

The Director of Central Intelligence

Washington, D.C. 20505

DCI/RM 80-0248
31 October 1980

Resource Management Staff

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MEMORANDUM FOR: [REDACTED]
Special Assistant to the DDCI

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FROM: [REDACTED]
Director, Policy Guidance StaffSUBJECT: Development of a Framework for Evaluating Collection
System Vulnerabilities during the 1990s (U)

You have been designated as the point of contact for your agency for the first phase of the possible implementation of a Community-wide assessment of the collection environment in the 1990's and likely vulnerabilities to our present and programmed collection system when operating in this projected environment.

This first phase consists of the development of a methodology for conducting the assessment and estimate of the time and resources necessary to conduct this assessment should the DCI approve the methodology.

The second phase would be the completion of the assessment. Upon completion of this phase, the results would be forwarded to the Program Managers for consideration of any potential vulnerabilities and the implications these may have to their present programs. Where vulnerabilities have been identified, Program Managers would be invited to propose investment "hedges" against the loss of given collection systems.

Such "hedges" might be investment in R&D to expand our technical and analytical capabilities, an investment in system redundancies, the consideration of alternate means of collection, and the development of surge capacity of alternate systems to respond to the loss or degradation of primary collection systems.

Upon completion of this review by Program Managers and the development of their recommendations, the results would be forwarded to the DCI for such decisions as he felt to be appropriate.

The approach and intent of this effort is easy to define. The complexity is to develop an outline or methodology which provides a coherent and comprehensive assessment of the collection environment in the proposed time frame. The attached outline is a first step in this direction. It is intended only as a "strawman."

Since this effort depends upon the forecasting of a world, technically and politically, some 15 years hence it will be unavoidably speculative in nature; more so in perhaps the areas of human collection activities than in technical collection systems. It is important for all associated with this effort to understand this fact from the outset.

The value of this assessment will be in raising to the senior executives of the Community the possibility and, to the extent that it can be done, the likelihood of certain changes in the collection environment which would limit our collection capabilities. By presenting this information in a coherent and comprehensive fashion to these individuals, consideration can be given to prudent steps that can be taken to compensate for possible future losses in collection capability. This assessment will also require program managers to consider the state of long range planning within their own agencies.

In the implementation of this effort the office has no intent to commission studies on these issues by the agencies, though studies may be initiated by an agency if it so desires. What is expected is a thorough consideration of the questions contained in the outline by knowledgeable people and a best judgment made with a brief explanation of the reasons for the judgment. In view of the inherent speculative nature of forecasting events in a rapidly changing world such judgments made by knowledgeable individuals are as likely to be as accurate as those made as a consequence of extensive studies.

It is hoped that the above explains the context and purpose of this effort.

What I need from your agency is:

- a. Suggestions for improving the attached outline.
- b. An estimate of the time and resources necessary by your agency to complete the effort if approved.

I will contact each of you personally to answer any questions and to provide such amplification of this effort as you desire. Upon receipt of your replies, a draft memorandum for the DCI containing the revised methodology and an estimate of the resources necessary to complete the effort will be sent to you for final comment and coordination. Your replies are requested no later than 21 November. My telephone number is

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Attachment
Draft Outline

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