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31 January 1975

MEMORANDUM FOR THE STUDY GROUP, PILOT STUDY ON NATIONAL INTELLIGENCE SUPPORT TO FIELD COMMANDERS

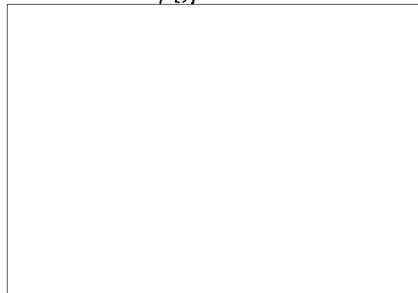
SUBJECT: Minutes of the 16 January 1975 Meeting of the Study Group

1. The minutes of the 16 January Study Group meeting are attached.
2. The Study Group is tentatively scheduled to meet at 1000 hours, 5 March 1975 in the DCI Conference Room (7E64), CIA Headquarters. In addition to the members, the Chairmen of the Working Groups and the computer program support officer will attend. The tentative agenda is:
 - a. Working Group reports on progress toward implementing Study Group guidance of 16 January 1975.
 - b. Modifications to study parameters recommended by the National Working Group.
 - c. Revision of study milestones.
 - d. Form and content of preliminary and final Study Group reports.
 - e. Intensive review of Study report prior to Study Group approval.
3. At the 16 January meeting of the Study Group, the members agreed to continue their effort to identify studies that have been completed, or are now in progress, that relate to the tactical/national intelligence interface.

JCS review completed.

Request that you provide the Study Group executive officers by 25 February 1975 a list of the additional studies that have been identified. This list also should include the name of the study; its purpose; the authority directing it; action officers; the date, or expected date, of completion; and the classification.

/s/



Attachment:
As stated

Distribution:

- 1 - Each Study Group Member/Observer (12)
- 1 - Chairman, National Working Group [redacted]
- 1 - Chairman, Theater Working Group [redacted]
- 1 - Chief, Research and Analysis Branch, MPRRD/IC [redacted]
- 3 - Each Study Group Executive Officer
- 1 - MPRRD Subject
- 1 - MPRRD Reading
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- [redacted] le (in turn)
- 1 - IC Registry

DCI/IC/MPRRD: [redacted] (31Jan75)

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STUDY GROUP
PILOT STUDY ON NATIONAL INTELLIGENCE
SUPPORT TO FIELD COMMANDERS

Minutes of the Second Meeting
Room 2E1010, The Pentagon
at 1000, Thursday, 16 January 1975

MEMBERS PRESENT

STAT RADM Robert P. Hilton, Co-Chairman, Joint Staff
[redacted] Jr., USAF, Co-Chairman, Intelligence Community Staff
Central Intelligence Agency, representing the CIA Member
Mr. Merrill T. Kelly, Department of the Army
Capt. R. W. Bates, Department of the Navy
BGen J. S. Pustay, Department of the Air Force
Col. J. A. MacInnis, US Marine Corps, representing Col. Quisenberry
RADM J. A. Walsh, USEUCOM/Deputy J2
[redacted], Defense Intelligence Agency
[redacted] National Security Agency/Central Security Service
STAT
Capt. Ronald P. Good, Department of the Navy

OBSERVERS PRESENT

Mr. Howard Chinn, Defense Mapping Agency

OTHERS PRESENT

STAT [redacted] Defense Intelligence Agency, Chairman of the Theater
Working Group
STAT [redacted] USAF (ret.) Intelligence Community Staff, Chairman
of the National Working Group
STAT [redacted] Intelligence Community Staff
Maj Perry W. Miles, III, USMC, Intelligence Community Staff
STAT [redacted], Intelligence Community Staff
Central Intelligence Agency
STAT [redacted], National Security Agency/Central Security Service
National Security Agency/Central Security Service
STAT Col. B. H. Davis, Department of the Army
[redacted], Intelligence Community Staff Study Group Executive
Officer
Capt Gerald W. Dyer, USN, Joint Staff Study Group Executive Officer

1. INTRODUCTION

Admiral Hilton and [] opened the meeting. Admiral Hilton noted that he had replaced Brigadier General William L. Nicholson, USAF, as the Joint Staff co-chairman, and that [] had replaced [] USN, as IC Staff co-chairman. Admiral Hilton briefly reviewed the background of the Pilot Study, and the Study and Working Group activities to date. [] noted the personal interest of the DCI and the Secretary of Defense in the Pilot Study, and said that the co-chairmen would be prepared to brief on its progress. An outline of the briefing will be given to the Study Group members.

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2. UNCINCEUR PROGRESS BRIEFING

RADM J. A. Walsh, the USEUCOM member, discussed the theater commander's submissions: the study scenario, the EEI, and the identification of theater assets and their tasking. USCINCEUR has forwarded the final submission of EEI received from the component commands. The theater submission of assets is now considered adequate, although this is subject to review by the Theater Working Group. RADM Walsh explained that the timeliness of USCINCEUR's Study inputs was affected by the sequential nature of the development of study methodology, difficult communications with Washington, and unawareness of the urgency for the Study in Washington. He also noted that USEUCOM's TDY funds had been significantly reduced. He recommended that the Study Group transmit the time constraints for the Study to USCINCEUR.

3. DISCUSSION

In the discussion that followed, RADM Hilton proposed, and it was agreed, that a message from the JCS forward the approved Study milestones to USCINCEUR to make him aware of the time constraints for the Study.

4. THEATER WORKING GROUP REPORT

[] reviewed the membership, the assigned tasks and the progress of the Theater Working Group. He said that his principal focus is on shortfalls in the theater commanders' ability to satisfy command information needs for the scenario situation.

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a. He is developing, in coordination with the National Working Group, a methodology to identify, in a static display, specific information needs derived from theater EEI, the theater assets available for commitment against them, and judgments on the capability of each asset against each information need.

b. His progress depends upon the theater inputs identifying EEI and the tasking of theater assets. Not all EEI have been received. Component command EEI received on 15 January have not been analyzed. He estimated that when analyzed the theater EEI will result in more than 10,000 specific statements of information need if all phases of the OPLAN are considered.

STAT c. [] requested guidance as to the level of organization and detail to which theater assets are to be identified in the Study. It was agreed that in considering the expression "commands capable of independent sustained combat" in the Terms of Reference, the Working Groups would analyze theater forces at the level of Army brigades, Air Force wings and Navy task groups, and consider theater collection and reporting assets responsive to that level.

STAT d. [] pointed out that the Working Groups, on recommendation of the co-chairmen, had focused their test of methodology on the last ten days of OPLAN Phase 2, defensive operations, and Phase 3X, conventional offensive operations (time period C+25 to C+48 of the scenario). He said that he now believes the Study must be limited to this time period if the scheduled completion date is to be met.

5. DISCUSSION

In the discussion that followed, [] said that he is using actual weather (stipulated in the scenario) and that adequate communications are assumed. Communications problems in crises--availability, capacity and accessibility--were discussed at some length. It was agreed to assume communications for the Pilot Study and to identify this as a serious problem area for further study. It was agreed that the Working Group reports will include this and all other assumptions they make regarding national and theater collection and reporting capabilities.

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6. NATIONAL WORKING GROUP REPORT

STAT [redacted] reported the progress of the National Working Group.

a. He discussed, in some detail, the methodology developed by his Working Group, which has been adopted by the Theater Working Group. In many cases, assets of the same type and capabilities, such as US Army SIGINT stations in Europe, are aggregated as a totality. His Working Group has identified ninety entries for national assets and 200 theater and JTF EEI. The resulting 18,000 comparisons will be significantly increased when the component command EEI are received and factored.

STAT b. [redacted] presented the Working Group's proposed modifications to the Study parameters (attachment 1). His Working Group believes that parameter 3, type of response/output, need not be specifically identified. The sensor type will be evident from entries in the matrix. After discussion, the Study Group agreed that this will not identify product type, and that the Working Groups should address product type where it has an impact on the selection of collection and reporting assets. Because theater EEI are not now that specific, RADM Walsh agreed to review theater EEI and identify, where appropriate, the type of product required.

STAT c. [redacted] said that parameter 4, timeliness, is a factor in the methodology for both Working Groups. After some discussion, it was agreed that the responsiveness of collection and reporting systems cannot be adequately judged unless timeliness requirements are stated. Admiral Walsh was asked to identify, where appropriate, the time in which information is needed to be usable by commanders. It was also agreed that timeliness is a complex area that may be appropriate for a follow-on study.

d. Parameter 5, tolerances, can be considered only to the extent they can be deduced from the EEI or are, or will be in the future, explicitly identified by USEUCOM. Parameter 6, credibility/validity, concerns values that cannot be assigned independent of the

actual tactical situation at the time a decision is required, and values for source and information that are also situation dependent. It was agreed that parameter 6 need not be considered for the pilot study. USEUCOM has not identified the consumers/customers required for parameter 7. The working group is using assumptions for consumers/customers based on the analysis of EEI.

e. Admiral Hilton asked how the National Working Group will judge the availability of national assets. [redacted] said his Working Group assumes normal peacetime priorities and tasking for national assets. He expects a high congruity between national priorities and the priorities of theater and JTF level EEI identified so far by USEUCOM. If the priority of EEI are in conflict, then the Working Group must address both. He pointed out that there is no known documentation for national information needs and priorities in wartime. Neither the DCI's Key Intelligence Questions, DCID 1/2, or Part I, Annex A, JSOP, go beyond the period of tension leading to hostilities. [redacted] believes that the intelligence community could not develop national priorities for wartime in time to be of use for the pilot study. Following discussion, it was agreed that, for the Pilot Study, the National Working Group would develop assumptions for national intelligence priorities and that this should be the subject of an early follow-on study.

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f. [redacted] suggested that recent post mortems could give insight for national priorities. Admiral Walsh agreed to review theater EEI and to group them in broad priority categories. The results will permit the identification of conflicts of priority between national and theater information needs that affect the availability or tasking of national intelligence assets. This will be most important for combat intelligence information needs where the focus and level of detail is most likely to diverge from national requirements.

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g. The Study Group agreed to use actual experience for the analysis of the capabilities of collection, reporting and communications systems against information needs. Design capabilities will be used when experience factors are not available. It was also agreed that the identification of capabilities based on actual experience, where they are not now available, should be high on the list for future studies.

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h. In conclusion, [] said that the National Working Group can complete its report on schedule only if the Pilot Study is limited to scenario time period C+25 to C+48, and if its members are committed full time to the Working Group.

7. DISCUSSION

a. The Study Group considered the proposed revised Study Milestones (attachment 2) and the Working Group effort that is necessary to meet them. Study Group members could not at the time commit their organizations to make Working Group members available full time for the Pilot Study. The co-chairmen agreed to cover the manpower problem in their briefing for the Study sponsors. Admiral Walsh said that, given its TDY and strength problems, USEUCOM could not provide people full time to the Study. It was agreed that representatives of the Working Groups could accomplish essential coordination with USEUCOM by visits to the theater.

b. The Study Group considered several alternatives, responsive to the terms of reference, to limit the scope of the Pilot Study. It was agreed that the Pilot Study's principal purpose was to develop a study methodology; to define current problems that limit or inhibit national intelligence support to field commanders; to recommend further studies of the tactical-national intelligence interface, and to design a data base. After discussion of the alternatives, it was agreed that:

(1) The completion date of the Pilot Study should remain unchanged.

(2) The Pilot Study will be limited to the scenario time period C+25 to C+48.

(3) EEI for the Pilot Study will be limited to a vertical sample, cutting across all command levels from USEUCOM to combat unit. The EEI for the sample will be representative of the information needs of organizations of each of the Services, and will require consideration of each type of theater and national collection and reporting asset.

(4) The Working Groups will assess the effect of interaction of multiple collection and reporting assets against single EEI

(5) The Working Groups will select sample EEI and coordinate them at Headquarters, USEUCOM, during the first week in February. Admiral Walsh will assign the sample EEI to priority categories and, where appropriate, specify product type, timeliness, and accuracy tolerance values.

8. The Study Group agreed to meet again in late February, at which time the Working Group chairmen will report on their progress and the workability of the scope limitations approved by the Study Group. The Study Group deferred until the February meeting final consideration of the Study parameter modifications proposed by the National Working Group; the proposed revised milestones; discussion of the strawman format for the preliminary and final Study Group reports; the full-time availability of Working Group members; and procedures for an intensive review of Working Group findings, conclusions and recommendations.

NATIONAL WORKING GROUP PARAMETER MODIFICATIONS

<u>PARAMETER</u>	<u>MODIFICATION</u>	<u>REMARKS</u>
1. GEOGRAPHIC AREA	NONE	
2. SUBJECT	NONE	
3. TYPE RESPONSE/OUTPUT	NOT SPECIFICALLY STATED WILL BE INDICATED IN MATRIX BY SENSOR TYPE	REQUIREMENTS VALUES NOT STATED BY EUCOM
4. TIMELINESS	IN MATRIX: - 4 HOURS OR LESS - 4 TO 8 HOURS - 8 TO 24 HOURS - MORE THAN 24 HOURS - CANNOT BE ASSESSED	REQUIREMENTS VALUES NOT STATED BY EUCOM, WG CAN ASSESS IF PROVIDED
5. TOLERANCES (LOCATION, TIME, DIRECTION MOVING, SPEED)	NOT SPECIFICALLY STATED; WILL BE A FACTOR IN JUDGING CONFIDENCE FACTORS	REQUIREMENTS VALUES NOT STATED BY EUCOM
6. CREDIBILITY/VALIDITY	NOT CONSIDERED	REQUIREMENTS VALUES NOT STATED AT TIMES TASKED: FACTOR OF NORMAL REPORTING
7. CONSUMERS/CUSTOMERS	ASSUMPTIONS BASED ON ANALYSIS OF EEI	REQUIREMENTS VALUES NOT STATED BY EUCOM

REVISED STUDY MILESTONE RECOMMENDED ON 16 JANUARY 1975

PILOT STUDY ON NATIONAL INTELLIGENCE SUPPORT

TO FIELD COMMANDERS

16 Jan 1975	Study Group Meeting; Working Group Progress Briefings
31 Mar 1975	Working Group Preliminary Reports <ul style="list-style-type: none">a. Unresolved Problemsb. Draft Reports with Tentative Conclusions and Recommendations
1-4 Apr 1975	Study Group Consideration of Preliminary Reports and Guidance to Working Groups
21 Apr 1975	Working Group Final Reports
28 Apr - 2 May 1975	Study Group Consideration of Final Reports
12-16 May 1975	Intensive Review and Draft Study Group Report
19-23 May 1975	Study Group Review and Approval of Study Report
24 May - 5 Jun 1975	Publication
6 Jun 1975	Study Forwarded to CJCS and D/DCI/IC
23-27 Jun 1975	Study Group Consideration of JCS and IC Staff Comments
1 Jul 1975	Study Forwarded to Secretary of Defense and DCI