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DRAFTED BY BILLINGSUEA  
Updated NSC & PC Data  
May 29, 2004  
11:40AM

TO: Mr. Rumsfeld  
FROM: LTG Craddock  
SUBJECT: PC & NSC Meetings: Are we improving?

NOTE: ON MAY 10, 2004, SD  
AND POTUS DISCUSSED  
THE NSC-PC-DC PROCESS  
SD GAVE POTUS OUR  
DATA FROM LAST FALL,  
PROMISING TO  
PROVIDE HIM UPDATED  
DATA SHORTLY.  
SD PROVIDED POTUS  
THIS UPDATED DATA  
ON SATURDAY (MAY 29)

Acknowledging that Rachel may not have the whole story, here are some of her observations based on data collected from February 28 – May 28, 2004.

Past 3 months v. what happened last Fall (Aug 20 – Nov 20, 2003):

I THOUGHT YOU  
MIGHT FIND IT  
OF INTEREST.  
-RACHEL

Numbers of meetings: ↑ (twice the number; 3 times the number of NSCs)  
Cancellations: ↓ (26% versus 48%)  
"TBding" the Schedule: ↓ (1/3 versus 1/2)  
Agenda Circulation: ↑ (NSCs now have agenda)  
Paper/Brief Circulation  
48 hours in advance: ↑ (9% versus 0%)  
Issuing Summary of  
Conclusions: ↑ (NSC batting average of 80% versus 17% in Fall)

<sup>1</sup> Note: This could be considered improvement, but during this 3-month period, we faced Haiti, Fallujah, and the Iraq transition — all hot items that may have made cancellations less desirable/possible.



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### 3-month Baseline Data (Feb 28 – May 28):

- |                              |                         |
|------------------------------|-------------------------|
| • 62 meetings were proposed. | 46 meetings took place. |
| • 30 NSCs                    | 20 NSCs                 |
| ▪ 32 PCs                     | 26 PCs                  |

### Cancellations:

- One quarter of all proposed meetings were canceled. (26%)
  - NSCs were more likely than PCs to be canceled. (63%)
- Only 3 times were cancellations notified  $\geq$  48 hours. (19%)

### Week Ahead Schedules:

- Of the 46 meetings conducted, only 15% of the time did the actual meeting agenda match the “Week Ahead” Schedule.
  - 0 NSCs<sup>2</sup> (0%)
  - 7 PCs (27%)
- Only 1 time did the actual meeting agenda match the “Week Ahead Longer Term Tentative Schedule.” It was a PC.
- Week Ahead Schedule breakdown:

▪ Topics listed:	40%	None:	16 %
▪ TBD:	39%	No meeting scheduled:	3%
- The “TBD” Phenomenon:
  - Over 1/3 of all meetings proposed were labeled “TBD.” They were mostly NSCs.
  - When “TBDED,” the cancellation rate was:
    - NSCs: 43%
    - PC : 100%<sup>3</sup>

<sup>2</sup> The data for NSC agenda = the Week Ahead is so grim because NSCs are rarely given an identity on the Week Ahead; they are primarily “TBDED.” In the 2 circumstances where NSC topics *were* listed on the Week Ahead, there were no advance agendas, so a comparison could not be made.

<sup>3</sup> Note: Only 1 proposed PC was “TBDED,” so its cancellation drove the rate up to 100%.



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### Advance Washfax Agenda:

- Less than 1/2 of all meetings conducted had an advance agenda. (48%)
  - 30% of NSCs had an agenda circulated in advance.<sup>4</sup>
  - 62% of PCs had an agenda circulated in advance.
- 15% of all meetings had agenda  $\geq$  48 hours in advance of the meeting.
  - 1 NSC (agenda circulated over weekend for Monday NSC)
  - 6 PCs
- 22% of all meetings had agenda  $\geq$  24 hours in advance of the meeting.
  - 1 NSC
  - 9 PCs

### Papers/Briefs:

- 65% of all meetings conducted had papers or briefs circulated in advance.<sup>5</sup>
  - 45% of NSCs had papers or briefs circulated in advance.
  - 81% of PCs had papers or briefs circulated in advance.
- 9% of all meetings had papers/briefs  $\geq$  48 hours in advance of the meeting.
  - 4 PCs<sup>6</sup>
- 15% of all meetings had papers/briefs  $\geq$  24 hours in advance of the meeting.
  - 7 PCs
- On average, papers/briefs arrived 19 hours in advance of the meeting.
- For 3 of the 30 meetings with advance paper/briefs, DoD did not observe the 48-hour rule when submitting material to the NSC.<sup>7</sup>

### Summary of Conclusions & Summary of Discussion (SOC & SOD):

- 37 of 46 meetings have been captured in SOC/SODs.
  - 16 NSC SODs (batting average = 80%)
  - 21 PC SOC (batting average = 81%)

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<sup>4</sup> Since the President's visit to the Pentagon on May 10, 2004, almost every NSC & PC has had an advance agenda. Also interesting to note is that of the 6 NSCs that had an agenda, 4 of them took place within the last 2 weeks.

<sup>5</sup> This data looks attractive, but it should be noted that much of the material circulated in advance was DoD's morning Iraq briefs (on unrest in Fallujah and elsewhere). DoD used those briefs for many of the NSCs and for the PCs that immediately followed them.

<sup>6</sup> Data on "Intel Programs" is excluded from this statistic (and from the SOC/SOD statistics) because its flow through highly-classified, non-Washfax channels made it difficult to track.

<sup>7</sup> Excluded from this statistic are the 11 Fallujah, Iraq cases where DoD's daily brief was not available until the morning of the meeting. In those cases, DoD, on average, circulated its brief 1 hour before the meeting.



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