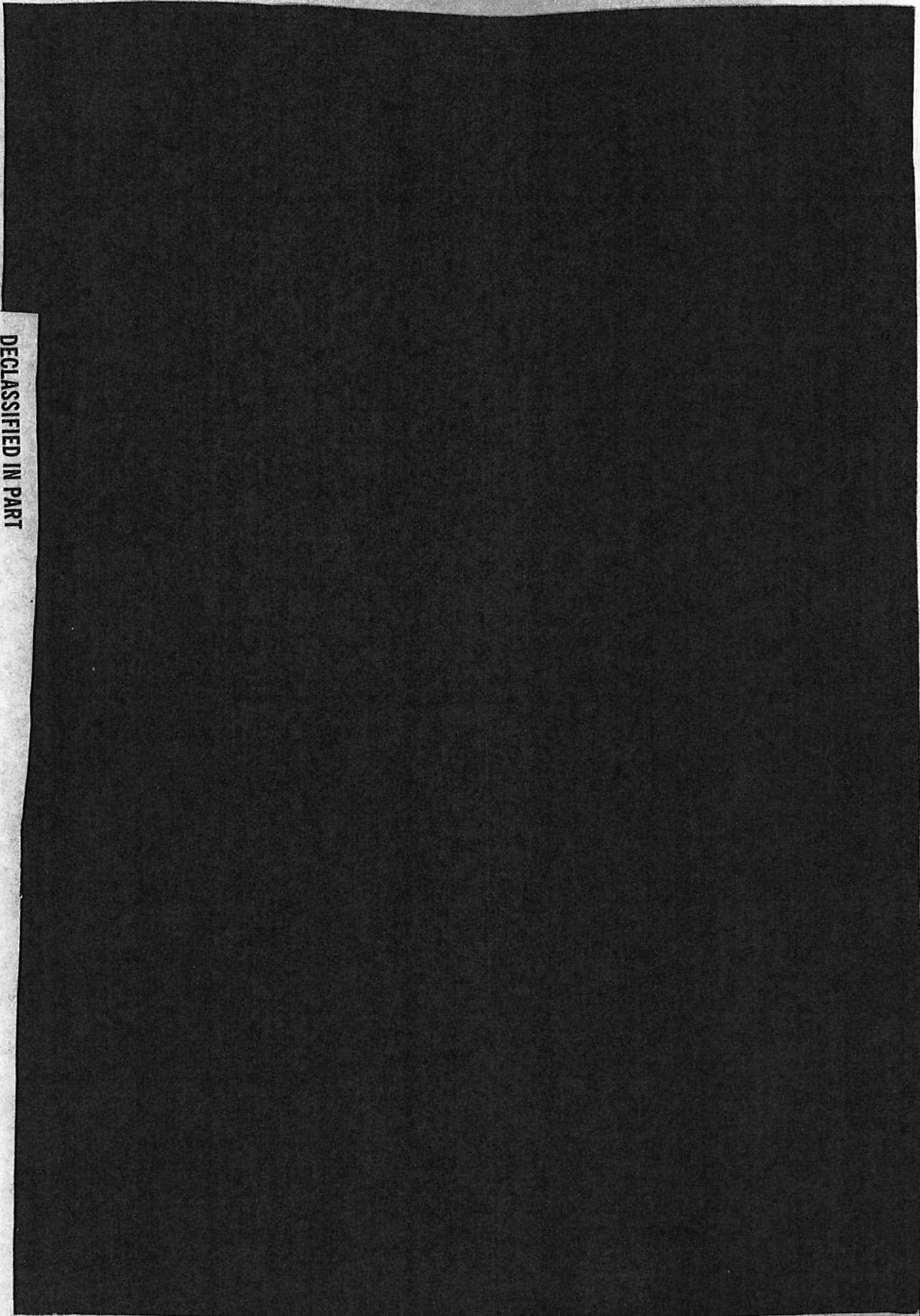


JS 1.4 (a), (g) + 5 U.S.C. 552(b)(5)

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DIA 5 U.S.C. 552(b)(3); 10 U.S.C. 424

JS 1.4(a)(g) + 5 U.S.C. 552(b)(5)
DIA 5 U.S.C. 552(b)(3); 10 U.S.C. 424



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JS 1.4(a),(g) + 5 U.S.C. 552(b)(5)

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JS 1.4(a),(g)+ 5 U.S.C. 552(b)(5)

DIA 1.4(c)+ 5 U.S.C. 552(b)(3);
10 U.S.C. 424

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INTEL OPERATIONS: PSYOPS/IO



• Observation:

[REDACTED]

• Recommendations:

[REDACTED]

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[REDACTED]

Information Operations should be at the strategic level and prep US and international public opinion regarding the potential release/transfer of identified detainees or their unanticipated death due to illness or natural causes.

[REDACTED]



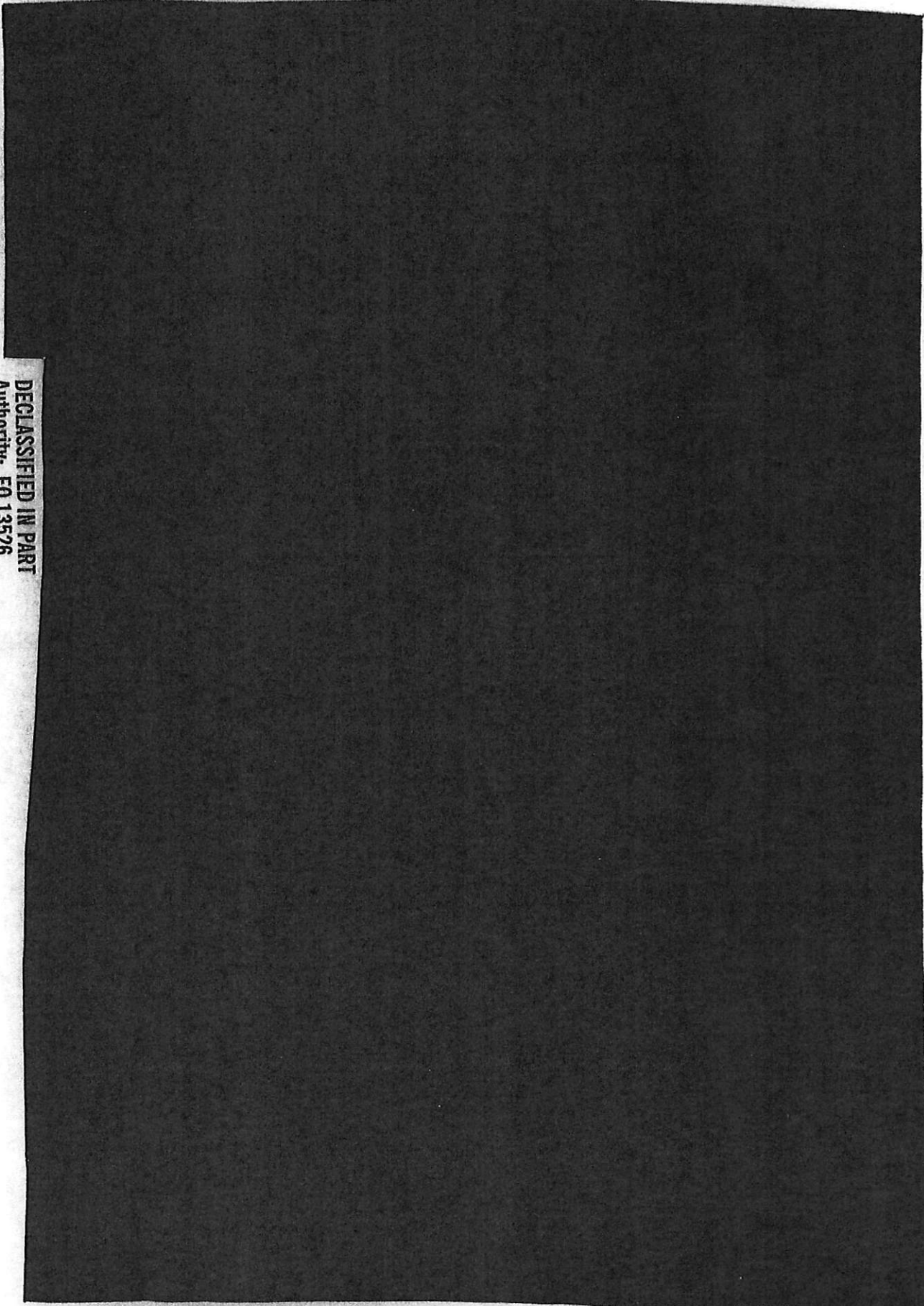
JS 1.4(a),(g) + 5 U.S.C. 552(b)(5)

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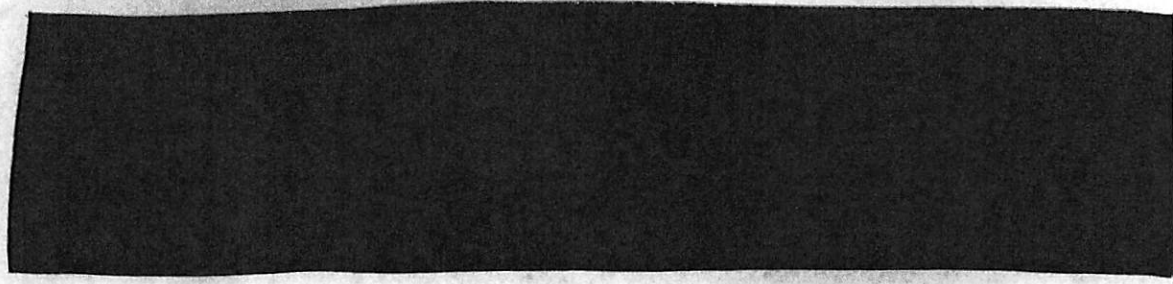
CIA 1.4(c)

JS 1.4(a), (g) + 5 U.S.C. 552(b)(5)
DIA 1.4(c), (e), (g) + 5 U.S.C. 552(b)(3); 10 U.S.C. 424

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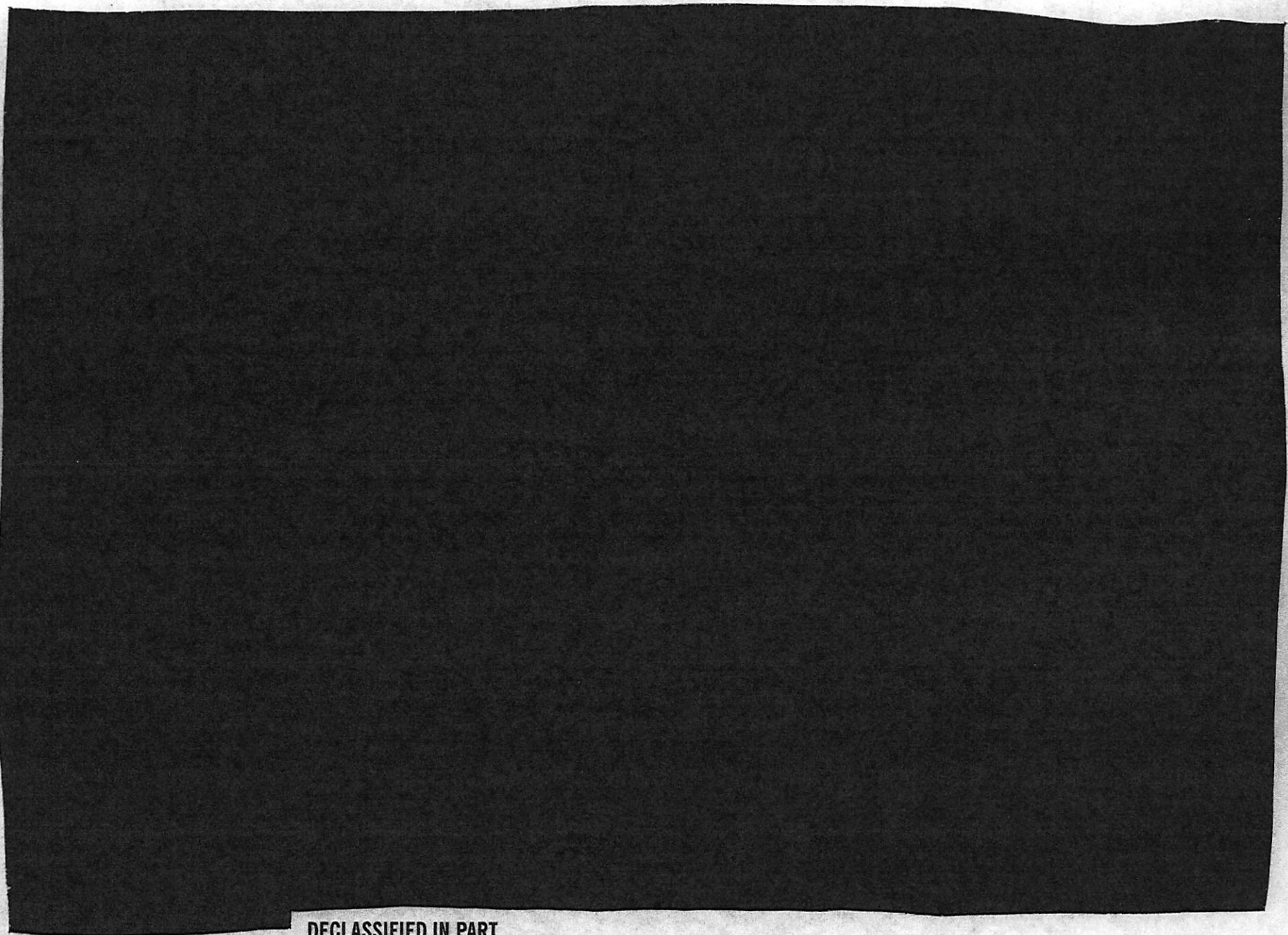


JS 1.4(a), (g) + 5 U.S.C. 552(b)(5)

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JS 1.4(a)(9) + S U.S.C. 552 (b)(5) DIA 1.4(g) + S U.S.C. 552 (b)(3) 6/26/20
10 U.S.C. 9724

(CIA 1.4(c))



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JS 1.4(a), (g) + 5 U.S.C. 552(b)(5)

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OSD 5 U.S.C.
552(b)(3);
10 U.S.C.
424 +
1.4(c)

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INTEL OPERATIONS: INTERROGATIONS



• Observation:

[REDACTED]

• Recommendation:

[REDACTED]

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This observation boiled-down to one issue—the [REDACTED] senior manager of the interrogation element did not have the authority that he required to accomplish the mission

[REDACTED]

The nests tasking review and assignment, in the element that can most quickly and authoritatively [REDACTED]

This saves time and also results [REDACTED] Tasking

rejection/acceptance authority is now in SOUTHCOM J2.

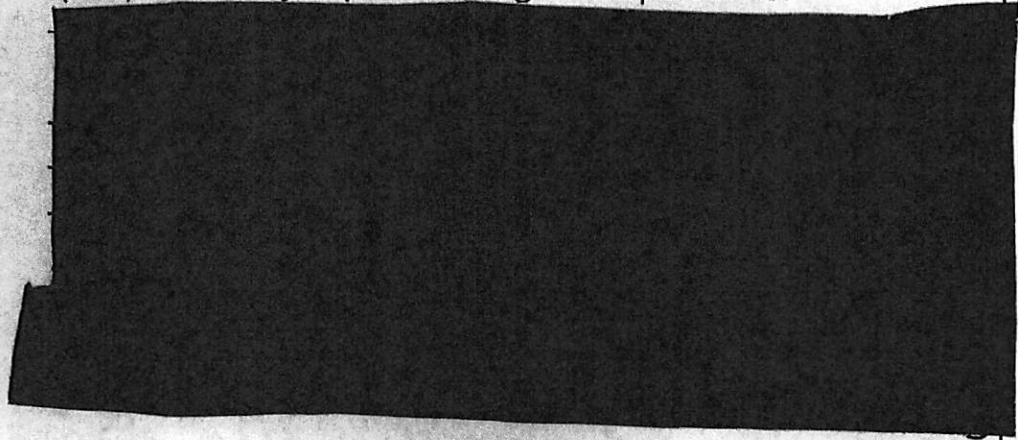
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INTEL OPERATIONS: ICF



- **Observations:** Lack of intelligence contingency funds (ICF) adversely impacts intelligence operations.



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JS 1.4(a), (g)

CIA 1.4(c)

DIA 1.4(c) +

5 U.S.C. 552(b)(3);

10 U.S.C. 424

OSD 1.4(c) +

5 U.S.C. 552

(b)(3); 10 U.S.C. 424

Army has the responsibility to fund [redacted] interrogation operations. Reportedly Army Intelligence Command encountered coordination issues within the Army General Counsel's office that delayed provision of ICF to [redacted]. Per the [redacted] General Counsel, 27/1440 Aug, the issue is resolved. Army INSCOM was developing procedure on how to disperse and account for GTMO ICF. Because no funds have been received by [redacted] this observation should be continued until verification is received that [redacted] actually receives ICF. Recommend withdrawal of this observation upon when funded.


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JS 1.4(a),(g)

DEA 5 U.S.C.
552 (b)(3);
10 U.S.C. 424

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INTEL OPERATIONS: FACILITIES



• **Observation:** [REDACTED]

• **Recommendations:**

- Approve larger building or construct new SCIF
- [REDACTED]
- [REDACTED]

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TRAINING

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JS 1.4(a),(g)

DIA S U.S.C.
552(b)(3);
10 U.S.C. 424
(b)(5)

OSD S U.S.C.
552(b)(3);
10 U.S.C. 424
+ (b)(5)

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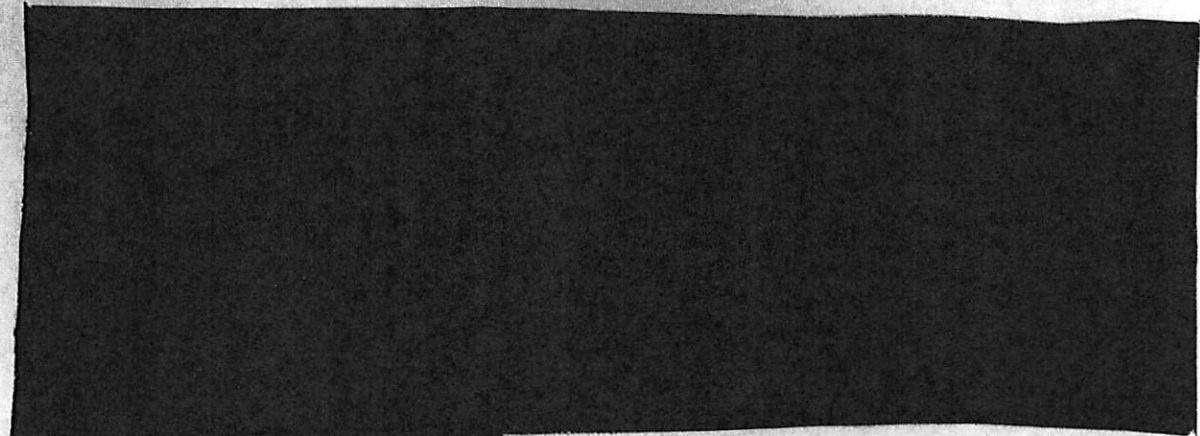
TRAINING: NEW SKILL SETS



• Observations: [REDACTED]

• Recommendations: [REDACTED]

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establish a Terrorism University to provide a common orientation curriculum for GTMO personnel

- Terrorism 101
- Al-Quaida 101
- Cultural orientation
- The Mideast
- Islam 101
- Databases/datamining



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- Analyst Tools

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TRAINING: LESSONS LEARNED

• **Observation:** "Lessons Learned" are not being captured at Joint or Service Levels.

• **Recommendations:**

- Center for Army Lessons Learned (CALL) should visit and publish
- Joint Uniform Lessons Learned System (JULLS) should review organization, Joint operations
- Service Schools harvest current operations for Lessons Learned and TTP
- Intel School, MP School, OSI, CID



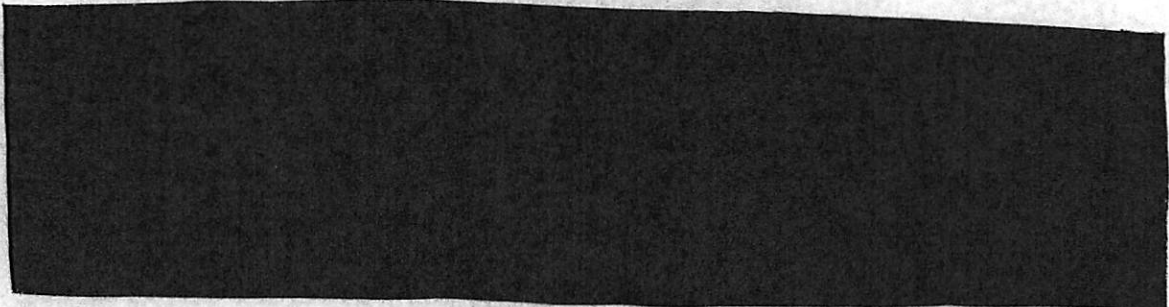
J3 1.4(a),(g)

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• Army G3 has sent "custodial custody" team to GTMO to look at the confinement operation.



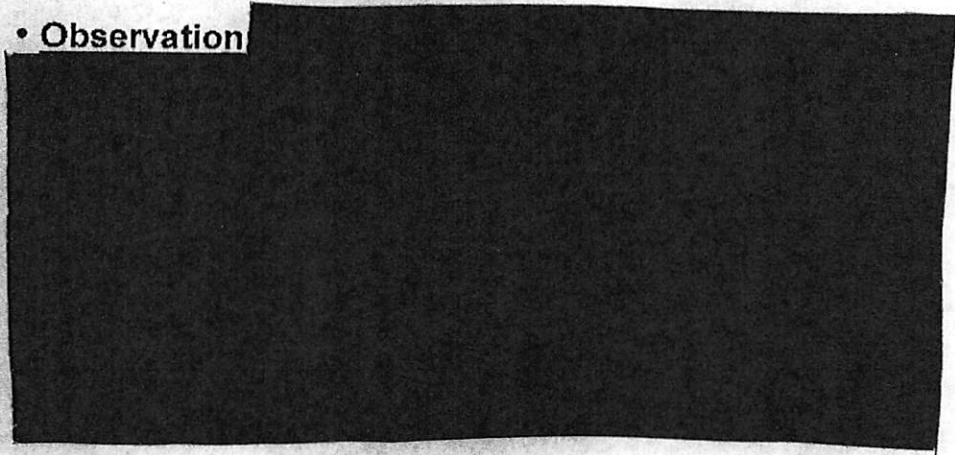
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TRAINING: CURRENT/FUTURE FRAMEWORK



• Observation



DIAS U.S.C.
552(b)(3);
10 U.S.C. 424

JS 1.4(a)(g)+
5 U.S.C. 552(b)(5)

OSD U.S.C.
552(b)(3);
10 U.S.C. 424

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TRAINING: CURRENT/FUTURE FRAMEWORK



• Recommendations:

- [REDACTED]
- Expand Arabic language thru-put capabilities
- Incorporate more cultural sensitivity and historical background into [REDACTED] Arabic courses.

[REDACTED]

Courses must:

- Include more interrogator booth practical exercises, "terrorism" training scenarios and "working with translators" segments
- Current thru-put exceeds recommended instructor/student ratios
- Should language be required for [REDACTED]

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JS 1.4(a),(g)
OSD 1.4(c)

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PERSONNEL

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JS 1.4(a),(g)

DIA SUSC
SSZ(b)(3);
10 USC 424

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PERSONNEL: TOUR LENGTHS



- **Observation:** Current [redacted] tour lengths do not enhance intelligence operations.
- **Recommendations:** Tour lengths must be based on mission requirements. [redacted] should designate:
 - "Key billets", Leadership [redacted] (2 year PCS accompanied)
 - "Essential billets" [redacted] (1 year PCS unaccompanied)
 - "TDY", Staff Support personnel (179 day tours)
 - CDR, Naval Base GTMO evaluate capacity to support [redacted] on two year accompanied tours

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PERSONNEL: FORCE STRUCTURE



• Observations:

[REDACTED]

- Other commitments for low density personnel
- FORSCOM refused to task [REDACTED]
- 1997 Army FORSCOM [REDACTED]

• Recommendations:

- Approve recommended [REDACTED] tour length changes
- Leverage more "coalition support" (linguists)
- Army evaluate force structure for long-term GWOT
- Expand/Grow inventory of "high demand/ low density" MOSs

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JS 1.4(a), (g)

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•For the past ten years, the Army has complained about the same "high demand/low density" MOSs. Only action has been to further reduce the inventory of these exact MOSs with 1997 [REDACTED]

-Primarily Intelligence and Military Police specialties

[REDACTED]

-Despite many volunteers FORSCOM has refused all requests

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PERSONNEL:

[REDACTED]

JS 1.4(a),(g)

• Observations:

[REDACTED]

Traditionally, tactical POW interrogation has required only SECRET.

• Recommendations:

- Upon identification for GTMO assignment, [REDACTED]

[REDACTED]

- OCMI, USA Intelligence Center examine requirement

[REDACTED]

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PERSONNEL: LINGUISTS

- **Observations:** The Global War on Terror presents an entirely new requirement for linguists.
 - Continually expanding future requirement for Arabic speakers
 - Both military and contract linguists
 - Formerly insignificant languages and dialects now key (Pashtu, Dari, Uighar)
 - Machine language translation technologies
- **Recommendations:**
 - Expand [redacted] thru-put to accommodate demand programs (bonus/incentive pay)
 - Aggressive technology research [redacted]

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- 26 July memo Mr Tenant to Rep Sherwood Boehlert

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