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USCIB: 9.3/23

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10 January 1955

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MEMORANDUM FOR THE MEMBERS OF USCIB:

Subject: USCIB Master Requirements List.

Reference: USCIB 9.3/21 of 10 December 1954 (Minutes of Item 2 of Agenda for 110th Meeting of USCIB).

1. In accordance with the discussion and decision recorded in the reference, the USCIB Executive Committee met in special session on 7 January 1955 and agreed as set forth below to a philosophy of attack and procedure for solution of the problem.

2. The problem should be attacked in two stages, firstly, the establishment of a mechanism for the levying of national intelligence requirements and, secondly, the establishment of a mechanism for the fulfillment of departmental intelligence requirements. As we go about solving the problem in these two stages we should consider whether the mechanisms for which we are searching do not already exist and need only be directed along the right path.

3. With regard to national intelligence objectives, it seems clear that these should be established without regard to the existence of sources. Clearly the IAC is the body to do this and, it is understood, has done so. Next, a statement of the requirements for intelligence necessary to meet these objectives must be prepared. This also should be done without regard to the existence of sources. Again, this would appear to be the function of the IAC.

4. Having at hand a statement of objectives and the requirements for their fulfillment all in order of relative importance, it becomes necessary to assign the tasks of collection. At this point the extent of sources available must be considered and assignments made in accordance with the capabilities of those sources bearing in mind the reliability and accuracy factor for each source and the necessity for corroborative intelligence information without creating undesirable duplication. The individuals who perform this task must in aggregate have not only a thorough knowledge of the peculiarities of any particular collection source, but also a thorough knowledge of the degree to which that collection source may be expected to fulfill a given requirement. This knowledge must then be pooled and assignment of collection tasks made in the light thereof.

5. If we assume that we can solve successfully the problem of establishing a mechanism for the assignment of broad national collection tasks to the National Security Agency, the rest of the problem can be resolved along the lines indicated below.

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6. At this point each member department and agency of USCIB should examine the national collection tasks which have been assigned to the National Security Agency and determine what if any of his departmental or agency requirements would not be likely to be included therein. A list in the form of additional COMINT collection tasks should then be prepared by each member department and agency of USCIB and a mechanism found for integrating these requirements with the national tasks already established and arranging the combined requirements in order of relative priority. USCIB would appear to be the mechanism for this purpose.

7. Having now established in order of relative priority a list including both the national and the departmental tasks to be performed by the COMINT source, it becomes necessary to formulate an implementing plan and a means of assessing the effectiveness of such a plan. A mechanism for this must now be found. Since it is this aspect of the problem that has thus far not been solved to the satisfaction of our collector, the National Security Agency, it would appear that the NSA is the mechanism which should prepare the Implementing Collection Plan and submit it to USCIB for review and approval. With the National Security Agency now in possession of an approved collection plan we need only find a way to see how well it works. NSA should, therefore, prepare clear and understandable periodic progress reports to USCIB concerning conformity with, and fulfillment of, the guidance received; the basic allocation of COMINT resources; and an estimate of the additional resources required to enhance fulfillment of the COMINT objectives. After study of this periodic report, USCIB should advise the National Executive Agent as to what resources it considers should be made available for COMINT production in the coming year.

8. The remaining questions of how adjustments of emphasis within an established task or the addition of unforeseen tasks would be answered by providing a suitable arrangement for direct authoritative approach to the NSA at levels prescribed by USCIB. In case of conflict between such adjustments or unforeseen tasks and the already established tasks, rapid recourse to USCIB for solution should be provided.

9. In order to draw up specific recommendations as to how the above should be accomplished an Ad Hoc Committee of USCIBEC composed as follows was established:

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| Captain J. S. Holtwick, USN | NSA |
| Lt. Colonel F. J. Harrold, USAF | USAF |

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10. The above-mentioned Ad Hoc Committee has been directed to report its recommendations as soon as practicable. These will then be considered by USCIBEC and the recommendations resulting therefrom forwarded to the Board for consideration.



RUFUS E. TAYLOR
Captain, U. S. Navy
Executive Secretary, USCIB

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