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26 May 1965

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MEMBERS OF THE PLANNING GROUP:

1. Paul Beral and Sherman Kent are revising the Assumptions.
2. We have attempted to integrate contributions and package the total. Please review carefully and provide us with specific improvements in wording, etc. (We'll hold a meeting Wednesday p.m. for this purpose and use Thursday to finalize the package.)
3. John Cross is preparing a paper on where we have been and where we are -- which will provide the DCI with an updating.

JAC

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INTRODUCTION

1. The Fifteen Year Plan has been established by the Director of Central Intelligence as a means of expressing US intelligence goals and programs for the period 1966 to 1980. When completed this plan will furnish the DCI and USIB the basis for reviewing and evaluating:

a. The general direction and goals of the total US intelligence effort for the next fifteen years, within the context of US national security interests during this period; and

b. The programs which are proposed by USIB agencies over the next five years to meet expressed goals and the human and material resources required to implement these programs for each of the first five years.

2. As a first step, we look ahead for 15 years to derive a set of gross assumptions regarding likely developments in the world situation which will most significantly affect US security interests, and by obvious extension, point up the most important intelligence tasks. This initial step, to be coordinated by the Board of National Estimates and expressed as Assumptions, will furnish basic guidance to planners in the establishment of intelligence goals and programs.

3. Contributors to the Fifteen Year Plan will also require guidance of a specialized nature to ensure that the projections of long-term

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intelligence goals and programs are made in light of existing and future intelligence needs. This guidance, expressed as Guidance to Planning, will concern probable major requirements and technological developments and important considerations concerning intelligence tradecraft, methods, and systems and institutional (organizational and functional) matters likely to have a direct bearing on long-range intelligence planning.

4. The Fifteen Year Plan will be the instrument for describing: (a) major goals and emphasis in intelligence planning over the long-term (1966-1980) and (b) the major programs required to meet intelligence obligations of the next five years (1966-1970). Using Fiscal Year 1966 as the base with respect to (b) above, contributors will be required to describe major programs required and the human and material resource requirements related to these programs.

5. Several additional steps would be necessary to provide a complete Community intelligence program management system. For example, there would need to be established: compatible management data systems, performance measurement techniques, program achievement evaluation methods, and standards for determining and implementing program priorities. The proposed Fifteen Year Plan, therefore, would represent only an initial move in the development of integrated intelligence planning.

6. A description of the proposed procedures to be followed in preparing the Fifteen Year Plan, illustrations of supporting materials and proposed formats for contributions are contained in the attachment.

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I N T R O D U C T I O N

1. The Fifteen Year Plan has been established by the Director of Central Intelligence as a means of expressing US intelligence goals and programs for the period 1966 to 1980. When completed this plan will furnish the DCI and USIB the basis for reviewing and evaluating:

a. The general direction and goals of the total US intelligence effort for the next fifteen years, within the context of US national security interests during this period;

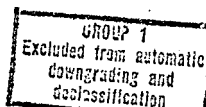
b. The programs which are proposed by USIB agencies over the next five years to meet expressed goals and the human and material resources required to implement these programs for each of the first five years;

c. The adequacy of proposed programs in meeting the goals and obligations facing US intelligence; and,

d. The effectiveness and efficiency of the Intelligence Community as now constituted in carrying out required programs.

2. It is necessary as a first step in preparing this plan to describe the world situation as it is likely to exist over the next fifteen years, and thus provide the basis for judgments concerning probable US national security interests and the general obligations of the US Intelligence Community during this period. This initial

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step, to be undertaken by the Board of National Estimates and expressed as Assumptions, will furnish basic guidance to planners in the establishment of intelligence goals and programs.

3. Contributors to the Fifteen Year Plan will also require guidance of a specialized nature to ensure that the projections of long-term intelligence goals and programs are made in light of existing and future intelligence needs. This guidance, expressed as Guidance to Planning, will concern probable major requirements and technological developments and important considerations concerning intelligence tradecraft, methods, and systems and institutional (organizational and functional) matters likely to have a direct bearing on long-range intelligence planning.

4. The Fifteen Year Plan at the outset is not designed to establish an accounting of programs and human and material resources now available in the Intelligence Community. Rather, it will be the instrument for describing (a) major goals and emphasis in intelligence planning over the long-term (1966-1980) and (b) the major programs required to meet intelligence obligations of the next five years (1966-1970). Using Fiscal Year 1966 as the base with respect to (b) above, contributors will be required to describe any significant new programs required, or significant increases or decreases in existing programs, and the human and material resource requirements related to these programs.

5. Several additional steps would be necessary to provide a complete Community intelligence program management system. For example, there would need to be established: compatible management data systems, performance measurements techniques, program achievement evaluation methods, and standards for determining and

implementing program priorities. The proposed Fifteen Year Plan, therefore, would represent only an initial move in the development of integrated intelligence planning.

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D R A F T

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FIFTEEN YEAR PLAN

PURPOSE:

To outline and project intelligence objectives and programs of the Intelligence Community over the next fifteen years for the purpose of anticipating the need, in a timely way, of certain capabilities and the provision of these capabilities and to provide justification and back-up for annual budgets.

AUTHORITY AND DIRECTION:

1. The Deputy to the Director of Central Intelligence for National Intelligence Programs Evaluation will administer the Fifteen Year Plan as the executive agent of the Director of Central Intelligence.
2. USIB agencies will contribute to the Fifteen Year Plan annually upon call in accordance with their various specific interests. Duplication and overlap in intelligence programming and issues regarding missions and authority which may be identified in the planning process will be placed before the Director of Central Intelligence for review.

TERMS OF REFERENCE:

1. The Fifteen Year Plan will be divided into three five-year periods with the near term (first five years) divided up by years; the entire plan will be updated annually.

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2. Assumptions concerning the probable condition of the world will be established covering two time periods (1966-1970 and 1971-1980, see Attachment A), to provide basic guidance in developing objectives and programs.

ORGANIZATION:

1. The basic organization of the plan will be by intelligence "function." The following categories of intelligence functions will be used: (See Appendix A)

- a. Intelligence Production (A-1)
- b. Intelligence Collection (A-2)
- c. Information Processing and ADP (A-3)
- d. Covert Action (A-4)
- e. Program Planning and Support (A-5)

2. Each of these categories will be subdivided to accommodate the many specialized sub-functions of intelligence.

3. Guidance additional to the Assumptions will be provided in the form of Guidance to Planning to assist in determining future program needs and design.

PROCEDURES:

1. General program objectives will be stated for each of the three 5-year periods: a call for 15-year Program Objectives will be issued to each USIB agency. This call will require the submission of statements of general program objectives by category (See Organization above) for

each of the three 5-year periods (year by year projections are not required in this phase). (See Appendix B for examples.)

2. Specific programs will be projected for the first 5-year period: a call for a 5-year projection of programs and of resources requirements for the period 1966-1970 will be issued to each USIB agency. This call will require the submission of statements briefly describing each major program foreseen and the resources required (e.g., people/money, R&D, capital investment, etc.). (See Appendix B for examples.)

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ASSUMPTIONS

(TO BE PROVIDED BY DD/I)

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SAMPLE

GUIDANCE TO PLANNING

The following is an attempt to describe in very brief fashion the most important existing and probable future problems facing the US intelligence effort. The entries on the list are necessarily general in nature and other considerations and problems essential to an effective long-term intelligence system may have been overlooked. Each contributor to the Fifteen Year Plan should therefore consider this listing as only general guidance to his development of goals and programs.

* * * * *

In the consideration of long-range intelligence goals and in the preparation of programs over the next five year period US intelligence agencies should give consideration to the following concerns:

I. Management, Program Control and Coordination

1. The definition and allocation of responsibilities among agencies and the coordination of Community assets to achieve U.S. aims.
2. The performance and value of collection and analysis activities in terms of assets they require.
3. The need for a 24-hour manning situation of all primary intelligence collection, processing and analytic elements.
4. The allocation of resources to analytical and collection tasks, both intra and inter-agency.
5. The revision of organization structures to meet revised responsibilities and requirements.
6. The need for a comprehensive "reserve" capability to meet emergencies and new developments.

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APPENDIX A

PROPOSED ORGANIZATION OF FUNCTIONAL CATEGORIES
FOR FIFTEEN YEAR PLAN

A-1 Intelligence Production

A-2 Intelligence Collection

A-3 Information Processing and ADP

A-4 Covert Action

A-5 Program Planning and Support

INTELLIGENCE PRODUCTION

- I. Communist World (USSR, Communist China, European Satellites, Asia Satellites, Cuba)
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- II. Western Europe
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- III. Africa
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- IV. Near East
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

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A-1

- V. Far East
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- VI. Latin America
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

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A-3

INFORMATION PROCESSING AND ADP

- I. Systems Development and Management
- II. Services for Intelligence Production
- III. Services for SIGINT Production
- IV. Services for Photo Interpretation
- V. Services for Espionage and Counterintelligence
- VI. Services for Collection Guidance
- VII. Services for Support Activities (e.g. budget, finance, personnel, security, etc.)

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APPENDIX B

PROPOSED FORMATS FOR LONG-RANGE GOALS
AND
PROGRAM FORECASTS

- B-1 Examples of Long-Range Goals - Intelligence Production
- B-2 Examples of Long-Range Goals - Intelligence Collection
- B-3 Examples of Long-Range Goals - Intelligence Collection
- B-4 Examples of 5 Year Program Forecast - Intelligence Collection
- B-5 Examples of 5 Year Program Forecast - Intelligence Production

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B-1

PROGRAM GOALS: 1966-1970

CATEGORY: INTELLIGENCE PRODUCTION

<u>Sub-Category</u>	<u>Goals</u>	<u>Sponsor</u>
I. Communist World	1. To establish a separate organization for all-source intelligence research and analysis on Soviet research, development and testing of anti-satellite devices.	CIA - S&T
	2. To continue improvements in intelligence capabilities to anticipate Soviet policies, decisions and actions.	CIA - DDI

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