

The Director of Central Intelligence  
Washington, D.C. 20505

**C/NIC Chrono**  
**Sep.**

National Intelligence Council

SP - 118/85  
5 September 1985  
Copy 7

MEMORANDUM FOR: Director of Soviet Analysis

SUBJECT: Appreciation

I want to commend [redacted] for her outstanding performance as the DDI representative for NIE 11-3/8-84/85. [redacted] displayed the highest level of professionalism in discharging the broad responsibilities connected with this complex and important Estimate. That she was able to discharge the significant NIE duties in addition to maintaining a line management position is a tribute to her substantial leadership and organizational skills.

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[redacted] represented the DDI with great skill and effectiveness. During coordination sessions, she displayed an excellent grasp of the broad range of substantive issues covered by the Estimate and articulately expressed the position of the DDI. Further, she worked hard at improving the quality of the Estimate and at overcoming coordination problems. [redacted] was extremely effective in tapping the broad range of expertise within the DDI and providing a series of excellent briefings and memoranda on new DDI analysis affecting judgments in the Estimate. Her preparation for the ADDI for the NFIB meeting was particularly noteworthy. Please extend to [redacted] my appreciation for her outstanding performance.

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Robert M. Gates  
Chairman

*She really did a terrific job.*

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/SOVA
- 2 - C/SOVA/SIG
- 3 - [redacted] SOVA/SIG/SFD
- 4 - Chm/NIC
- 5 - VChm/NIC
- 6 - NIO/SP
- 7 - NIC/Registry

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NIO/SP [redacted] (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 119/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Scientific and Weapons Research

SUBJECT: Appreciation

I want to commend [redacted] for his assistance to the NIO/SP, and to the DDI's representative, in the preparation of NIE 11-3/8-84/85. He was articulate in expressing OSWR's views on controversial issues. He also worked hard to identify areas that could not be accommodated in the main text and promptly provided text for the formulation of the DDI's views. His efforts were essential to the successful completion of this complex Estimate. Please extend to [redacted] my appreciation for his outstanding performance on this Estimate and his excellent service to the national intelligence process.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/OSWR
- 2 -  OSWR
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP:  (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 120/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Scientific and Weapons Research

SUBJECT: Appreciation

I want to commend [redacted] for his outstanding performance as chairman of the offensive forces section of Chapter III of NIE 11-3/8-84/85. He demonstrated skill and effectiveness throughout the long process of producing this complex and important National Intelligence Estimate. [redacted] consistently displayed a high level of professionalism and a strong grasp of the broad range of substantive issues, particularly his extensive knowledge of developments in Soviet offensive strategic forces and the Soviet weapon acquisition process. In many ways his chapter was the toughest to write--as a result of new data and ongoing analysis, much of the text had to be continually updated. He did an excellent job in developing a first draft and keeping abreast of ongoing developments, working well with both the NIE management team and the WSSIC subcommittees. Please extend to [redacted] my appreciation for his outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/OSWR
- 2 - [redacted] OSWR
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP [redacted] (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 121/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Imagery Analysis

SUBJECT: Appreciation

I want to commend [redacted] for his excellent performance as chairman of the defensive forces section of Chapter III of NIE 11-3/8-84/85. [redacted] demonstrated great skill and effectiveness throughout the long process of producing this complex and important National Intelligence Estimate. He consistently displayed the highest level of professionalism and an excellent grasp of the broad range of substantive issues covered by his portion of the chapter, particularly his extensive knowledge of Soviet directed-energy weapon programs. His strong drafting and interpersonal skills, combined with his substantive expertise, helped to clarify several highly technical issues. Please extend to [redacted] my appreciation for his excellent performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/OIA
- 2 - [redacted], OIA
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP [redacted] (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence  
Washington, D.C. 20505

National Intelligence Council

SP - 122/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Soviet Analysis

SUBJECT: Appreciation

I want to commend [redacted] for his work on Chapter IV and the Projections Working Group of NIE 11-3/8-84/85. [redacted] demonstrated great skill and effectiveness throughout the long process of producing this complex and important National Intelligence Estimate. He consistently displayed the highest level of professionalism, an excellent grasp of Soviet strategic force issues, and strong drafting and interpersonal skills. [redacted] provided judgments about Soviet weapons programs and the effects of arms control constraints that proved invaluable for our projections of Soviet strategic forces. His support to the management team was consistently outstanding, he was responsive to requests, and often beat deadlines. Please convey to him my appreciation for his outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/SOVA
- 2 - [redacted] SOVA
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP [redacted] (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 123/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Soviet Analysis

SUBJECT: Appreciation

I want to commend [redacted] for his excellent performance as chairman of Chapter VI of NIE 11-3/8-84/85. He demonstrated great skill and effectiveness throughout the long process of producing this complex and important National Intelligence Estimate. [redacted] consistently displayed the highest level of professionalism, an excellent grasp of the broad range of substantive issues, and strong drafting and interpersonal skills. He demonstrated his depth of understanding of the evidence and analysis bearing on Soviet operational doctrine, strategy, and plans for nuclear conflict. His support to the management team was consistently outstanding, he was responsive to requests, and often beat deadlines. Please convey to him my appreciation for his outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/SOVA
- 2 -  SOVA
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP:  (26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 124/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Soviet Analysis


SUBJECT: Appreciation

I want to commend [redacted] for his excellent performance as chairman of Chapter VII of NIE 11-3/8-84/85. He demonstrated great skill and effectiveness throughout the long process of producing this complex and important National Intelligence Estimate. [redacted] consistently displayed the highest level of professionalism, an excellent grasp of the broad range of substantive issues covered by his chapter, and strong drafting and interpersonal skills. He demonstrated the depth of his understanding of the evidence and analysis on trends in Soviet capabilities for nuclear conflict. [redacted] support to the management team was consistently outstanding, he was responsive to requests, and often beat deadlines. Please convey to him my appreciation for his outstanding contribution.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/SOVA
- 2 - [redacted] SOVA
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP [redacted] 26Aug85) (Rev 4Sep85--mat)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 125/85  
5 September 1985  
Copy 14

MEMORANDUM FOR: Director of Current Production and Analytic Support

SUBJECT: Appreciation

I would like to commend the performance of personnel in the Cartography Division for their work on NIE 11-3/8-84/85. I want to especially commend [redacted] for managing this effort and ensuring the very professional and timely preparation of the large number of maps used in this Estimate. I would also like to thank those others who contributed to this effort including [redacted]

[redacted] Please convey to each of them my appreciation for their outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/CPAS
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- 3
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- 11 - Chm/NIC
- 12 - VChm/NIC
- 13 - NIO/SP
- 14 - NIC/Registry

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NIO/SP  (4Sep85)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 126/85  
5 September 1985  
Copy 6

MEMORANDUM FOR: Director of Current Production and Analytic Support

SUBJECT: Appreciation

I would like to commend [redacted] of the Design Center for her excellent performance in producing the vugraphs for NIE 11-3/8-84/85. She quickly and professionally turned over 100 graphics and maps of both volumes into vugraphs for use by the NIO/SP in briefing policymakers and Congressional committees as the result of this Estimate. She also did outstanding work, and again very quickly, on the unclassified graphs that Larry and I presented to Congress in June. Please extend to [redacted] my appreciation for her outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/CPAS
- 2 -  CPAS
- 3 - Chm/NIC
- 4 - VChm/NIC
- 5 - NIO/SP
- 6 - NIC/Registry

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NIO/SP  (4Sep85)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 127/85  
5 September 1985  
Copy 8

MEMORANDUM FOR: Director of Current Production and Analytic Support

SUBJECT: Appreciation

I would like to commend the performance of those personnel in the Special Publications Branch of the Design Center who worked on NIE 11-3/8-84/85. The graphics in this year's Estimate were outstanding. I would especially like to thank [redacted] Designer, who coordinated this year's efforts and worked so hard on the preparations. I would also like to commend the work of [redacted] Please convey to each of them my appreciation for their outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/CPAS
- 2 - [redacted] CPAS
- 3 - [redacted] CPAS
- 4 - [redacted] CPAS
- 5 - Chm/NIC
- 6 - VChm/NIC
- 7 - NIO/SP
- 8 - NIC/Registry

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NIO/SP [redacted] (4Sep85)

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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

SP - 128/85  
5 September 1985  
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MEMORANDUM FOR: Director of Current Producton and Analytic Support

SUBJECT: Appreciation

I would like to commend the performance of the personnel in the Publications Center for their work on NIE 11-3/8-84/85. NIE 11-3/8-84/85 was completed with the same high professional efforts as in years past. I would like to commend [redacted] Publications Officers, who were responsible for working with the printing plant, ETEK and registry to insure that the drafts were typed and disseminated and the final report prepared. They also worked closely with the NIO/SP and management team on the schedule, procedures, and drafts. I would also like to commend [redacted] Senior Editor, who superbly edited and organized this year's Estimate. Outstanding assistance was also provided by [redacted] Publications Officer. Please convey to each of them my appreciation for their outstanding performance.

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Robert M. Gates  
Chairman

SUBJECT: Appreciation

Distribution:

- Cy 1 - D/CPAS
- 2 - [redacted] CPAS
- 3 - [redacted] CPAS
- 4 - [redacted] CPAS
- 5 - [redacted] CPAS
- 6 - Chm/NIC
- 7 - VChm/NIC
- 8 - NIO/SP
- 9 - NIC/Registry

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NIO/SP [redacted] (4Sep85)

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