

**ORIGINAL**

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DEPARTMENT OF DEFENSE  
UNITED STATES STRATEGIC COMMAND



2006 MAR 08 13:46

MAR 8 2006

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Reply To:  
USSTRATCOM/J0CC  
901 SAC BLVD STE 2A  
OFFUTT AFB NE 68113-6000

MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE

Through: CHAIRMAN, JOINT CHIEFS OF STAFF *VR/89 APR 06*

Subject: Response to SECDEF Question Regarding The Rendon Group

1. References:

- a. Secretary of Defense Snowflake, 15 Feb 06.
- b. Deputy Secretary of Defense, Military Assistant Memorandum, 22 Feb 06.

2. The Secretary of Defense requested information from the Deputy Secretary of Defense on why The Rendon Group keeps coming into question (Ref a). The Deputy Secretary of Defense tasked the Commander, USSTRATCOM to provide information on current DoD contracts with The Rendon Group and to recommend future DoD relationships with this group (Ref b). USSTRATCOM has reviewed the current DoD activities associated with The Rendon Group contracts and coordinated a response with key Commands holding Rendon Group contracts. A draft response to the Deputy Secretary of Defense is provided (Tab A).

3. The Deputy Secretary of Defense suspense for this response is 7 Mar 06. Our point of contact for this action is Lt Col William Klug, DSN 271-2417.

*[Signature]*  
 JAMES E. CARTWRIGHT  
 General, USMC  
 Commander

Attachment: As stated

8 Mar 06

15 Feb 06

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OSD 02799-06

**INFO MEMO**

**FOR: SECRETARY OF DEFENSE**

**FROM: Mr. Gordon England, Deputy Secretary of Defense**

**SUBJECT: Response to SecDef's Question on The Rendon Group Contract**

The Department presently has six contracts with The Rendon Group supporting OSD, ASD-SOLIC, US Strategic Command, geographic combatant commanders, and deployed forces in both Iraq and Afghanistan. US Strategic Command holds the largest contract with Rendon, valued at \$9 million annually. Support across the six contracts includes foreign media analysis, research, and training/assistance in the areas of Strategic Communications, Media analysis, and influence planning and operations.

The Rendon Group contracts have drawn the attention of domestic and international press. The inference behind this attention being that the military uses The Rendon Group products to shape its "influence" operations in the international media. Because the media understands that Information Operation doctrine charters the Psychological Operations community as the only military discipline authorized to use broadcast and print media to influence foreign target audiences, The Rendon Group often becomes the lightning rod of the media's "the military should not manipulate the press" argument.

The media analysis products The Rendon Group provides to commanders have improved situational awareness by filling gaps in our open source intelligence collection efforts. Commanders use these products in developing strategic communications plans and information operations plans. In addition to the products, Rendon provided training has improved the skills of the staffs managing strategic communications and information operations. ASD SOLIC reports that The Rendon's Group work has demonstrated exceptional value in supporting effective information operations campaigns, and the contract work has been reported to Congress since 2001 without presenting any problems. Based on our collective experience, the benefit of contracting with The Rendon Group or another company that offers the same service is worth the investment, even though there has been periodic press interest in the company's activities. Furthermore, building an in-house capability on a par with this company would be cost prohibitive and take years to mature (linguists, regional experts).

The Foreign Media Analysis contract held at USSTRATCOM is currently open for re-competition. The Rendon Group is one of several companies competing for the current Foreign Media Analysis contract. If The Rendon Group is awarded this contract, USSTRATCOM would desire to continue its current affiliation with the company.

**SECRETARY OF DEFENSE CORRESPONDENCE ACTION REPORT**

This form must be completed and forwarded to the Correspondence Control Division (CCD), WHS Room 3E1016, Suspense Desk (703) 697-9287 FAX Number: (703) 693 7028 Email: [suspense\\_desk@osd.pentagon.mil](mailto:suspense_desk@osd.pentagon.mil)

Action Agency **JCS**

Suspense Date **1 Mar 2006**

**1. ACTION TAKEN (Check One)**

- a ACTION HAS BEEN COMPLETED (Copy attached)
- b REQUEST EXTENSION OF SUSPENSE DATE TO \_\_\_\_\_ (Justify Below)
- c INTERIM REPLY HAS BEEN SENT (Copy attached) Extend suspense to \_\_\_\_\_ (Justify Below)
- d REQUEST CANCELLATION (Justify below)
- e REQUEST TRANSFER TO \_\_\_\_\_ (Justify below / include POC Name & Phone Number)
- f REQUEST DOWNGRADE TO \_\_\_\_\_ (Justify Below)

**2 JUSTIFICATION**

*CJCS initiated through line and USSTRATCOM memo was forwarded to OSD.*

**3. REPORTING AGENCY**

a. ACTION AGENCY

**JCS/J5**

c. APPROVING AUTHORITY

(Service Secretary/Under Secretary/ASD/Military/Executive Assistant Level)

b. NAME OF ACTION OFFICER

Signature

*J. Dillard*

Date Signed

**4/11/06**

e. TELEPHONE NO

**695-4556**

d. DATE

4. CCD CONTROL #

**OSD 02799-06**

**5. ACTION TAKEN**

(For EXSEC/ Correspondence Control Division Etc Only)

- |            |                                   |                                      |
|------------|-----------------------------------|--------------------------------------|
| a EXT      | <input type="checkbox"/> Approved | <input type="checkbox"/> Disapproved |
| b CANX     | <input type="checkbox"/> Approved | <input type="checkbox"/> Disapproved |
| c DWNGRD   | <input type="checkbox"/> Approved | <input type="checkbox"/> Disapproved |
| d TRANSFER | <input type="checkbox"/> Approved | <input type="checkbox"/> Disapproved |

e. OTHER (Specify)

Signature

Date Signed