

MEMORANDUM FOR:

*AEM M*

- Hold in suspense.
- Note additional paper Henry D. gave me - on top. Ugh.

*[Signature]*

*15 July*  
DATE

(47)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

MEMORANDUM FOR: *JTH*

John:

I have talked to each of the Group Chiefs concerning  project and they have named the following points of contact:

- PSG -
- TSG -
- IEG -

*AEM -*  
*Give names to Henry D. and let him contact, assuming these guys know what is going on.*

PSG and TSG are prepared to brief at a time of his choosing within the next two weeks.

How do you wish to follow up? Is Henry to get in touch with these points of contact

(over)

(DATE)

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1 AUG 54 WHICH MAY BE USED.

(47)

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Declass Review by NGA.

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directly or do you want us to arrange some  
initial meetings?

*al*

16 July 1970

SECRET

DTR-4376

Approved For Release 2005/06/22 : CIA-RDP78B05703A000200070045-8

31 December 1969

MEMORANDUM TO: Director of Training

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FROM :

[Redacted Name]

SUBJECT : Training Manual on Imagery Analysis

1. The following discusses two approaches to the design for a training manual to cover imagery analysis in NPIC and IAS. The first follows what I believe are the general guidelines which you laid down for the OCI manual--that the manual feature procedures within these two components, and that the products of an office be related to their consumers and to the intelligence production process. The second approach (and one that I would like to submit for serious consideration) focusses on imagery exploitation. Whereas the first approach is office-oriented, the second is function-oriented, placing the office in a functional context.

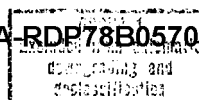
First option

2. The first approach would probably begin with a discussion of the intelligence community exploitation responsibilities prescribed in the National Tasking Plan. This then would lead logically to an exposition of the functions, or roles, of NPIC and IAS under this Plan. Products of each would be discussed and consumers would be described and case studies of valuable contributions would be featured (also, to maintain balance, some of the intelligence questions that imagery exploitation has not yet been able to answer, or may never be able to answer, ought to be described).

3. This office-oriented approach would treat the entire imagery collection activity, including the requirements mechanism for collection, as a footnote. COMIREX's function relating to collection would be discussed here. The functions of the NRO and operational aspects of collection, as well as the mechanics of film processing and technical control and quality evaluation of missions would be omitted because most of this is code-word material and there is no real need-to-know anyway.

Approved For Release 2005/06/22 : CIA-RDP78B05703A000200070045-8

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4. Description of the uses made of imagery exploitation products (see paragraph 2, above) would call upon contributions to the manual by representatives of the Clandestine Service, such as [ ] and of the Directorate of Intelligence, such as OER and OCI. I will submit our requirements to these offices in very specific terms.

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5. The manual will be loose-leaf because the organization of NPIC and of IAS seems to be a little more yeasty than that of most components of the Directorate of Intelligence, and it ought to be possible to make manual changes easily as the organizations change.

6. There will be no exposition of the imagery exploitation activities of such organizations as the Defense Intelligence Agency, except as it might incidentally occur in the discussion of the National Tasking Plan (see paragraph 2, above). Given an office-oriented approach, this seems proper.

7. A code-word supplement might be produced separately if it is thought necessary to go into more detail.

Second option

8. At this point, I would like to recommend the second approach of the two mentioned in paragraph 1, above, because the manual produced thereby would have a wider usefulness within and <sup>outside</sup> ~~without~~ the Agency. Based on our experience with the OER manual, for example, these manuals are used not only to orient new employees in OER, but also to orient both old and new employees in many other Agency and non-Agency offices which have contact with OER. Some of the users of this NPIC/IAS/Imagery Exploitation training manual are listed in paragraph 9, below. It would be more desirable to aim at this wider readership rather than merely at the 50 or so Career Trainees we will train each year.

9. I assume that the training manual should be so organized as to have the maximum usefulness to the greatest number of users, some of whom are:

- a. OTR, for orientation by both Career Trainees and an even larger number of non-CT's; also, for similar purposes for those who will be taking imagery analysis courses.
- b. Defense Intelligence School
- c. NPIC.
- d. IAS.

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- e. DIA Production Center.
- f. Naval Photographic Center.
- g. Various Army photo interpretation activities
- h. COMIREX.
- i. IRS.
- j. Other parts of the Directorate of Intelligence, especially OER and OSR.
- k. Various components of the Directorate of Science and Technology, such as OSI, FMSAC, OSA, and OSP.

10. Accordingly, the body of the manual <sup>(not)</sup> ought to be devoted to the mission, organization and function of one office alone; a suggested scheme follows: (a) a section devoted to general aspects of the activity known as "imagery exploitation," and to collection requirements, in as much variety and detail as is thought advisable (an outline of suggested content and organization of this portion of the manual, including some remarks about possible contributors, is attached); (b) appendices dealing with the mission, organization and function of each of the producers, and of the requirements-handling components should be available in loose-leaf, bound together with the manual (one appendix to be devoted to each component to allow for changes to be made as the components change); (c) the manual and its appendices would be produced without code-word information, and at a SECRET classification; (d) possibly separate code-word supplements would be produced if it is thought necessary.

11. Depending upon which approach, or modification thereof, you decide upon, I will then prepare a more detailed draft outline for your approval (a very preliminary draft of the second option outline is attached). Following approval of the draft outline, I will then meet with individuals in NPIC, IAS, and other offices, to discuss details of producing the manual.



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Att

Distribution:

- Orig. and 1 - Addressee (w/att)
- 1 - AC/IS (w/att)
- 2 - Files (w/att)

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Outline for training manual on imagery analysis as an  
intelligence function

- I. The value of imagery as a source of intelligence.
- II. Some ways in which it is collected.
- III. How it is exploited--some of the techniques.
- IV. Organizations in the intelligence community responsible for exploitation.
  - A. The relationship of the National Tasking Plan to these organizations.
- V. The consumers' needs that result in exploitation requirements.
  - A. For operations.
  - B. For production of finished intelligence.
- VI. How needs for exploitation are articulated to those responsible for exploitation.
  - A. The requirements process.
  - B. Informal channels.
- VII. Some case studies of exploitation.
  - A. Two operational case studies.
  - B. Two intelligence case studies.
- VIII. Limitations of imagery analysis as an intelligence source, and possibilities of overcoming them.

Notes: I through III might form one article, or chapter. I have [ ] of NPIC in mind as a possible contributor of this article.

IV would be a quite general, formal exposition, primarily of the way in which the National Tasking Plan has allocated these responsibilities. Someone in IRS, in COMIREX, or in NPIC/PPB Staff might contribute this.

V ought to receive contributions from FI Staff and from IRS.

VI may be developed by [ ] a CT who wrote a paper for me on this subject, intended for this use. Further work is needed on it. [ ] now works in NPIC/PPB Staff.

VII.A, contributions might come [ ]  
VII.B, contributions might come from OER and OCI.

VIII should receive contributions from NPIC, IAS, COMIREX, and IRS at the minimum.

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Appendices (development of the outline for these is incomplete; only a few ideas are sketched in here).

Appendix A. NPIC.

- I. How does NPIC gear itself to meet the needs?
  - A. The present.
  - B. The future needs.
    1. The R&D effort.

Appendix B. IAS.

- I. The role of IAS.

Appendices C through ?

- I. The roles of other imagery analysis organizations--DIA, Navy, Army, etc.
- II. The roles of organizations concerned with imagery exploitation requirements.

Notes: Appendix A ought to be contributed by NPIC.

Appendix B ought to be contributed by IAS if they can write a satisfactory section, or it might be produced jointly by them and by us.

Appendices C through ? ought to be contributed by the organizations concerned.

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