



Office of the Deputy Director for Intelligence

Membership of the Policy Review Group:

Chairman: John N. McMahon

1. Director, Intelligence Community Staff
2. Assistant Secretary of Defense for Command, Control, Communications and Intelligence
3. Director, Bureau of Intelligence and Research,
4. Director, National Security Agency
5. Director, Defense Intelligence Agency
6. Executive Director, CIA
7. Director, National Reconnaissance Office
8. Assistant Director, Intelligence Division, FBI
9. Chairman, Intelligence Producers Council

1. Adm. Burkhalter

STAT

2.

3. Abramowitz

STAT

4. Lt. Gen. Odom

STAT

5. Lt. Gen. Perroots

STAT

6.

STAT  
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7.

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9. ~~Richard Kent~~ John Helgeson

Executive Secretary: Director, Policy & Planning

DDI- 01468/86

INTELLIGENCE PRODUCERS COUNCIL

18 March 1986

NOTE FOR: ADDI

SUBJECT: DCI Strategic Planning Group

[Redacted], who is running the DCI Strategic Planning Study for the Intelligence Community Staff, has asked me to be chairman of a small subcommittee to look into previous system planning studies. Attached is a copy of the Terms of Reference. Unless you object, I intend to accept.

Now, [Redacted] tells me that the DCI has tasked him to do the same thing. The DDCI is aware of this ICS effort, but not the DCI.

I think this study will be somewhat more "in-depth" than what Jerry has in mind.

[Redacted]

Chief, IPC Staff

Attachment  
As stated

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[Redacted]

FORM NO 241

REPLACES FORM 36-8 WHICH MAY BE USED.

(47)

by 12 March 1986, since earliest possible date.

The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 86-4261  
10 March 1986

MEMORANDUM FOR: Members, DSPS Planning Studies Review Panel

FROM:

[Redacted]

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Chairman, Strategic Planning Working Group

SUBJECT:

Terms of Reference

1. The attached Terms of Reference for the DSPS Planning Studies Review Panel are forwarded for your review and comment. [Redacted]

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2. Please contact me with any suggested changes by 12 March 1986, since we would like to move forward in this area at the earliest possible date. [Redacted]

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[Redacted]

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Attachment:

Terms of Reference

[Redacted]

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CONTAINS SECRET INFORMATION--  
REGRADED AS UNCLASSIFIED WHEN  
APPENDED DOCUMENTS ARE REMOVED

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Terms of Reference

Planning Studies Review Panel

As acknowledged in the Terms of Reference for the DCI Strategic Planning Study (DSPS), significant work has been done in the past to define the Intelligence Community's future needs and to identify effective system mixes to meet those needs. These studies (FIRF, FSCS, etc.) must be reviewed for applicability to the DSPS. Where possible such previous efforts should be drawn upon to produce a single interdisciplinary vehicle for addressing future Community requirements.

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To assure that relevant information from these studies is considered, a SWPG Planning Studies Review Panel is formed. The Panel will consist of four members, namely:  CIA/IPC (Chairman);  NSA;  SAFSS; and  ICS/PPS (Executive Secretary). The Panel is hereby tasked to: (S)

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a. Identify, review, and assess the merit of recent or proposed planning system, system mix, and capability studies. (Studies should be Community-wide projects and not be over five years old.)

b. Review existing and proposed methodologies used in such studies.

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c. Report on the applicability and utility of the studies with relevance to the DSPS.

The Panel will report its findings to the SPWG on a routine basis during regular group meetings. It will also be accessible to other Working Group Panels that may be tasked to deal with selected DSPS issues.

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The Planning Studies Review Panel will complete its review by 15 April 1986, prior to the commencement of Phase III of the study--The Assessment of Capabilities.

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INTELLIGENCE PRODUCERS COUNCIL

IPC 027-86  
20 March 1986

NOTE TO: Acting Director, Planning  
and Policy Staff, ICS

SUBJECT: DCI Strategic Planning Study

REFERENCE: [redacted] DCI Strategic  
Planning Study [redacted]

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Attached are recommendations for  
changes to the Challenges Proposed for  
the DCI Strategic Planning Study. [redacted]

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[redacted]

John L. Helgerson  
Chairman  
Intelligence Producers Council

Attachment:  
As stated

DDI/IPCStaff [redacted] (18 Mar 86) 25X1

Distribution:

- Orig - Addressee w/att
- 1 - Chairman, IPC, w/att
- 1 - DDI Registry, w/att
- 1 - IPC Staff (Chrono), w/att
- 1 - IPC Staff (Subj.), w/att

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INTELLIGENCE PRODUCERS COUNCIL

19 March 1986

NOTE FOR: ADDI

SUBJECT: DCI Strategic Planning  
Challenges

Herewith is the response to  
 request for "perusal  
and comments" on the DCI Strategic  
Planning Challenges.

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The Executive Director, CIA, received  
the same package. His response will  
refer to yours for specific comments.  
He will also express my concern over  
where this DCI Planning Study is going.

At present it seems to be following  
the same course as the Capabilities in  
1985 Study (1981), which in the last  
stages required long CIA papers on  
program proposals. That is not  
appropriate today.

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Chief, IPC Staff

Attachment  
As stated

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Action: 4 IPC

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 Due by 21 Mar

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The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

10 March 1986

MEMORANDUM FOR: Director, Intelligence Community Staff  
 Assistant Secretary of Defense for Command, Control,  
 Communications and Intelligence  
 Director, Bureau of Intelligence and Research,  
 Department of State  
 Director, National Security Agency  
 Director, Defense Intelligence Agency  
 Executive Director, Central Intelligence Agency  
 Director, National Reconnaissance Office [redacted]  
 Assistant Director, Intelligence Division,  
 Federal Bureau of Investigation  
 Chairman, Intelligence Producers Council

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FROM: [redacted]  
 Acting Director, Planning and Policy Staff

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SUBJECT: DCI Strategic Planning Study

1. Since the Strategic Planning Study Policy Review Group meeting of 18 December 1985, the Staff Working Group has identified a set of Challenges that will be of crucial concern to the Community during the coming decade. These issues were reviewed, revised, and endorsed by the Planning Working Group on 25 February 1986. They are now ready for Policy Review Group validation. [redacted]

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2. The enclosed Challenges are hereby forwarded for your perusal and comment. While changes which would further enhance identification and translation of key strategic issues are welcome, it is important that validation of the Challenges be made at the earliest possible date to ensure adherence to the study milestone schedule. Accordingly, it is requested that your response be forwarded to this office by 21 March 1986.

[redacted]

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[redacted]

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SUBJECT: DCI Strategic Planning Study

3. Once the Challenges have been validated, the Staff Working Group will proceed forward in accordance with the study Terms of Reference, e.g., generation of requirements, assessment of required capabilities, etc. Interim reports will continue to be presented to the Policy Review Group as major portions of the study are completed. A final review of the study will be made by the Group prior to its submission to the DCI. [redacted]

*DCI sup.  
you are*

on 25X1

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4. Study completion is presently estimated for early June 1986. [redacted]

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Attachment:  
Challenges

[redacted]

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[redacted]

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[redacted]

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SUBJECT: DCI Strategic Planning Study

DISTRIBUTION:

[Redacted]

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- Copy 1 - D/ICS (Burkhalter) (w/cy 1 of att)
- 2 - ASD/C<sup>3</sup>I (Latham) (w/cy 2 of att)
- 3 - D/INR (Abramowitz) (w/cy 3 of att)
- 4 - DIRNSA (Odom) (w/cy 4 of att)
- 5 - D/DIA (Perroots) (w/cy 5 of att)
- 6 - ExDir/CIA [Redacted] (w/cy 6 of att)
- 7 - D/NRO (Aldridge) (w/cy 7 of att) [Redacted]
- 8 - Asst Dir/Intel Div/FBI (Geer) (w/cy 8 of att)
- 9 - C/IPC (Helgerson) (w/cy 9 of att)
- 10 - DDCI (ER File) (w/cy 10 of att)

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[Redacted]

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Cy009

*Hold*

ROUTING:

DATE:

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*12/04*

*DDI*

*4 Dec*

*ADDI*

*PC*

*Ret Sue  
18 Dec  
2:30  
CMB*

Do we have a role/action?

cc: *[Signature]* (2)

*Yes*

*ADDI as  
Column/IPC is  
Addressed*

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

0 2 DEC 1985

MEMORANDUM FOR: ~~Director, Intelligence Community Staff~~  
 Assistant Secretary of Defense for Command, Control,  
 Communications and Intelligence  
 Director, Bureau of Intelligence and Research,  
 Department of State  
 Director, National Security Agency  
 Director, Defense Intelligence Agency  
 Executive Director, Central Intelligence Agency  
 Director, National Reconnaissance Office [redacted]  
 Assistant Director, Intelligence Division,  
 Federal Bureau of Investigation  
~~Chairman, Intelligence Producers Council~~

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SUBJECT: DCI Strategic Planning Study

1. In a memorandum on 9 October the DCI expressed his intention to produce a Community Strategic Planning Study covering the period up to 1995. He has asked me to chair the Policy Review Group that will oversee preparation of the study. This group will meet for the first time on 18 December 1985 from 1430-1600 in the Community Headquarters Building, [redacted] Membership of the Policy Review Group consists of the addressees of this memorandum. [redacted]

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2. The agenda for the initial meeting will include a final review of the Terms of Reference, establishment of a timetable for the study, and a discussion of the study's relationship to the effort currently under way to produce a National Foreign Intelligence Strategy. [redacted]

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3. Each participating organization has had an opportunity to comment on the Terms of Reference and only minor changes have been proposed. A version incorporating the proposed revisions is attached. Among the modifications is the method by which the "View of the Future" will be coordinated. Rather than being circulated for comment, the "View" will be considered as an NFIB agenda item on 12 December (a draft has been distributed). Other principal changes include a widening of the study's scope to include intelligence dissemination

[Large redacted box]

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SUBJECT: DCI Strategic Planning Study

and an acknowledgement that in some areas consideration must be given to extending the period covered to the year 2000. [redacted]

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4. I look forward to working with you on this very important project. [redacted]

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[redacted]

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John N. McMahon

Attachment:  
Terms of Reference

[redacted]

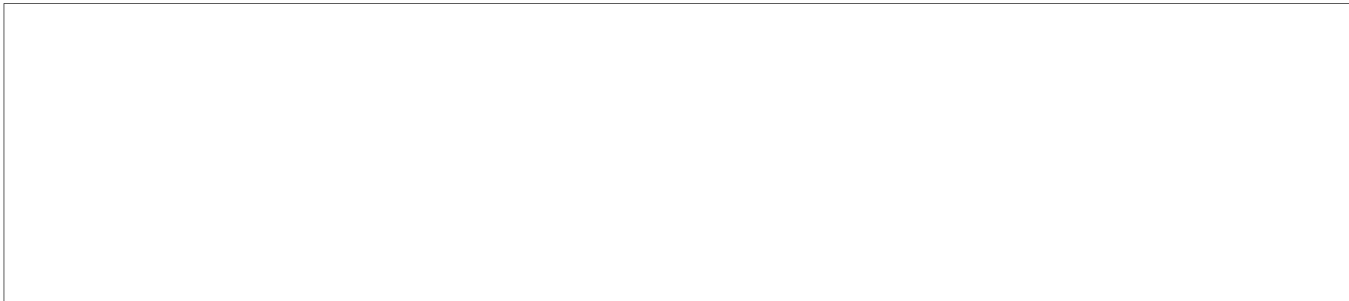
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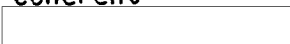
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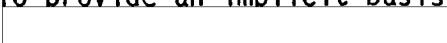
TERMS OF REFERENCE  
DCI STRATEGIC PLANNING STUDY: 1990-1995



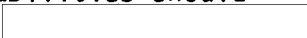
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Steps have since been taken towards realization of many of the capabilities identified in 1981, and headway has been made towards attainment of the companion goals and objectives. It is now prudent to examine the impact of this progress in light of the evolving resource environment and the challenges that are expected to prevail in the nineties. Significant work has been done in the intervening years to define the Intelligence Community's future needs and to identify effective system mixes to meet those needs. Most of this work has centered on individual disciplines, such as SIGINT. What is needed is a synthesis of various such approaches to define a coherent intelligence strategy for the first half of the next decade. 

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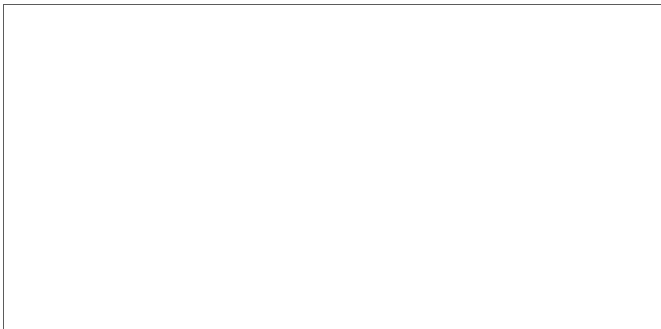
PURPOSE. To develop an intelligence strategy for the 1990s by identifying the most important intelligence challenges that will face the US in that period and reviewing the capabilities that will be needed to meet them. To articulate the goals and objectives necessary to ensure an efficient and comprehensive intelligence program is pursued. To provide an implicit basis for investment guidance and program structuring. 

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SCOPE. The study will focus on the period from 1990 through 1995 (and, where appropriate, will include considerations extending to 2000). All aspects of the intelligence process (collection, processing, analysis, production, and dissemination) will be included. It will be comprehensive in the sense that it will embrace any issue or topic that is of crucial concern to the Community. In its findings, however, it will be limited in the sense that only the most important topics will be addressed. The goal is to develop a broadly conceived document that provides a solid foundation for strategic intelligence planning. Judgments on which intelligence capabilities should receive emphasis or priority in the future will be implied. 

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PROCEDURE. A Policy Review Group, chaired by the DDCI, will set overall goals for the study, receive interim reports as major portions are completed, and review the study prior to submission to the DCI. It will ensure



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high-level involvement in the effort from its beginning. Membership will include the following: Director, IC Staff; Director, NSA; Director, DIA; Director, INR/State; Executive Director, CIA; Director, NRO; Assistant Secretary of Defense, C<sup>3</sup>I; the Assistant Director, Intelligence Division, FBI; and the Chairman, Intelligence Producers Council. The Director, Planning and Policy Staff, IC Staff, will serve as the Executive Secretary. [redacted]

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The Planning Working Group, which is an existing body chaired by the Director, Planning and Policy Staff/IC Staff, will be the principal steering group for the study. This group will validate issues and guide the efforts of a Staff Working Group drawn from the Community. It will approve drafts prepared by the Staff Working Group, and its individual members will be responsible for home-agency coordination and cooperation. [redacted]

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A Staff Working Group will prepare the study. This group will be chaired by the Deputy Director for Planning, PPS/IC Staff. Interested agencies and departments will be tasked to provide representatives. Its composition will be adjusted as necessary to ensure knowledgeable representation is available for all phases of the study. Such adjustment should provide flexibility while assuring that sufficient continuity exists to produce a cohesive document. At the chairman's option, panels will be formed to deal with selected topics; it is expected, however, that most work will be done by the Working Group as a whole. [redacted]

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A sequential order of tasks will be pursued. As a first step, the National Intelligence Council will be tasked to prepare a "View of the Future," a view that will encompass the intelligence requirements and challenges expected to be the most significant in the projected time period. Although this view will necessarily be based on a geopolitical forecast of the world in the 1990s, it is essential that specific issues and complexities be identified at a level which has meaning for collection, processing, analytical, and distribution capabilities. This view of the future will be provided to the Community (both collectors and consumers) for comment and consideration at an NFIB meeting. The Staff Working Group will then prepare a list of challenges and issues, drawing on this view, on previous work done for the SIGINT and imagery studies, and on individual agency contributions. [redacted]

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The list of challenges and issues identified by the Staff Working Group will be validated by the Planning Working Group and winnowed to a small set (12-15) of the most significant or difficult. Staff Working Group membership will then be altered to assess required capabilities. Validation procedures used will be the same as for issue identification. Program Managers will be asked to evaluate the issues in terms of current and programmed capabilities. For some disciplines, previous studies should prove extremely useful in making this assessment. [redacted]

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The Intelligence Community Staff will be tasked to prepare a forecast of the anticipated resource environment for the early-to-mid nineties, which will also be furnished to Program Managers to aid in their evaluation of plausible responses to the issues and problems that have been identified. Using such [redacted]

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inputs, the Staff Working Group will construct capability matrices related to the Community's most important needs. These matrices will provide an integrated look at required capabilities. [REDACTED]

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The Staff Working Group (with membership alteration if necessary) will then examine the required capabilities to derive new DCI goals and objectives for the post-1990 time period. A key part of this effort will be a review of the existing statement of goals and objectives to reaffirm or revise them where needed. The goals and objectives will be stated in terms of where we are and where we need to be, and should provide the necessary foundation for future programs. Again, validation will be provided by the Planning Working Group. [REDACTED]

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TIMING. The study will begin in November 1985. It should be completed in spring 1986. [REDACTED]

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PARTICIPANTS. Policy Review Group and Planning Working Group membership will be as described above. All NFIB members will be tasked to participate in the Staff Working Group in the areas where they have substantive interests and responsibilities. Membership in this group, the principal drafting mechanism, will be adjusted to meet the needs of the various phases of the study. Administrative support will be furnished by the Intelligence Community Staff. [REDACTED]

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