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9 July 1981

MEMORANDUM FOR: Director, Intelligence Community Staff

FROM: Director of Central Intelligence

SUBJECT: Intelligence Community Staff

1. In order to discharge the various Community responsibilities of the office of the DCI, the DDCI and I require substantial support from the Intelligence Community Staff. The unification of the elements of the Intelligence Community Staff was intended to promote more efficient and coordinated Community support and to focus the efforts of the Staff somewhat differently. The Intelligence Community Staff should concentrate its efforts in the following areas:

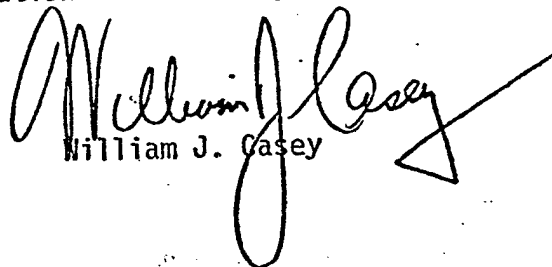
- Long-range Planning. I want to develop a practical mechanism to ensure that the Community looks ahead to identify emerging problems and opportunities and responds to these in its programs and operations.
- Program and Budget Development. The Staff should work with the program managers to construct an NFIP budget request that is adequate, prudent, and efficient. The Staff should then help present and defend that request.
- Collection Priorities and Tasking. From NSC priorities, consumer views, agency and analyst needs, as well as Presidential requirements for support during crisis situations, the Staff will derive priorities for collection activities and ensure that they are reflected in guidance to the managers of those activities. In particular, you will help the Community plan to deal with critical collection problems that require a cooperative attack.
- Assessment of Program and Performance. The Staff will provide, where appropriate, independent assessments of program and budget proposals and of the performance of Community activities in relation to intelligence needs.
- Community Relations. The Staff will support the activities of Community groups and committees, such as NFIB, NFIC, Intelligence Research & Development Council, Information Handling Committee, and Security Committee, as requested.

- Production Review. The Staff will establish a mechanism with other Community participants, to ensure regular, credible review and evaluation of significant Community products and to provide recommendations concerning measures to improve the product.
- Administration. Consistent with efficiency and legislation, the Staff will be supported administratively from its own resources, drawing for assistance on other Community organizations.

2. In general, these duties should correspond to units within the Intelligence Community Staff. Some exceptions to this principle are needed, however, because of the special responsibilities you have for imagery and because of the need to clarify the demands of some roles. Thus, I expect the Staff to be organized, in addition to its front office and administrative staff, with identifiable elements to undertake the following functions:

- mid-term and long-range planning;
- program and budget preparation and support;
- manage imagery requirements and tasking;
- manage SIGINT requirements;
- monitor and support human source collection;
- program and performance assessment;
- community affairs office; and
- production evaluation.

3. These activities, and others which may be added, should be performed within your budgeted manpower and funds. I expect the DDCI to establish the details of organization and staffing with you.


William J. Casey