

FBIS-0153-89
29 November 1989

MEMORANDUM FOR: Deputy Director for Science and Technology
FROM:
Director, Foreign Broadcast Information Service
SUBJECT: Submission of FY 1990-1994 Strategic Plan (S)

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1. I am pleased to submit the attached FBIS FY 1990-1994 Strategic Plan. In my view, the critical section of the plan is the Office Perspective where we identified the major challenges FBIS faces in the next 5 years. To reiterate, there are four issues which strategically impact FBIS in FY 1991 through FY 1994: 1) maintaining continued access to traditional and proliferating open source information in changing political and technical environments; 2) sustaining the value of FBIS products in an era of near unlimited dissemination possibilities; 3) recapitalization of automation and communications systems and overseas physical plants and equipment; and 4) the exploitation of television. The Strategic Plan outlines short and long term plans FBIS has to deal with these and the other major issues, but I want to state up front that they will have a large impact on our resource allocations as we plan for FY 1991 and beyond. (S)

2. We believe FBIS showed in the May briefing to the DDS&T and again in the Strategic Plan the bleak resource picture FBIS faces in FY 1990 and FY 1991. The problem is compounded in the outyears because FY 1992-94 budgets are derived from the FY 1991 figures. While the agreed upon wedge for projected indigenous costs inserted in the FY 1992-95 budgets addressed that particularly troublesome problem, the impact of earlier cuts to our base budget in the area of nonpersonal services will continue to be a problem. (S)

3. The important strategic issues outlined above and requirements for which we know there will be large associated costs such as support to arms control and the counternarcotics efforts, are not in the budget. We will have to step up to them strategically and come to grips with them within the money allocated to us. (S)

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Attachment

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Foreign
Broadcast
Information
Service

Foreign Broadcast Information Service

Strategic Plan

September 1989

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FBIS Statement of Mission

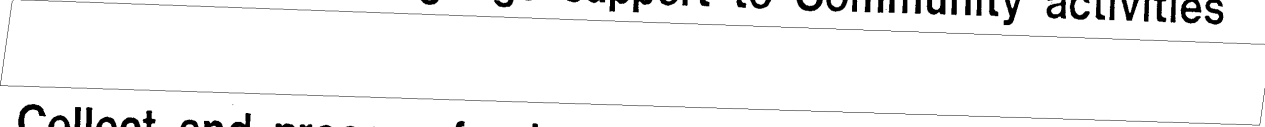
Primary Mission

- Collection, processing, analysis, and dissemination of foreign open sources of intelligence value

Secondary Mission

- Provide foreign language support to Community activities

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- Collect and process foreign television video

- Maintain research databases

- Provide research support to Intelligence Community



FBIS Business Areas

Collection and Processing

- Field Installations
- USSR Division
- Europe Division
- Asia Division
- Near East/Africa/Latin America Division
- S&T Center
- Operations Group Management
- Field Engineering Division

Production

- Products/Dissemination
 - Wire Service
 - Daily Reports
 - JPRS Reports
 - Analysis Group
- Support Activities
 - Advanced Development Division
 - Headquarters Engineering Division
 - Vendor Support Contracts
 - Administration
 - Liaison and Requirements Branch



Office Perspective

Major Challenges

- Short Term (FY 90 - FY 91)
 - Managing to Budget

- Longer Term (FY 92 - FY 94)
 - Recapitalization ✓
 - Sustaining Collection/Exploitation ✓
 - Sustaining Product Value ✓
 - Television ✓

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Issue

Recapitalization of automation systems, communications systems, and overseas physical plant and equipment procured and installed during modernization

Short Term Plan

- Work within overall Directorate guidance on recapitalization issue

Long Term Plan

- Execute recapitalization plan in FY 92 to the limit of resources

Tradeoffs

- Accept risks of longer cycle; i.e., 7-8 years
- Accept eventual loss of capability; i.e., ROSETS, bureau PCs

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Issue

Continued access to traditional and proliferating open source information in changing political and technical environments

Short Term Plans

- Ensure access to and exploitation of current and new sources
 - Expand Off-Premises Unit (OPU) concept
 - Complete contingency plans for Panama, U.K.

Long Term Plans

- Identify and implement new methods of collection/processing
 - Initiate study of U.S. - based vs. bureau sites
 - Participate in machine translation developments
 - Study analytical methodology used in open source

Tradeoffs

- Accept losses of coverage



Issue

Sustaining product value in era of near unlimited dissemination possibilities

Short Term Plans

- **Establish FBIS-wide collection/processing tasking mechanism more responsive to developing issues**
- **Initiate dialog to establish consumer dissemination priorities**
- **Initiate an electronic dissemination capability via tape delivery to NTIS**
- **Complete implementation of AFS research databases**

Long Term Plans

- **Implement an AFS electronic dissemination capability**
- **Complete study with OIR for integrating JPRS material into SAFE**
- **Identify new "value-added" products**

Tradeoffs

- **Continue hard copy dissemination**



Issue

Exploitation of Television

Short Term Plans

- Complete FBIS television task force study
- Establish Community requirements for television processing

Long Term Plan

- Develop comprehensive program plan containing a broad spectrum of products/services/costs

Tradeoffs

- Continue television collection and distribution as it is today



Directorate Goal

Enhance the Directorate's Capability to Provide Accurate, Comprehensive, and Timely Intelligence



Objective

**Guarantee FBIS Foreign Open-source Collection
in Changing Environments**

FY 89 Accomplishments

- **With change in Panamanian political situation, FBIS successfully demonstrated ability to shift coverage between Panama, Key West, Paraguay, and Headquarters**
- **Completed survey in Costa Rica as potential fallback site**
- **Initiated negotiations with State Department on Hong Kong PRA issue**
- **Achieved final operating capability of FBIS Automated System**
- **Assumed installation and training responsibility for field bureau automation**
- **Installed automated systems in Key West, Seoul, and Nicosia**
- **Upgraded INTERNET communications link**
- **Established worldwide alternate communications route capability**
- **Converted bureaus to ASCII operations**



FBIS FY 90 Milestones

- Conduct feasibility study on U.S.-based site to process material collected overseas
- Conduct feasibility study for Thai-based remote site to cover PRC regional radios
- Evaluate feasibility of Costa Rica-based remote facility to cover Nicaragua
- Install fallback monitoring site in U.K.
- Obtain PRA status for FBIS Hong Kong foreign national employees
- Arrange facsimile transmission of Cuban press to Panama
- Train cadre of language officers in Spanish aural skills
- Complete installation of Dominican Republic remote facility
- Obtain information on Soviet pressfax digitization plans
- Enhance capability to collect and transfer facsimile material
- Establish a world-wide narrowband facsimile capability



Objective

Expand Soviet Open-source Collection

FY 89 Accomplishments

- **Implemented Forest Service Initiative**
- **Increased Soviet translation funding by 44%**
- **Established Off-Premises Unit to increase Soviet central press coverage**
- **Augmented London Press Monitoring Unit (PMU) and shifted workload to increase coverage of Soviet republican press**
- **Streamlined procurement of Soviet regional newspapers**
- **Organized data for open source analysis methodology handbook**

FY 90 Milestones

- **Increase processing of Soviet regional and central press at PMU**
- **Institute PMU second shift to cover second Soviet pressfax transmission**
- **Increase OPU staffing to enhance Russian capability**
- **Develop cadre of language officers with Russian aural skills**
- **Plan survey from Turkey of Soviet Transcaucasus radios**



Objective

Improve Exploitation of Foreign Television

FY 89 Accomplishments

- **Conducted ongoing discussions of DI requirements**
- **Formed FBIS intergroup task force to study issues**
- **Installed edit suite in Television Center**
- **Challenged Community to define needs**
- **Produced weekly TV Executive Summary on experimental basis**

FY 90 Milestones

- **Complete FBIS television task force report**
- **Conduct study on Soviet television exploitation requirements**
- **Enhance capability to collect, transfer, and store TV material**



Objective

**Develop Means of Electronic Dissemination
of Open-source Information**

FY 89 Accomplishments

- Coordinated with NTIS on required format of soft copy product
- Worked with OIR to provide tapes for CD-ROM experiment
- Provided electronic JPRS products to Agency consumers

FY 90 Milestones

- Initiate phased implementation of AFS electronic dissemination capability
- Initiate electronic dissemination of FBIS products within CIA
- Begin delivery of FBIS products to NTIS in soft copy
- Complete study with OIR for supplying all JPRS material to SAFE



Directorate Goal

Ensure the Directorate's Capability to Respond to New Intelligence Requirements



Objective

Provide for the Recapitalization of FBIS Systems

FY 90 Milestones

- **Develop plan for phased recapitalization of automation resources**
- **Develop plans and standards for field collection recapitalization**



Objective

Provide Support to Arms Reduction, Counterterrorism, Counternarcotics Activities

FY 89 Accomplishments

- Provided linguistic support to INF and JVE efforts
- Participated in DS&T Counternarcotics Task Force

FY 90 Milestones

- Identify and exploit foreign databases for information on narcotics activities
- Enhance capability to exploit foreign databases from CONUS
- Develop with OT&E an interpreter training program

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Directorate Goal

**Maintain a Skilled, Well-trained, Well-equipped,
and Highly Motivated Workforce to Ensure
Continued High-quality Support to Community,
Agency, and Directorate Programs**



Objective

Recruit and Retain Qualified Employees

FY 89 Accomplishments

- Created plan for Language Resource Officer in coordination with OTS, OSO, and OTE
- Sponsored a Stokes scholar and a Minorities Undergraduate Studies Program scholar
- Participated in DS&T rotational assignment program
- Included overseas staff in regionally run training courses
- Revised and updated FBIS Development Profiles
- Established independent authorities to manage FBN system
- Sponsored seven officers for full-time academic training
- Sponsored two scholars-in-residence in non-retirement tours to promote FBIS
- Developed special training program for Production Group managers through Forest Service Initiative



Objective

Recruit and Retain Qualified Employees

FY 90 Milestones

- **Expand full-time academic training for language officers**
- **Expand use of Expert Track**
- **Finalize upgrading of Operations Group**
- **Review and upgrade key FBN engineering and technician positions**
- **Support one additional Stokes and one FBIS-sponsored scholar**
- **Reestablish coordination with State Department for FBIS to conduct wage surveys**
- **Expand participation of overseas staff in regionally run training courses**

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