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Executive Registry  
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THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON 25, D. C.

24 DEC 1962

PERSONAL

Dear John:

In reply to your memorandum of 6 December 1962 concerning the assignment of DoD personnel to the National Photographic Interpretation Center (NPIC) and its organizational structure, I would like to make the following observations.

At Bob's and my suggestion, Joe Carroll has been analyzing for some time the whole area of DoD photographic interpretation activity in order to (1) identify DoD photographic interpretation requirements more precisely (with particular emphasis on the needs of the unified and specified combatant commanders and the Joint Chiefs of Staff) and (2) outline DIA's specific responsibilities therein. Because of the relationship of photographic interpretation activity to intelligence production, Joe withheld his recommendations pending final determination of the detailed functions and manning of the DIA Production Center.

We approved the detailed plan for the DIA Production Center last Monday. As a consequence, yesterday Joe submitted his recommendations on DIA's photographic interpretation responsibilities to the Joint Chiefs of Staff for review prior to their being forwarded to Bob and myself.

Until our examination of Joe's recommendations has been completed it would be extremely difficult and premature for the Department to endorse a major organizational realignment of NPIC's internal structure and the assignment and administration of DoD personnel detailed thereto.

DIA and OSD review(s) completed.

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Consequently, we would like to hold any action involving NPIC in abeyance pending opportunity to review in detail DIA's photographic interpretation plan and consideration of the various subjects involving USIB, CIA, and the Department which you discussed with Bob and me several weeks ago.

Sincerely,



Honorable John A. McCone  
Director of Central Intelligence  
Central Intelligence Agency

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Executive Registry  
63-237

9 JAN 1963

*LSK*

*Card*

The Honorable Roswell Gilpatrick  
The Deputy Secretary of Defense  
Washington 25, D. C.

Dear Ros:

With reference to your letter of December 24 discussing the assignment of DOD personnel to the National Photographic Interpretation Center, it is my understanding that in the immediate future, assignment of personnel, to the extent necessary, in accordance with present understanding, is an agreeable procedure from your standpoint. However, I do recognize that changes within the Defense Department Intelligence organization demand a reevaluation of this arrangement in the interest of insuring prompt and complete photographic interpretation service to the DIA and various components of this organization.

In your letter to me, you indicated that General Carroll was analyzing the DOD photographic interpretation activities in the interest of identifying his requirements, and outlining his specific responsibilities therein. With this in mind, I am asking General Carter to immediately review the activities of NPIC with General Carroll in the interests of developing practices and procedures which will meet General Carroll's needs as one of the principal consumers of NPIC's products.

In this connection, it might be well for General Carroll to visit the newly completed photographic interpretation center which is built at [redacted] and is being opened this week. Although I have not seen this facility personally, it was built at a cost of [redacted] to CIA and I am sure will more adequately meet the needs of the intelligence community. Certainly this expanded capability should be adequate for all of our national requirements for photographic interpretation.

Sincerely,

(Signed) JOHN A. McCONE

JAM/ji/acc

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Director

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Answer to  
63-3175

4 MAY 1963

*Carroll*  
Lt. General Joseph F. Carroll  
Director  
Defense Intelligence Agency  
Washington 25, D. C.

Dear Joe:

I am pleased to receive your concurrence in the proposals outlined in the DCI's memorandum of 6 December 1962 concerning DoD participation in the National Photographic Interpretation Center. Of the several issues covered in this memorandum, the most important was that of consolidating DoD and CIA photo interpreters in a single operational organization in order that NPIC might discharge its responsibilities for the production of national level photo interpretation reports in the simplest and most efficient manner. The organization of DoD personnel in the Center into one DIA component was the major step necessary towards the accomplishment of this objective.

You were quite right in pointing out that different administrative arrangements are required to manage the separate DIA and CIA detachments. We have long been concerned with this point and feel that the administrative responsibility for these personnel must remain with their parent Agencies as provided in NSCID #8. This can and will be accomplished readily without detracting from the consolidation of personnel in a single production unit under the operational control of the Director, NPIC. With your general agreement to the DCI's proposals, representatives from NPIC can start work immediately with your designee, [redacted] in the development of the procedures necessary to the implementation of the over-all plan.

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EXECUTIVE REGISTRY FILE DIA

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Lt. General Joseph P. Carroll, Director, DIA

I feel, as I am sure you do, that this meeting of the minds represents a forward step in the evolution of this critically important activity and that the cooperative spirit which we have attained at NPIC will continue to stimulate a high level of achievement.

Faithfully yours,

[[Signed] Marshall S. Carter  
Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

cc: DD/I

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Originator: NPIC/ [ ] (26 Apr 63)

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5 FEB 1963

Lt. General Joseph F. Carroll  
Director  
Defense Intelligence Agency  
Washington 25, D. C.

*Carroll*

Dear Joe:

With reference to your letter of 21 January 1963, I fully appreciate and understand that additional analysis and coordination is necessary within DOD before we can arrive at firm arrangements for cohesive participation of DOD and CIA personnel within the NPIC organization and related matters involving servicing of the common needs of the intelligence community. At the same time I am sure you realize that we urgently need to resolve the matters under discussion in order that NPIC can proceed with its operations and planning on an orderly basis, as the national center it is directed to be.

There is one point in your letter of particular concern to me. You indicate that actions under way may result in consolidation of the three DOD departmental elements at NPIC within a single DIA element and apparently feel that the current existence of three independent service elements is a major block to efficient operations. While I agree that internal coordination at NPIC will be simpler under a DIA consolidation, I believe that this would not in itself be a significant step forward. I would view it only as a brief interim step towards early integration of personnel into a truly joint photo analysis division.

~~EXECUTIVE REGISTRY FILE~~ *DIA*

*ER*

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Meanwhile, if there are further inputs, planning assistance or information for NPIC necessary to help you or any part of DOD in arriving at a decision with respect to photo interpretation activities, please let me know.

Faithfully yours,

"Cat"

(Signed) Marshall S. Carter

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

cc: DD/I

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NPIC/ [ ] (28 Jan 63)  
Rewritten O/DDCI/MSCarter:lcw (4 Feb 63)

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Jan 21 1963

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Lt. General Marshall S. Carter  
Deputy Director  
Central Intelligence Agency  
Washington 25, D. C.

Dear Pat:

I have re-examined the proposed concept for reorganization of the resources committed to the NPIC by the CIA and the three military departments and can see that it represents a radical departure from the awkward arrangement which has existed in the past. I believe that a good deal of this difficulty has stemmed from the fact that the Department of Defense is represented by three different elements at NPIC, together with the fact that teams to work on joint projects were organized ad hoc by drawing from four different pools of interpreter resources.

As you perhaps know, we are presently staffing a DIA photo intelligence concept which addresses itself to the overall photo interpreter needs of the DIA and which, if approved, will entail considerable reorganization of overall DOD photo intelligence resources in the Washington area. This concept, while concerned primarily with those departmental photo intelligence resources required in support of DIA's internal Department of Defense responsibilities, also provides for the consolidation of the existing three departmental NPIC elements into a single DIA element of approximately 75 personnel. In order to provide for continuity in working on successive joint projects within the NPIC, I am giving serious consideration to organizing the DIA element into permanent specialized units which will equate to the structure of the proposed Photo Analysis Division of the NPIC. I am sure that, once our photo intelligence concept has been approved by the Secretary of Defense, many of the problems which have beset the NPIC will be overcome by the

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establishment of a single DOD element which will have fairly stable internal organization. At such time as our plans are approved by the JCS and the Secretary of Defense, we will be in a position to develop, in coordination with the NPIC, such alterations in present arrangements as are required to permit the NPIC to function most efficiently in responding to our mutual needs.

I appreciated the opportunity to join you and Mr. McCone for an initial visit to the new facility, and have obtained a valuable first-hand appreciation of the potential of this installation. You may be sure that, in finalizing our facilities requirements, we will give every consideration to using the NPIC building to the fullest extent practicable. In this connection, I am sure you realize that the DIA is not establishing a totally new requirement for a photo intelligence capability. We are rearranging and realigning existing capabilities which presently exist within the military departments so as to better meet DIA's overall intelligence responsibilities.

Most sincerely,

JOSEPH F. CARROLL  
Lt. General, USAF  
Director

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