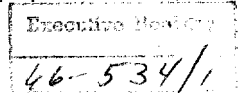


**SECRET**



14 February 1966

MEMORANDUM FOR: Executive Director-Comptroller  
SUBJECT: ONE Publications  
REFERENCE: Your Memo, dated 7 February 1966

Publications

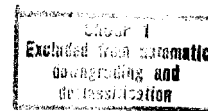
1. The major publication of the Office of National Estimates is, as you know, the National Intelligence Estimate. In our 15 plus years we have produced an average of 57 estimates annually -- the number has ranged from below 50 in our earliest years to a high of 84 in calendar 1961. In calendar 1965 we produced 72 estimates. There is no duplication of this effort anywhere in the United States Government.

2. Additionally, ONE produces estimative memoranda in four forms as follows:

Memoranda for the USIB  
Memoranda for the DCI  
Special Memoranda  
Staff Memoranda

Our publication figures reveal that we produce from 100 to 150 of these memoranda annually. To the best of our knowledge, there is no actual duplication of this effort either, although other parts of the intelligence community certainly produce working and special memoranda on similar subjects for their own use.

**SECRET**



MORI/CDF

**SECRET**

Dissemination

3. The National Intelligence Estimate is disseminated as follows:

The President  
The White House Staff  
National Security Council  
Department of State  
Department of Defense  
Atomic Energy Commission  
Federal Bureau of Investigation  
The Departments of the Army, Navy,  
and Air Force  
Appropriate US Embassies and Military  
Commands

25X1



The number of copies varies with the classification, the sources used, and the sensitivity of the subject. The staple product -- the regular NIE at the secret level -- is printed in 650-700 copies and disseminated in about 550 copies. The all-source NIEs -- notably those on Soviet or Chinese military subjects -- have had, since the Kennedy years, a distribution restricted to about 100 copies. Some of the more sensitive SNIEs -- those dealing with possible reactions to postulated US courses of action -- have much more limited circulation.

4. Memoranda for the USIB usually have the same dissemination as National Intelligence Estimates. No more than two or three of these memoranda are produced annually.

5. Memoranda for the DCI are personal communications from the Board to the DCI. They have a very limited dissemination within CIA. They are disseminated outside the Agency only at the direction of the DCI.

- 2 -

**SECRET**

**SECRET**

6. Special Memoranda are memoranda which represent the official views of the Board of National Estimates on a given subject. They are disseminated to the White House, some 20-30 key officials in the Departments of State and Defense, the members of the intelligence community, and to appropriate CIA components.

7. Staff Memoranda are disseminated only within CIA. They are essentially working papers on a given subject. After review by the Board of National Estimates, they may or may not be converted into an official memorandum, such as a Special Memorandum.

Conclusions

8. Almost all of our publications are prepared in response to the needs and demands of the DCI and policy-makers at the NSC level.

9. The exception -- our Staff Memoranda are largely self-generated and self-consumed. Their subject matter is usually well below the level of NSC cognizance, but the writing of them is a highly educational experience for the author -- and a morale builder; so is the reading of them. They constitute an almost ideal communication link between the writer and his fellow analysts wherever, and between the writer and members of the Board.



25X1

SHERMAN KENT  
Director  
National Estimates

- 3 -

**SECRET**