

C-O-W-T-I-D-E-N-T-I-A-L

18 April 1961

MEMORANDUM FOR: NPIC Ad Hoc Planning Board

SUBJECT: Proposed Organization of Requirements Handling
and Photographic Analysis Production

1. Pursuant to previous Board discussions concerning NPIC requirements handling and photographic analysis, two panels composed of Army, Navy, Air Force, CIA and NPIC representatives were convened to study and recommend reasonably specific courses of action for such functions. The panels have completed their assignments and the material attached to this covering memorandum represents considered judgments by each panel in its assigned area of responsibility. Such additional explanation as is necessary will be provided the Board at the 18 April 1961 meeting.

2. As Chairman of the Planning Board as well as Executive Director of NPIC, I attended the majority of the meetings held by the panels and am in accord with recommended action. All panel members made excellent contributions to their assignments and I believe the Planning Board is in debt to the following panels for noteworthy assistance to our planning effort.

	<u>Requirements Handling Panel</u>	<u>Photographic Analysis Panel</u>
Army	Maj. Robert E. Holde	Maj. Arthur L. Stevens
Navy	Mr. Leroy Stolle	Lt. Marshall Townsend
Air Force	Col. Robert Saxon	Col. Robert Saxon
CIA		
NPIC		

Army	Maj. Robert E. Holde	Maj. Arthur L. Stevens
Navy	Mr. Leroy Stolle	Lt. Marshall Townsend
Air Force	Col. Robert Saxon	Col. Robert Saxon
CIA		
NPIC		

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3. Subsequent to Board consideration and discussion of these papers on 18 April 1961, your approval of courses of action indicated will be requested. It is recognized that these papers do not necessarily represent complete staffing which would satisfy formal

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action within the organizations represented by the Board. Because of time limitations and my own interpretation of Board interests, panel members were instructed that the attached materials would suffice insofar as the Board's immediate needs are concerned.



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Chairman
Ad Hoc Planning Board

Attachments:

- Requirement/Project Flow Chart
- Narrative - Flow of Incoming Requirements w/Attach. A,B,C
- Narrative - Flow of Photographic Analysis Projects w/Attach. A,B,C

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Narrative -- Flow of Incoming Requirements

1. Incoming requirements will be received and registered by Requirements Staff.
2. Requirements Staff will forward the requirement to the appropriate member of the ~~Advisory Committee~~ ^{Advisory Committee} Secretariat. The Secretariat will: review it for clarity, validity and relevance to other photographic interpretation work in progress; coordinate as necessary with requesting agency and production components of NPIC; prepare the requirement for ~~Advisory Committee~~ ^{Advisory Committee} consideration with recommendations for work order precedence.
3. ~~Requirements Board~~ ^{Advisory Committee} will approve the requirement for assignment as a national or departmental project; determine its priority and return it to the Secretariat for the assignment action designated.
4. The Secretariat in coordination with the Requirements Staff will register national projects and forward them for assignment to the Director, NPIC. Also in coordination with Requirements Staff the Secretariat will forward departmental projects to the appropriate photographic interpretation organization.
5. The Office of the Director, DWT, will assign national projects through the Operations Board to the Photo Analysis Production Group.

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NPIC Advisory Committee

Responsibilities:

1. Advise and assist the Director, NPIC, in the development and operation of the NPIC in conformance with NSCIB #8.
2. In consideration of guidance provided the Committee by USIB member organizations concerning the significance and urgency of work requirements levied upon the NPIC, advise the Director, NPIC, on the acceptance of such requirements and attendant priorities to be observed in the processing thereof.

Functions:

1. Advise the Director, NPIC, on the development of the Center in keeping with the photographic interpretation and support needs of USIB member organizations.
2. Advise the Director, NPIC, on operational concepts and policies of the Center.
3. Review photographic interpretation work requests being levied upon the Director, NPIC, in order to:
 - a. Ascertain national or departmental responsibility for work requests.
 - b. Ascertain the relative significance and urgency within the intelligence community of national work requests.
 - c. Establish national work order priorities and submit appropriate recommendations to the Director, NPIC.
4. Advise the Director, NPIC, on work precedence to be observed in the integration of new work requests within the Center based upon current intelligence community interests and needs.

Composition:

1. The NPIC Advisory Committee is formally composed of one voting representative from each of the USIB member organizations, such representatives to be appointed by the USIB principals.
2. Chairmanship of the Committee will rotate among the four major participants of the NPIC (Army, Navy, Air Force, CIA) with the order of precedence and the period of chairmanship service to be determined by the Board.

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3. In support of the Director, NPIC, the Deputy Director, NPIC, with responsibility for overseeing NPIC/intelligence community relations and coordination on requirements, and the Executive Director, NPIC, with responsibility for overseeing and implementing actions which commit NPIC resources, will sit with the Committee in an advisory, non-voting capacity.

4. The Secretary of the Committee will be provided from the Committee Secretariat. His selection and period of service will coincide with that of the Chairman of the Committee in that both shall be representative of the same KIC participating USIB member organization.

5. A Recorder from the Requirments Staff, non-rotating, will be assigned with the concurrence of the Committee.

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Attach. A

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Attachment B to
Page 3Advisory Committee
NEIC Requirements Board SecretariatResponsibilities:

1. Provide support to NEIC ~~Requirements Board~~ *Advisory Committee* and coordinate requirements matters with service/agency Board members, NEIC Detachment Senior Intelligence Officers and NEIC components.

Functions:

1. Screen all incoming photographic interpretation requirements for clarity and validity and coordinate differences with requesting agency.
2. Screen all incoming photographic interpretation requirements to ensure that requests do not duplicate photographic interpretation work in progress or accomplished.
3. Make recommendations to NEIC ~~Requirements Board~~ *Advisory Committee* as to which photographic interpretation requirements appear national or departmental in scope.
4. Make recommendations to NEIC ~~Requirements Board~~ *Advisory Committee* as to work order precedence to be assigned photographic interpretation requirements agreed upon by the Board as being national in scope.
5. Provide other secretariat services to the ~~Board~~ *Committee* as required.

Composition:

1. The Secretariat is composed of representatives of USIB member organizations appointed by and responsible to their parent service/agency.
2. The senior officer of the Secretariat is the Secretary to the NEIC ~~Requirements Board~~ *Advisory Committee* and will serve as directed by the ~~Board~~ *Committee*.
3. A Recorder will be provided to the Secretariat by the NEIC Requirements Staff and will serve as directed by the ~~Board~~ *Committee* Chairman and Secretary while performing the duties of the Recorder.

Attach. B

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NEIC Requirements Staff

Responsibilities:

1. Support the NEIC ~~Requirements Board~~ *Advisory Committee* and NPIC components and operations by providing administrative controls and services for requirements functions.

Functions:

1. In support of the NEIC ~~Requirements Board~~ *Advisory Committee*:

- a. Receive and register all incoming requirements.
 - b. Forward requirements to the appropriate service/agency representative on the ~~Advisory Committee~~ *Advisory Committee* Secretariat.
 - c. Provide administrative support and advice to the members of the ~~Advisory Committee~~ *Advisory Committee* Secretariat including:
 - (1) Preparation of requirements forms, project listings and other documents to be used in ~~Advisory Committee~~ *Advisory Committee* meetings.
 - (2) Preparation and distribution of Board minutes.
 - (3) Assist in coordinating incoming requirements and translating them into workable form.
 - (4) Clerical support, space, equipment, etc.
 - (5) Providing support services to avoid duplication.
 - d. Prepare listings of all national and departmental photo interpretation projects in the interest of maximum exploitation of photographic collection programs and the avoidance of duplication.
2. In support of NPIC components and operations:
- a. Maintain registry and assign project numbers for NPIC projects.

Attach. C

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- b. Provide consolidated status reports of NFIC projects in work and related statistical reports.
- c. Maintain liaison with USIB member organizations utilizing photographic interpretation products and services as appropriate.
- d. Prepare work order requests for special projects involving technical studies and support.
- e. Perform such other duties as prescribed by the Director, NFIC.

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Narrative -- View of Photographic Analysis Projects

1. Requirements will be submitted to the Director, NFEC, through the Advisory Committee

2. It is anticipated that working procedures will provide for the processed requirement to be passed from the Requirements Staff to the Photo Analysis Production Staff for submission to the Executive Director and Operations Board. The Operations Board action is one of converting the requirement into a project by establishing a team of qualified workers to accomplish the details of the requirement and appointing a project chairman. The project is then consigned to the PAFS to be placed in the work schedule.

3. When the Team working space is assigned, the project chairman is notified by the Chief, PAFS. During the time the project is in work in PAFS, working support for the team is furnished by the Staff upon call by the project chairman. Substantive guidance is furnished by senior service/agency representatives within the PAFS. Administrative matters and supervisory direction to team members is also furnished by the senior PAFS representatives. Progress status is recorded by the Staff in support of photo analysis direction, and forwarded to Requirements Staff, for incorporation within overall NFEC status reports.

4. When the project is complete, i.e., final draft form, it is presented to the Operations Board for approval. Approved reports in final form are then submitted to the CD/NFEC for release and dissemination.

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OPERATIONS BOARD

Responsibilities:

1. The Operations Board is responsible to the Director, NPIC, and participating services/agencies for the substantive intelligence content of national photographic analysis products.
2. Assist the Director, NPIC, by arranging work schedules and assigning personnel to NPIC projects.
3. Provide for appropriate supervision necessary to insure competent and timely performances of photographic analysis duties by service/agency personnel assigned to the Photographic Analysis Production Group.

Functions:

1. Review all national photographic interpretation projects and advise Executive Director on their integration and priorities within current photographic analysis work load.
2. Monitor and coordinate photographic analysis work schedule.
3. Appoint detachment personnel to assigned national projects.
4. Appoint project chairmen.
5. Advise Executive Director on photographic analysis production activities and recommend specific courses of action as appropriate.

Composition:

1. The Operations Board is composed of the participating NPIC service/agency detachment commanders.

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PHOTO ANALYSIS PRODUCTION STAFF

Responsibilities:

1. Provide overall photographic analysis production support to Director, Operations Board, and Photo Analysis Production Group.

Functions:

1. For immediate reporting and indexing projects, provide work operating procedures, support and guidance.
2. Provide for centralized control and movement of working materials.
3. Coordinates work requests with NPIC supporting components.
4. Provide for and administer NPIC photo analysis facilities and equipment (status boards, equipment maintenance, working space assignments, working materials storage, etc.).
5. Maintain status records on all photo analysis projects in work in PARS.
6. Furnish typing support.
7. Provide facilities, equipment and support to special intelligence groups meeting as required.
8. Provide for area security.

Composition:

1. The PAPS will reflect normal line/staff organization with a staff chief, assistant chief and such personnel as are deemed necessary to carry out assigned functions.

Attach. B

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PHOTO ANALYSIS PRODUCTION GROUP

Responsibilities:

1. Responsible for the substantive intelligence content and timely production of National Photo Interpretation reports and for administrative and supervisory direction of assigned personnel.

Functions:

1. Production of NPIC studies, reports, etc.
2. Preparation and delivery of required briefings; assistance with special intelligence groups working in the building.
3. Advise D/NPIC and Operations Board of substantive content and pertinent details of project findings.

Composition:

1. The PARG is composed of assigned detachment personnel on specific project assignments and senior service/agency representatives of participating NPIC detachment commanders.

Attach. C

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PLANS AND TECHNICAL DEVELOPMENT STAFF

MISSION AND FUNCTIONS

The Plans and Technical Development Staff is responsible for the analysis of current and proposed photographic intelligence collection programs to determine and, when appropriate, develop and coordinate plans for the exploitation role of NPIC, and for the technical development of such plans to promote timely, efficient and accurate photographic intelligence production.

Functions include operations analysis and planning, equipment procurement services, maintenance services and support, technical training programs and facilities, and special technical services related to photographic intelligence production.

PLANS BRANCH

MISSION

The Plans Branch is responsible for the analysis of current and proposed photographic intelligence collection programs to determine and, when appropriate, plan for the exploitation role of NPIC.

FUNCTIONS

The Plans Branch shall:

- a. Analyze current and proposed photographic intelligence collection programs to determine the exploitation role of NPIC.
- b. Advise the Director and operating component heads on the significance and application of new photographic intelligence collection systems to NPIC.

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- c. In coordination with operating component heads, prepare exploitation plans and programs for specific collection systems based upon evaluations of present and/or projected technical capabilities and operational conditions.
- d. Advise sponsors of new photographic intelligence collection systems on NFIC exploitation capabilities and needs in order to promote, insofar as possible, compatible maximum quality inputs.

TECHNICAL DEVELOPMENT BRANCH

MISSION

The Technical Development Branch is responsible for initiation and implementation of technical development plans and programs in support of the operational components of NFIC. The Branch is also responsible for providing equipment procurement and maintenance services and support, and technical training and special technical services.

FUNCTIONS

The Technical Development Branch shall:

- a. In coordination with operational components of NFIC, initiate and recommend technical development projects for approval by the Director.
- b. Implement technical development plans and programs as approved by the Director.
- c. Provide technical information and services to operational components of NFIC in support of photographic intelligence exploitation activities.

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- d. Investigate and report technical development advances in the photographic intelligence field as related to NPIC activities.
- e. Provide equipment procurement services to include the establishment of technical specifications, technical contract monitoring, inspection and acceptance actions in accordance with pertinent procurement regulations and procedural requirements.
- f. Conduct liaison with Government and military organizations concerning technical development and joint procurement of technical equipment as required.
- g. Provide and administer a comprehensive technical equipment maintenance and servicing program in coordination with NPIC components.
- h. Provide and administer photographic intelligence and technical training courses and facilities in support of NPIC exploitation requirements.
- i. Provide special advisory and consulting services to military and Government organizations as required.

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