28 October 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH   :   Director, Office of Policy and Planning

FROM   :   Chief, Planning Staff, OPP

SUBJECT   :   30 October EXCOM Meeting on Proposed CIA Long-Range
                  Planning Process

1. I have been asked to present a short introductory briefing to the Executive Committee on this subject. An outline of my proposed briefing is at Tab A. At Tab B is an outline of the proposed annual planning cycle for this concept.

2. We have sounded the informal views of Interdirectorate Planning Group representatives of the EXCOM members. They seem generally supportive of the concept, but are concerned about two aspects.

- The proposed 10-year projection seems impractical. All, except DDS&T which needs longer lead-times for national systems development, prefer a 5-year projection. Seeing the difficulties that most components presently have with projecting their needs beyond one or two years, I would modify the concept so that the planning projection lies just at the front edge of the budget formulation process. In any event, the period should be consistent with the Intelligence Community Staff 5-year planning process that you referred to in the 13 October NFIC meeting.

- Many are nervous about dealing with the question of priorities, both within and between these target/subject groupings. I have no solution to this except to observe that determining priorities is a basic managerial responsibility and that the various Intelligence Community-level schemes for determining priorities (DCID 1/2, National Intelligence Topics, NSRL priorities, etc.) need to be brought systematically into an overall management pattern so that these kinds of judgements can be brought to bear effectively on planning and budgeting activities.

I have, however, received strong - though informal - expressions of support from NFAC, DDA, and IG for this approach to long-range planning.

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3.   In an organization as present-minded as CIA, long range planning will have to be clearly perceived as an important component of management's decision-making to attract serious attention. Your contined involvement and endorsement of this approach is critical.

4.   The missing ingredient in this presentation is how this process relates to an Intelligence Community planning process. We have received no guidance on this process.

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Attachments:

   Tab A - Outline of Long Range Planning Concept
   Tab B - Outline of Annual Planning Cycle

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INTRODUCTION TO PROPOSED CIA LONG-RANGE PLANNING PROCESS

PURPOSE   :   To Describe an Agency Long-Range Planning Process

BACKGROUND: Three Events That Shape This Concept:

    o   1980 EXCOM Long-Range Planning Exercise

        - 10 issue papers
        - defined management directions for 1980s
        - resulted in 1983 program guidance to the Comptroller
        - impacted on recapitalization of infrastructure

    o   1985 Intelligence Capabilities Study

        - defined intelligence challenges for mid-80s
        - identified present and programmed capabilities
        - proposed new programmatic initiatives
        - provides guidance to FY 1984 NFIP

    o   Capabilities Program and Budget System

        - structures NFIB Programs in 29 target/subject categories
        - establishes multi-year budgeting
        - couched in terms of present and future capabilities
        - focuses attention on new initiatives

NEED FOR LONG-RANGE PLANNING:

    o   Focus Attention on Goals and Priorities

    o   Provide a Strategic Sense of Direction

    o   Provide Realistic and Practical Guidance for Budget
       Management Decisions

PROPOSED LONG-RANGE PLANNING CONCEPT:

    o   Fits Coherently and Systematically with Capabilities Program
       and Budget System, Providing Guidance to Budget Formulation

    o   Maintains Currency by Requiring Annual Cycle

    o   Focuses Attention on Capabilities to Be Achieved,
       Their Goals and Priorities

    o   Develops Planning Guidance in Logical Stages:

        - Intelligence Needs and Priorities
        - Collection, Processing, and Analytic Capabilities
        - Support Requirements

    o   Interacts with Intelligence Community Planning Process

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Tab
B

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PROPOSED CIA LONG-RANGE PLANNING CYCLE

Outlined below is the suggested sequence of actions for implementing this planning process. Guidance from and interaction with Intelligence Community planning can be interweaved with this process. Each phase will be subject to Executive Committee review.

1. Planning Call

The DDCI would issue guidance annually to the Agency's planning activity. This would establish the planning schedule, suggest areas of special concern for further study, and identify areas of intended programmatic thrust. This Call would be developed by the Interdirectorate Planning Group during the first two weeks in March each year for EXCOM consideration. The DDCI would issue this Call by mid-March.

2. Intelligence Needs Phase

NFAC would lead in developing the statement of key challenges to the U.S., resulting problems for intelligence, and likely information needs for each area/category. Special interest areas would be treated in-depth and the remainder of the target areas/subjects would be dealt with more generally. After the first year, this would consist of a review and revision to the previous year's intelligence challenges. The results of this phase would be presented to EXCOM for approval and would serve as guidance to subsequent phases.

3. Collection/Processing Phase

Interdirectorate teams will develop concepts for collection, processing and analysis capability initiatives to meet the intelligence information needs defined in the previous phase. This would occur during the period early May to July. These concepts would be developed by three interdirectorate teams chaired by appropriate Directorate representatives:

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> (b) Technical collection (including SIGINT and interests in national programs) and the processing needs directly associated with these activities.

> (c) Analysis and directly associated processing needs.

The results of this phase will be presented to the EXCOM.

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4. Support Needs Phase

The statements from earlier phases would be reviewed by DDA, DDS&T and D/Personnel, respectively, for their impact on the support in frastructure including: R&D needs, technical support, communications, logistics, etc. This would occur during the month of July.

5. Planning Summary

OPP would integrate the results of the above phases and develop for EXCOM consideration in mid-August:

- summary statement of the challenges and needs
- implications for intelligence
- guidance for the budget

An EXCOM review and issuance of this paper would conclude the planning cycle.

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CIA PLANNING CYCLE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	M.
1. PLANNING CALL			□												
2. INFORMATION NEEDS PHASE			▨▨▨												
3. EXCOM REVIEW					▯										
4. COLLECTION/PROCESSING PHASE					▨▨▨										
5. EXCOM REVIEW							▯								
6. SUPPORT PHASE							▨▨								
7. PLANNING SUMMARY								▨							
8. EXCOM REVIEW								▯							
9.															
10.															
11.															
12. OPTION: COMMUNITY PLANNING															
13. INTERFACE															
14. COMMUNITY CALL		▯													
15. COMMUNITY REVIEWS						▯		▯	▯						
16. NFIC/NSC REVIEWS									▨▨						
17. COMMUNITY GUIDANCE											▯				
18.															
19.															
20. BUDGET CYCLE															
21. BUDGET CALL												▯			
22. BUDGET DEVELOPMENT													▨▨▨▨		
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