

*Copies sent
to all Staffs
and Divisions
3 Feb 64*

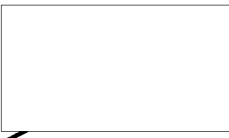


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FILE CARBON FOR DISCUSSIONS LATER 28 January 1964 WITH JJH.

MEMORANDUM FOR: Director, NPIC



SUBJECT : Changes in PAG and ADCOM

50X1

REFERENCE : Tidwell - Lundahl Telephone Conversation of 16 January re ADCOM Meeting of 17 January

50X1

1. It was apparent at the ADCOM Meeting on 17 January that some of the procedures for leveling national requirements on PAG are undergoing a change. As suggested by Bill Tidwell we would like to get together informally with some of your people to discuss what form these changes might take which could be to our mutual advantage.

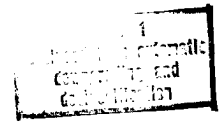
2. As a basis for discussion we suggest the following guidelines:

a. We need an arrangement whereby PID can get support from the NPIC services of common concern without having to compete with national projects.

Problem hand

b. CIA's chief interest in PAG is in regard to IPIRs, OAKs, and MCIs. PAG has done and is doing an admirable job in turning out these types of reports, but in spite of its recent marked improvement in completing the PI work for reports, Headquarters elements seem reluctant to levy their specific requirements on PAG, but rather prefer to deal with PID. This preference would be even stronger if PID had its own supporting elements such as TID and Publications.

why



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c. The ADCOM as now constituted puts CIA in a very unenviable position, to say the least. Even though CIA provides more than half of all the consumer national requirements, our ADCOM member can be outvoted 6 to 1 by the other members, most of whom have nothing at stake. Sooner or later the DDI or DD/S&T will want to know why we put up with this. The other objection to ADCOM and its responsibility for assigning priorities stems from the fact that we have been unable to find any way of proving to ourselves that a requirement given a high priority gets any more effective treatment than one given a low priority. In fact, some of our statistics show just the reverse, although when all the facts are known such statistics may not be reliable.

AdCom is advisory

Tell us!

3. In summary we submit the following recommendations:

a. That all CIA requirements for detailed PI work be served on PID, and PID be staffed to handle the increased work load.

Must resolve AdCom priority agreement

b. That PID be guaranteed enough of the assets of TID, Production Services Division, and Publications Division to make it independent of the national effort.

c. That PAG be staffed primarily to handle the IPIRs, OAKs, and MCIs, and secondarily the requirements from the USIB subcommittees. In slack periods the CIA PIs would be temporarily assigned back to PID to assist with the work load. (DIA might have a similar arrangement.)

4. I suggest Friday afternoon after the AD's meeting as a good time to discuss some of these matters, if you can spend some time with us.



James J. Hitchcock
Chief

DD/I Collection Guidance Staff

50X1

SECRET

28 January 1964

MESSAGE FOR: Director, NPIC

SUBJECT : Changes in PAC and ADCOM

REFERENCE : Tidwell - Landahl Telephone Conversation
of 16 January re ADCOM Meeting of
17 January

1. It was apparent at the ADCOM Meeting on 17 January that some of the procedures for leveling national requirements on PAC are undergoing a change. As suggested by Bill Tidwell we would like to get together informally with some of your people to discuss what form these changes might take which could be to our mutual advantage.

2. As a basis for discussion we suggest the following guidelines:

a. We need an arrangement whereby FID can get support from the NPIC services of common concern without having to compete with national projects.

b. CIA's chief interest in PAC is in regard to IPERs, OAKs, and MUIs. PAC has done and is doing an admirable job in turning out these types of reports, but in spite of its recent marked improvement in completing the FI work for reports, Headquarters elements seem reluctant to levy their specific requirements on PAC, but rather prefer to deal with FID. This preference would be even stronger if FID had its own supporting elements such as TID and Publications.

c. The ADOCM as now constituted puts CIA in a very unenviable position, to say the least. Even though CIA provides more than half of all the consumer national requirements, our ADOCM member can be outvoted 6 to 1 by the other members, most of whom have nothing at stake. Sooner or later the DD/IC or DD/S&T will want to know why we put up with this. The other objection to ADOCM and its responsibility for assigning priorities stems from the fact that we have been unable to find any way of proving to ourselves that a requirement given a high priority gets any more effective treatment than one given a low priority. In fact, some of our statistics show just the reverse, although when all the facts are known such statistics may not be reliable.

3. In summary we submit the following recommendations:

a. That all CIA requirements for detailed FI work be served on FID, and FID be staffed to handle the increased work load.

b. That FID be guaranteed enough of the assets of TID, Production Services Division, and Publications Division to make it independent of the national effort.

c. That DAG be staffed primarily to handle the IFIRs, OAKs, and MOIs, and secondarily the requirements from the OSIB subcommittees. In slack periods the CIA FIs would be temporarily assigned back to FID to assist with the work load. (DIA might have a similar arrangement.)

4. I suggest Friday afternoon after the AD's meeting as a good time to discuss some of these matters, if you can spend some time with us.

James J. Hitchcock
Chief

DD/I Collection Guidance Staff

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NPIC ROUTING SLIP

FROM: *Ch /PID*

DATE: *13 Jan. '64*

	TO	INITIALS	DATE	REMARKS
DIR	<i>2</i>			<i>Info only — this paper has gone only from Steele to [] to Tidwell & Hitchcock.</i>
DEP/DIR				
EXEC/DIR	<i>1</i>			
ASST FOR ADMIN				
ASST FOR OPS				
ASST FOR PA				
ASST FOR P&D				
CH/CSD				
CH/PD				
CH/PSD				
CH/TID				
CH/CIA/PID	<i>3</i>			
CH/DIA/NPIC				
CH/SPAD				
LO/NSA				

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DRAFT
10 January 1964

MEMORANDUM FOR: Chief, RSCSB

SUBJECT: RSCSB Matters

1. In any consideration of what stand RSCSB should take on proposed changes of missions and functions of RSCSB the following should be taken into account:

a. From our point of view RSCSB is not worth saving. Even if CIA had equal representation and vote with D.O.D., we would not buy anything by assigning meaningless weights and priorities on requirements, since we can find no correlation between priority and speed of action by RSCSB.

b. RSCSB has produced a large volume of reports and briefs during the past six weeks, and quite a number of them have been published. They have literally worked themselves out of backlog to the point where they have been forced to initiate several projects of their own. Had they earlier honored due dates by

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answering requirements at least approximately on time throughout 1963, I am sure more national requirements would have been served on them in recent weeks and the self-initiated projects would not have been needed. But the OER or OSI analyst, until recently, had to face two bottle necks: one in PAC, and the other in Publication. To some extent the latter bottleneck remains. Specifically, we can't blame OSI for not serving a requirement to update a report on [redacted] photography when the report which needs updating is not yet available to OSI.

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c. On many of the target areas in the USSR and China the intelligence community would like up-dated reports whenever there is new coverage that shows any appreciable change. Examples would be [redacted]

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[redacted] We must recognize that PAC knows to a large extent what the community wants in these up-dated reports. With general guidance from OMAIC, JAEHC, etc. PAC could very well handle this kind of work without detailed requirements.

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d. On the other hand, experience to date dictates against giving PAC a completely free hand in deciding what projects will be done when. Assignment of priorities by ADCOM has failed to curb PAC's insatiable tendency to do what they want to do in the order they choose, which has generally meant tackling the easy jobs and postponing the difficult

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ones. Often it has meant completion of self-initiated briefs ahead of answers to consumer requirements and we feel at the expense of consumer requirements. Some means should be set-up to insure that significant intelligence projects are given precedence over those that fall in the category of "nice to have".

e. The greatest fear we have at Headquarters is that Production Services and Publications divisions will be so busy turning out "nice to have" national projects that our departmental requirements will be held up.

2. Taking into account the factors mentioned above, it is recommended that CSB take the following position in regard to changes of PAF's mission and functions:

a. PAF must be guaranteed a certain proportion of the time and assets of Production Services and Publications Divisions without regard to the national effort.

b. Committees of USIB should be encouraged to provide guidance to PAF on the production of national PI reports needed by the community.

c. INZIC should advise the USIB agencies in advance by cable when projects are to be initiated by PAF, and should provide monthly status reports.

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d. Director, ~~NSIC~~ should insure that ~~NSI~~ does not duplicate departmental efforts and that ~~NSI~~ does not duplicate work already being done in ~~NSI~~ or elsewhere in the community.

e. ~~NSA~~ should evaluate ~~NSIC~~ production at least semi-annually, and furnish guidance for future reporting.

*

A. J. ~~SMITH~~

~~SECRET~~

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NPIC ROUTING SLIP

Tell Jit that I don't expect to be at Langley today will discuss next week
 DATE: 22 Jan. 64

FROM: **CH/PID**

	TO	INITIALS	DATE
DIR	2		1/24
DEP/DIR			
EXEC/DIR	1		
ASST FOR ADMIN			
ASST FOR OPS			
ASST FOR PA			
ASST FOR P&D			
CH/CSD			
CH/PD			
CH/PSD			
CH/TID			
CH/CIA/PID			
CH/DIA/NPIC			
CH/SPAD			
LO/NSA			

REMARKS

Copy of draft from CGS supplied by [redacted]

You [redacted] have original by this time.

[redacted]

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* Note last para

1/24 - 0930

We have not received final memo yet. —

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DRAFT
22 January 1964

MEMORANDUM FOR: Director, NFIC

SUBJECT : Changes in PAG and ADCOM

REFERENCE : Tidwell - Landahl Telephone Conversation
of 16 January re ADCOM Meeting of
17 January

1. It was apparent at the ADCOM Meeting on 17 January that some of the procedures for leveling national requirements on PAG are undergoing a change. As suggested by Bill Tidwell last week we would like to get together informally with some of your people to discuss what form these changes might take which could be to our mutual advantage.

2. As a basis for discussion we suggest the following guidelines:

a. We need an arrangement whereby FID can get support from the NFIC services of common concern without having to compete with national projects.

b. CIA's chief interest in PAG is in regard to IFIRs, OAKs, and MCIs. PAG has done and is doing an admirable job in turning out these types of reports. Beyond this point in the exploitation process, however, the consumer offices prefer to have their requirements answered by FID. In spite of the recent marked improvement of PAG in completing the PI work for reports, our staff finds the Headquarters elements reluctant to levy their specific requirements on PAG, but rather prefer to deal with FID. If FID had their own supporting elements such as TID and Publications this would be even more the case.


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c. The ADCOM as now constituted puts CIA in a very unenviable position, to say the least. Even though CIA provides more than half of all the consumer national requirements our ADCOM member can be outvoted 6 to 1 by the other members, most of whom have nothing at stake. Sooner or later the DDC or DD/S&T will want to know why we put up with this. The other objection to ADCOM and its prioritizing responsibility stems from the fact that we have been unable to find any way of proving to ourselves that a requirement given a high priority gets any more effective treatment than one given a low priority. In fact, some of our statistics show just the reverse, although when all the facts are known such statistics may not be reliable.

3. Considering the above factors, which from our standpoint appear to be the most important ones, we would prefer to see PAG staffed primarily to take care of immediate read-out requirements, and arrangements made for all detailed CIA requirements to be answered by PID. PAG would have first call on a large proportion of CIA FIs for work on IPIRs, OAKs, and MCIs. In slack periods, however, most of those FI's would return to PID to work on detailed requirements. DIA could have a similar arrangement if they so desired. Under this arrangement some clearing house committee would be needed to avoid duplication on departmental requirements, but an ADCOM would not be necessary.

4. I suggest Friday afternoon after the AD's meeting as a good time to discuss some of these matters. 

James J. Ritchcock
Chief
DD/I Collection Guidance Staff

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