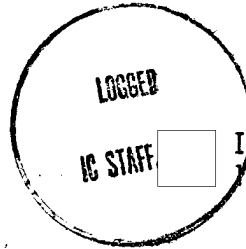


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ICS 3804-88
12 October 1988

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MEMORANDUM FOR: Director, Planning & Policy Office/ICS
FROM: [redacted] Director, Requirements and Evaluation Office
SUBJECT: Transition Team Fact Book
REFERENCE: Your 28 September 1988 memorandum, Same subject

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Dick —

1. As you requested in reference, attached are the updated REO and FIPC Mission and Function statements, initially provided to you on 6 October, with supporting one page descriptions of each function or activity. [redacted]

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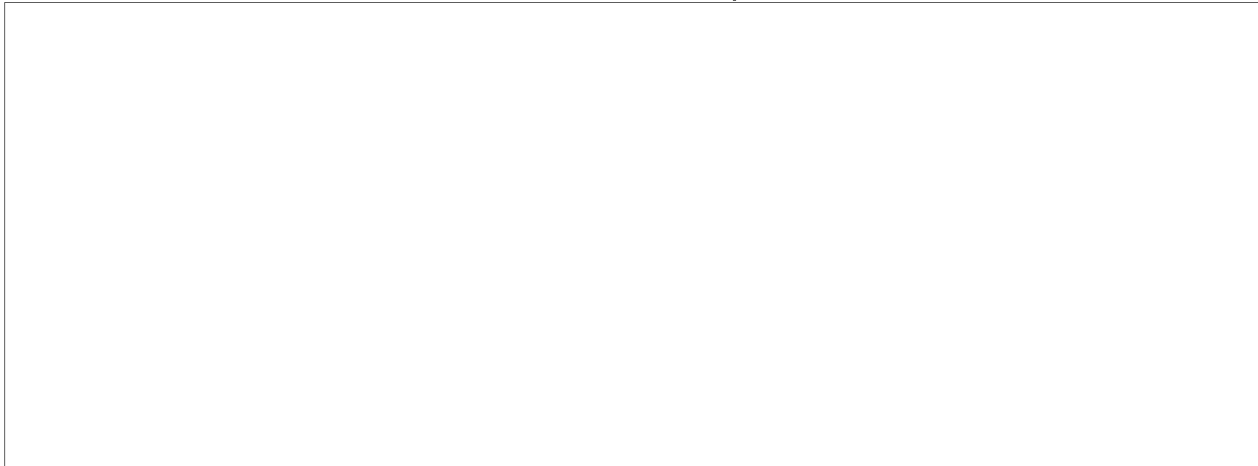
2. If further assistance is needed, please contact [redacted]

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Attachments:
As stated



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[Redacted]

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SUBJECT: Transition Team Fact Book

Distribution: (ICS 3804-88)

- 1 - D/PPO/ICS [Redacted]
- 1 - REO Subject
- 1 - REO Chrono
- 1 - ICS Registry

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DCI/ICS/REO [Redacted] (12 October 1988)

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[Redacted]

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October 1988

REO MISSION AND FUNCTIONS

Mission

The Requirements and Evaluation Office (REO) supports the Deputy Director for Requirements and Evaluation (DDR&E) in fulfilling his responsibilities related to translating policymakers' intelligence needs into requirements, assigning priorities to these requirements, evaluating collection and production performance against the requirements, and through these evaluations, providing feedback to guide current activities and future investment strategies.



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Functions

REO MISSION AND FUNCTIONS (Cont)

Functions: REO supports the DDR&E in:

- o Identifying and implementing ways to make the intelligence requirements systems in the Community better.
- o Fostering greater emphasis within both the Intelligence Community Staff and the Community on:
 - Understanding, documenting, and tasking consumer requirements for intelligence help.
 - Multidisciplinary approaches to intelligence collection.
- o Validating and prioritizing shortfalls in collection, processing, and analysis as a guide to current activities and future investments.
- o Preparing ad hoc studies designed to identify ways of improving the Community's intelligence capabilities against specific, critical problems that span collection and/or production disciplines.

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- o Identify and implement ways to integrate the structure and process for requirements in the Intelligence Community (e.g., explore possibility of merging existing requirement systems into one top-level requirements system that is simpler and more easily understood).

An extensive review and evaluation of the current intelligence requirements structure and process has been under way for almost a year, involving both the Intelligence Community Staff and each member element of the Intelligence Community. The approach being taken is to have a senior intelligence officer from the IC Staff take the lead, and in coordination with principal points of contact within each Community element serving on a senior level steering group, assess the existing process, prepare a detailed proposal for improving the top-level portion under DCI control, and then pursue principal Agency/element coordination of a plan to implement the proposal. Discussions have involved senior members of the intelligence and policy Communities in both a group setting as well as comprehensive one-on-one interviews and briefings. A concrete proposal for action, originally drafted in the Spring of 1988, is being modified based on the results of several interview sessions and Steering Group discussion. A proposal is expected to be ready for DCI/DDCI consideration in November. The proposal includes the following:

- Definition of a coherent process for linking requirements and evaluation activities, involving:
 - More active involvement of US civilian and military leadership in the process.
 - Better use of requirements and gaps in the process for justifying to the Administration and before Congress our needs for budgetary growth.
- Description of an approach to integrate the National Intelligence Topics (NITS), the Foreign Intelligence Requirements Categories and Priorities (FIRCAP), and the Compendium of Future Intelligence Requirements (COFIR), and to index these requirements and priorities to an "Overview of US Policy Affecting Intelligence".
- Proposals to stimulate greater interaction between the Intelligence Community and the senior and military policymakers on the subject of longer-range intelligence requirements and support (i.e., three months to two years).

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- o **Fostering greater emphasis within both the Intelligence Community Staff and the Community on:**
 - **Understanding, documenting, and tasking consumer requirements for intelligence help.**
 - **Multidisciplinary approaches to intelligence collection. (U)**

There are currently two principal ways in which emphasis is placed on both requirements and on the multidiscipline approach to collection: convening of Community seminars and the publication of Collection Guides. For selected critical intelligence problems and key geographic areas, all-source intelligence assessment seminars are scheduled and jointly chaired by the ICS/REO and the national Intelligence Council (NIC). The objective is to bring together the personnel involved with all facets of the process (collection, exploitation, and analysis) to share their views on a particularly difficult intelligence problem to discuss priorities, requirements, existing capabilities, shortfalls, and most importantly, to identify areas where improvements can be made. Where applicable, these seminars address the issues from all levels of support, from the "national" to the "tactical", and involves full DoD representation and participation to insure the tactical operational support aspect of the problem is being addressed. Follow-up seminars are generally scheduled six months after the initial session to review progress on actions assigned. [redacted]

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Within the last year, Community-wide seminars have been held on North Korea, low observables, Soviet missile production, counternarcotics, and Soviet advanced technology weapons. The format of these seminars may vary. For instance, for the seminar convened this summer on the counternarcotics problem, and initial session was held with the "consumer community". The agenda was theirs, expressing the consumer's perspective of how well the Intelligence Community is satisfying requirements in support of US counternarcotics activities. In another seminar variation, we convene special, senior level (SES-4 equivalent or above) seminars, offering them the opportunity to take a more introspective look at some large, but less pressing issues, and explore trends and share philosophical views. A very successful seminar of this type was held at the ICS headquarters this summer on the subject of Soviet weaponry. [redacted]

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The other means being used to focus on requirements and the multidiscipline approach to collection is the publication of National Intelligence Guides. As with the seminars, these are also produced in coordination with the National Intelligence Council. These guides are to increase the Intelligence Community awareness of a particular subject area and to enhance overall intelligence capabilities against this target. It is primarily a tutorial for members of both the analytic and collection communities, including resource, collection, and production managers, collectors in various disciplines, and novice analysts. It provides background information on major substantive issues and the collection activities that support them. Guides have been issued this year on Low Observables and Counter-Low Observables, and the AIDS pandemic. [redacted]

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[Redacted]

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- o Validating and prioritizing shortfalls in collection, processing, and analysis as a guide to current activities and future investments. [Redacted]

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An all-source study/evaluation mechanism, involving full participation by all Intelligence Community players and substantively relating required capabilities to substantive intelligence gaps and needs, was initially defined by the ICS/REO in mid-1987. It was used for the first time formally in the September 1987 Intelligence Community study requested by the Senate Select Committee on Intelligence (SSCI), where US intelligence capabilities against the Soviet military in the 1990s was assessed. This methodology has been enhanced through 1988 as the Community has gained experience and applied it to numerous activities during the year: [Redacted]

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-- In April 1988, the SSCI study and recommendations were revisited and an update provided to both the Senate and House Intelligence Committees. [Redacted]

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-- In May, 1988, the ICS took the lead in preparing, for the DCI, the NFIP Enhancement package that the President sent to the Hill to enhance our capabilities to deal with the challenges of the Soviet military in the 1990's, especially in light of monitoring current and future arms control agreements with the Soviets. [Redacted]

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-- This evaluation methodology was key in the Community assessment of alternative approaches to special compartmented collection system. [Redacted]

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-- This methodology is also being applied as the ICS evaluates and recommends to the DCI a set of high priority National Foreign Intelligence Program (NFIP) initiatives that should be supported, as a part of his FY 1990 DCI's one percent initiatives fund, being used to place emphasis on a handful of areas that the DCI personally views as especially important Community-wide [Redacted]

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[Redacted]

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- o **Preparing ad hoc studies designed to identify ways of improving the Community's intelligence capabilities against specific, critical problems that span collection and/or production disciplines.**

REO continues to establish a broad experience base from which to draw. New senior intelligence staff officers have been assigned this year from DIA, NSA, CIA and the SAFSS. The Army and Navy are also expected to provide detailees to the REO staff before the end of the year. These individuals bring not only their extensive personal experience and expertise to the REO mission, but also a wealth of Community contacts from which to draw in support of many quick reaction tasks. The bottom line is that the REO staff supports the DDR&E in his role of advising the DCI about "getting the most bang for the buck". This staff has a good understanding of the organizations being funded under the NFIP; their structure, their purpose, their manner of operations. They know well the capabilities and shortfalls of existing and potential analytic and collection resources to satisfy consumer needs.



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Foreign Intelligence Priorities Committee Staff

Mission:

Provide Chairman and staff support for the Community mechanism for establishing and maintaining national foreign intelligence priorities.

Functions:

- o Maintain a systematic process for defining foreign intelligence requirements categories and for establishing the relative priority of foreign intelligence information topics.
- o Support periodic reviews of national foreign intelligence priorities guidance by the SIG-I.



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Foreign Intelligence Priorities Committee Staff

- o **Maintain a systematic process for defining foreign intelligence requirements categories and for establishing the relative priority of foreign intelligence information topics.**

In furtherance of this function the Foreign Intelligence Priorities Committee (FIPC) staff manages the annual review, revision, and publication--and quarterly update--of U.S. Foreign Intelligence Requirements Categories and Priorities. This document contains the DCI's standing priorities guidance for the U.S. foreign intelligence effort, and is also a comprehensive statement of the foreign intelligence subjects currently of interest to the U.S. Government.

In connection with maintaining this document, the FIPC staff:

- Serves as the focal point for Community coordination of intelligence priority change requests.
- Advises the DDCI on the merits of proposed priority changes.
- Alerts the Intelligence Community to priority assignments that may require revision by preparing and distributing to FIPC members monthly a "Priorities Alert List."
- Reviews and coordinates the priorities guidance in draft collection plans and the priorities evaluations in intelligence problem assessments; mobilizes Community elements and the FIPC to take any corrective actions that may be necessary.

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Foreign Intelligence Priorities Committee Staff

- o **Support periodic reviews of national foreign intelligence priorities guidance by the SIG-I.**

The Foreign Intelligence Priorities Committee Staff:

- Provides the SIG-I membership with an up-to-date statement of the DCI's national foreign intelligence priorities guidance on a continuing basis. This guidance, displayed in U.S. Foreign Intelligence Requirements Categories and Priorities, is updated continuously by the issuance of priority change notices that are distributed to all holders of the document. Replacement pages are issued quarterly.
- Reviews annually the current intelligence information needs of SIG-I principals as expressed in the NITs of Current Interest and then initiates and manages a Community review of national priorities guidance to ensure that the guidance is complete, accurate, and up-to-date with respect to the NITs. The SIG-I is formally apprised of the results of the review and priority changes effected.

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