

SECRET/KAPOK

Chief of Station, Mexico City

X

SH Division (Chief)

Review of LIFEAT and LIENVOY Projects by KUTUBE/OPS

1. Here is the KUTUBE draft paper prepared by Paul V. LEVISTER after his recent visit to your station. It has had the benefit of valuable suggestions from the desk. It has been read with interest by Senior KUBARK officers who think the paper illustrates the essentials of good tap operations. The stress of the paper is on intelligence collection, but some mention had to be made of operational leads and CI/CE information, otherwise we would have had only a partial picture of the operations. We will appreciate any comments or corrections you wish to make. We want to present the true facts and convey the right impression.

2. Having paid this tribute to honesty, we will admit having departed from the facts in a few instances, in the interest of simplification. One was the question of reels and transcripts, and reels alone (pages 17, 32 and 42); we did not wish to confuse the reader with this distinction. The other was the collection and distribution of reels and translations, which is somewhat more complex than the procedure described in the text; we preferred not to risk losing the reader and ourselves in those double and triple wingback formations executed by Robert B. RIGGS and Jeremy A. NIARCUS on their way to work in the morning and sometimes during the day.

3. There are a few points on which we were not sure, for instance the summary account of the station's strength given on pages 46-47. We felt that such an account was necessary since the reader had an idea of the size of the operations and the amount of work involved; without such an account he might have assumed that the station in question was one of our very largest. There is also the question of the exact composition of the intercept center--at the start, and now. If there is anything missing (or not accurately described) that would help other stations to improve their own operations at this key point, we would like very much to put it in.

(continued)

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4. Finally, there was the question of the Polish lines, on which the files are mystifying. The 1960 Project Renewal request mentions LITENSOR's desire to cover those as well as the other two, but subsequent correspondence omits all mention of Polish lines. Did he really mention the Polish target? If so, how did we manage to get out of it?

5. The tough problem, of course, will be to sanitize the paper without downgrading the operations. The essence of the message is that so much can be done, and done well, by relatively few people, provided these few people have the right skills and sufficient drive. We might omit all references to Latin America, the Spanish language, and Cuban case officers; we might even throw in a few misleading phrases like "the far-away Cuban target." We certainly would not want the location to be recognized except by persons already familiar with the operations. We will be guided by your wishes in this and other aspects of the paper.

Oliver G. CALBOND

ZASOLO AND ZRJOINT

TWO TELEPHONE TAP OPERATIONS

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INTRODUCTION: TWO COMPLEMENTARY OPERATIONS

The station does not share the widespread belief that telephone taps are necessarily poor producers of positive intelligence. Whenever a station officer hears of a tap operation that produces little disseminable information, his inevitable comment is: "Too bad they're letting good information slip through their fingers." The station's experience with two tap operations explains its attitude. For 13 years it has had an independent tap operation that became a good producer of positive intelligence as well as operational leads and CI/CB information. During its period of maximum development this operation had 23 lines and produced some 140 disseminations per year. Five years ago the station set up a new tap operation jointly with the local government. This operation became oriented primarily towards intelligence production. During the past two years it has maintained 30 active lines and produced some 265 disseminations per year; its reporting has been evaluated as "detailed, and of high quality and substantial quantity." Several lines tapped by the joint operation had been the most productive ones of the independent tap; the independent operation has been maintained, without the knowledge of the local government, but it has become oriented primarily towards targets of CI/CB interest; at the same time, its overall coverage has been reduced, and in recent years it has maintained between 12 and 18 lines. Under these circumstances, the intelligence production of the independent operation was bound to decrease; nevertheless, it has remained a respectable producer, with an average of 140 disseminations per year. The story of these two complementary

tap operations suggests that such operations can be directed primarily towards intelligence collection or toward the acquisition of CI/CB information and operational leads; it also shows that any good tap operation is bound to produce both positive and CI/CB information, in varying degrees according to the way the operation is slanted. The intelligence product is there, but it has to be recognized and extracted from the ore. The following account of the development and present workings of the station's two tap operations will bring out the principal factors that contribute to their productivity.

PART I. DEVELOPMENT OF THE TAP OPERATIONS

The basis for the independent operations, which we will call ZRSOLO, was laid in the fall of 1950 when two employees of the telephone company were recruited; one was a supervisor for repairs and maintenance, and the other was one of his subordinates, a lineman who did repair and maintenance work. In 1951 taps were placed on outside lines of the Soviet embassy and the Czech and Polish legations. By the middle of 1955 the operation's coverage had been extended to leaders of the local Communist Party and Communist-front organizations. These early years had been a difficult period of apprenticeship, for the station as well as for KUBARK as a whole, in overcoming the problems of telephone taps, and especially that of handling the raw tape. But progress had been steady, and the productive years were just ahead. In 1955 ZRSOLO produced 19 positive and 6 CK disseminations, the Orbit country desks judged the operational information of this tap operation to be the best we had anywhere. In 1956 it produced 36 positive and 74 CK disseminations. And in 1957 it produced 181 positive intelligence disseminations. Its coverage had been expanded to include local government installations and PRSEDIC Communist expatriates, the latter at the request of ODEWIT, whose Chief commended KUBARK for the excellent information transmitted to his organization. The station was also praised by Headquarters for its timely follow-up of operational leads. The target lines now numbered 23. There were seven listening

posts located near the intercept points, with a listening post operator and an assistant to each one to do the monitoring. The Soviet and Satellite take was translated by contract agents. The station had plans to add four or five more lines, but expansion came in the form of a new operation.

In the fall of 1948 top officials of the local government approached the chief of station for assistance in setting up and running a telephone-tap operation against targets of interest to them and to KGBASH. These officials, however, did not want to work through their own security service. On the contrary, they distrusted the service and acted without its knowledge, and in fact, one of the target lines from the very beginning has been that of the chief of service. There was an opportunity, not only to expand the station's telephone intercept with civilian and military levels, relationships beneficial to KGBASH and others close up to the government. The first taps were installed in 1948 within the local network of the telephone company, by arrangement of the local government itself, with a visiting company executive. The agency "agent" was to be in contact with an intercept center in Moscow, and vice versa. The native staff of the intercept center consisted of one civilian in charge, a released prisoner, and eight junior Army officers provided the authorizing and transmitting. A station staff agent dealt with the civilian in charge as KGBASH's representative.

1. The first point is that the Japanese have been very successful in their efforts to develop a highly diversified economy. They have managed to maintain a balance between agriculture, industry, and services, which has allowed them to withstand economic fluctuations and maintain a relatively stable standard of living. This is particularly evident in the way they have diversified their industrial base, moving away from heavy industry towards more advanced sectors like electronics, automotive, and pharmaceuticals.

2. Another factor is the strong emphasis placed on education and training. The Japanese educational system is highly regarded for its focus on practical skills and problem-solving abilities. This has led to a highly skilled and educated workforce, which is a key factor in the success of the Japanese economy.

3. The third point is the importance of family and community. The Japanese culture places a high value on family ties and community involvement. This has created a strong sense of social cohesion and mutual support, which is reflected in the way people work together and support each other in times of need.

4. Finally, the Japanese have shown a remarkable ability to adapt and change in response to changing circumstances. They have been able to move from a rural, agricultural society to a modern, industrialized one, and then to a post-industrial service-oriented economy. This adaptability has been crucial to their success and has allowed them to remain competitive in a rapidly changing world.

In the fall of 1947, the chief of the FBI's Newark office approached the chief of station for assistance in setting up and running a telephone-wiretap operation against targets of interest to NCIS and C. NEBRASKA. These offices, however, did not want to work through their own security service; on the contrary, they distrusted the service and a tap without its knowledge, and in fact, one of the target lines from the very beginning has been that of the chief of service. Here was an opportunity, not only to expand the station's telephone coverage with local help, but also to develop relationships beneficial to NCIS and C. NEBRASKA high up in the government. The first taps were installed in 1948 within the main central of the telephone company, by arrangement of the local government officials with a visiting company executive. The company central was linked with an intercept center by underground cable. The native staff of the Inter-City Dept. center consisted of one civilian in charge, a watched position, and eight junior Army officers who did the monitoring and transmitting. A station agent dealt with the civilian in charge as NEBRASKA's representative.

A few months later another staff member arrived at the station to work on the equipment. He had both operational experience and good technical background. One year before he had helped install the RACOINT equipment and was well liked by the local people he had come to recruit within. He was assigned to work full-time with the native staff at the intercept center, and his job, in addition to maintaining the equipment, was to keep the station running smoothly and to maintain a database of information. In addition to refine and continue keeping of the center, and probably to teach the natives some basic communications procedures. During 1965 it is reported, the C set of station had reason to be satisfied with its operation and with the work of the additional two operators assigned to complete intelligence dissemination. And during the third and fourth years it produced 270 and 291 classifications.

opponents left, the 1st and 2nd Battalions from Arnhem were sent over to be used in fortifying positions just as soon as by interviewing detainees, information on the possible use of captured British personnel. Thus, there never been a disagreement between RIBAF and the local command of the operation concerning the validity of target lists.

There is another aspect of our relationship with the local government in this operation that is a factor in its success. The local sponsors had been receiving reports derived from a telephone-tap operation run by the local security service, and they knew that this was not the product they wanted. Conversations were not recorded, and there could be no check on the live monitoring; in the hands of an inefficient and corrupt service, there was every chance that the substance of conversations was colored and distorted, unintentionally or by design. That is why these local officials asked the Chief of Station to help them set up and maintain a good intercept center, and kept the local service out of it. In this joint operation we do not deal with a local service--with service objectives, with personal ambitions, with a modus operandi and a modus non operandi, that run counter to KUBARK and CIA/CIA objectives. We were spared the tug of war that sometimes occurs when the tap installation is in good working order and the local service decides to take it over for itself. We do not deal with a so-called special unit within a service, the kind of unit that often presents the same liaison problems as the service itself. We deal with a truly special unit: as far as we know, the only local people who are aware of the existence of the intercept center today are the present staff and two Agent managers, a few willing persons in the telephone company, the Army Chief of Staff, and the top officials in the government who proposed the operation. Today these officials

have reason to think that they did the right thing in by-passing their own service; they share an operation that gives them, little by little and day by day, an insight into the intentions and plans of persons and groups hostile to them and to OLYMPE. Every morning the President of the country and the Chief of Station have on their desks a two to four-page copy of the highlights of the previous day's take. Occasionally the President asks for a check of the tapes to see if there are other details to be had from a conversation of special interest to him. He has stated on one occasion, when a Communist-inspired congress was held in his country, that he had never been so well informed on any similar event. The Chief of Station daily marks his own copy of the previous day's highlights with brief instructions to reports and case officers on points of special importance or on which he has special knowledge. His interest at the top, on both sides, gives added spark to the interest of all the others who are engaged in the operation.

In joint operations the preservation of KUBARK interests is not only a matter of original agreement but also, and sometimes more so, one of daily concern in the actual running of those operations.

KUBARK's interests in ZJOINT have been well protected all along. Our case officer inside the installation, the staff agent who keeps the equipment in good working condition, makes sure that the operation stays on course. Apparently the local civilian in charge of the monitoring staff tried to find out at one time whether our man could be elbowed out; he told him that he was being surveilled and should stay away from the intercept center for a few weeks, but the case officer replied that he could not do ~~that~~ except on orders from the Chief of Station, and that was the end of the matter. The station performed the rare feat of cutting the native fat out of the operation; a surveillance and investigative unit had been created, when the first taps were installed, to follow up leads generated by the operation, but like other similar units manned by natives and subsidized by KUBARK it did not function, and it was terminated after one year. The station even succeeded in setting up a special preserve of its own within the joint operation. When the local officials asked for coverage of the Soviet and Czech installations, the Chief of Station expressed interest but pointed out that he had no linguists capable of translating Russian and Czech; it was agreed that the Russian and Czech tapes would be sent to Headquarters for translation and that any items of interest would be passed back to the station, which would transmit them to our

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Under the new Plan, individual stations will be allowed to do what they like, unhampered by the usual procedures, in the initial phase of intercept. This gives the station about two weeks during which to see explicit operational needs by itself with its own surveillance and intelligence means. If the station wishes to pass a certain item to the local officials for possible action on their part, it can do so after four or five days by coding a Headline cable containing the substance of the intercept. If a certain case or event requires immediate transmission of the translated text to the local government for an indefinite period, the explanation given is that a Headquarters situation has been sent on TDU to the station for that purpose. By this arrangement the station can keep control of the follow-up of operational leads derived from the Soviet Orbit lines, and with our local partners (affiliated to the right-wing staff) and with high government officials, there is a danger that our follow-up actions will run into similar legal actions. This arrangement will also make it easier to release coverage of these lines by the independent press if necessary without the termination.

and to permit an effective and timely exchange of information between
the two organizations and with the various other agencies involved in the future
prospects. And the joint operation did put upon a large support
burden upon the existing staff of the Bureau and work of
the native investigating staff at the intercept centers. This work will
be described in the course of the following descriptions of the inter-
cept installations of ERINNY and ERROL.

PART II. THE ORBITIC INSTALLATION

"You can't expect much from the people of this country; they're careless, indolent, . . ." and so on. Such generalizations have been made by KGBARK officers concerning the people of many countries, including the one where ZRUJOINT is located. The station would probably not agree with the generalization, and certainly it would not apply it to the native monitoring staff. All station officers connected with the operation pay tribute to the remarkable skill developed by the monitors and to the high quality of their work. Their most valuable skill is their ability to remove most of the trivia from the tape at the very source, in replays of the tapes, without losing much if anything of the valuable substance. The major intelligence product of the intercept center is a daily report of the highlights of the take. The average length of this report is about three pages of single-spaced typing. Significant conversations appear in chronological order, with the time indicated in the margin. They are condensed, but the key phrases are given literally, between quotation marks. The most productive lines for this report are those on Spanish-speaking targets, but there are occasional items from Orbit lines when conversations are held in Spanish. The tapes of Spanish-speaking lines except the Cuban are kept at the intercept center a week or two, for possible checking of certain conversations, and then erased; the highlights report, therefore, is the only product received daily by the station from those lines. The take from the

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Soviet, Czech, Yugoslav, and other lines is handled in the following manner. The Spanish portions are transcribed and calibrated to the reels; notations are made in the transcripts at points where conversations are in Russian (En ruso), Czech, or Serbian; and the reels and transcripts are transmitted every morning to the station case officer responsible for ZRJOINT. Even in these transcripts the monitors omit trivial conversations when they are in Spanish, merely noting "Sin importancia". The practice of having the monitors remove all the trivia they can recognize as such is essential to making the rest of the take manageable and therefore usable. We may lose an occasional item or detail of value in this way, but we would lose much more if the flow of information got out of control, if backlogs of unread tapes accumulated and the product ~~was~~ left to rot away.

The candidates of different countries, the majority in sorting out the take off and landing time at the airport at any one time; they required to qualify as their increasing competence showed that they were ready for more. They received practical on-the-job training from KUBARK, and this training was especially effective after the first year, when the new officer/technician was assigned full-time to the intercept center. In the last few years they have had little instruction as such, being suffice now guided by station's rules or deities of convenience, validation of aviation interest in our telephone correspondence was shown up in the traffic. Our new officer at the center was greatly aided in his task of whipping the staff into shape by the superior aptitude of one auditor. One who proved to be the best of the lot--who showed a remarkable ability for isolating intelligence from the mass of the take off to be who prepares the daily highlight report. He has become the chief monitor and office manager of the intercept center, directly subordinate to the director in charge. His knowledge of English bases will be the most valuable to us, because we depend entirely on him to keep the other auditors alert to our interests and prided for their jobs. The monitors are becoming more difficult to our needs, but in the last few years there have been fewer and fewer occasions when it was necessary to make their renderings over at the base and almost all the positive intelligence on

detained in the center, and be taken over the telephone to the
Sergeant Major. They answer initial assignment operational leads
which they immediately pass to the assistance of the case officer at
the center. And will turn calls the station.

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In the course of time the monitors have acquired the special skills of professional eavesdroppers. They know the voices of the target persons and of their frequent correspondents. They identify in their reports the particular Latin-American accents of unknown callers. They grasp the different meanings of intonations and can visualize situations at the other end of the line. They record special moods of speakers, such as anger or anxiety, in parenthetical notes. They have a simple system of initials to present clearly the conversations of unidentified speakers--unknown callers or unidentified persons in large installations: MI (man inside installation), MO (man outside), WI (woman inside), and WO (woman outside). They maintain a simple but effective system of cross-filing excerpts of the take by names of target persons, by names of their principal contacts, and by telephone numbers called by target persons, in addition to the basic chronological file of the take for each target line. This handy reference system enables the monitors to identify people and supply their full names as well as to judge the probable value of conversations in the light of past conversations between correspondents. It also alleviates the need for the station to do this cross-filing. The highlight reports and the transcripts are evidence, by their appearance, of the monitors' pride in their work: the presentation is orderly and follows a certain format, which makes the reports

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... easier to pass the typewriter and scanners are very rare; the text seldom contains mistakes, and when they are other--all this despite the pressure of early deadlines. And from young Army officers! Such meticulousness is not what makes them good monitors; but it is a symptom of the general care with which they discharge their essential functions. It took between one and two years to bring the monitoring staff to its present level of competence, and continuity on the job has been an important factor in the result. In five years only one of the original monitors has left; he was replaced and an extra monitor was added, but it took some six months, and good coaching from the others, for each of these two recruits to begin to match the performance of the charter members. The Chief of Station had, at the very start, impressed upon the local sponsors of the operation the need to have good monitors and to keep them on the job. One incentive was devised in the form of pay; the young officers receive their regular Army pay and in addition KUSPRX subsidies for each one a supplementary salary proportionate to the value of his work at the center. But another incentive that seems equally important is the satisfaction that the young officers apparently derive from their work, now that they have become experts at it. They are constantly being reminded of the importance of their jobs by the interest that the local government officials and the station show in the product of their work. Because of the outstanding work of these monitors and the excellent working relationship they have with our case officer at the center, the arrangement made with the local government officials is as reliable today as it was at the start.

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If, more so, because it is now firmly rooted in the local community.

An indispensable man at the intercept center, as far as KFBW is concerned, is the staff agent who looks out after our interests and keeps the equipment in good working order. Maintaining our interests is a job that requires tact as well as firmness. Our man transmits station questions and comments through the civilian in charge or the chief monitor, in order to avoid the implication that the native staff is subject to his orders. His workday begins at 7:30 in the morning, when he picks up the previous day's highlights report, reels and transcripts, and hands them over to his station contact. Sometimes his day ends at 10 o'clock in the evening, the cutoff time for the monitoring of the lines, when the last items for the day are entered in the highlights report and the transcripts. The monitoring staff works in two overlapping shifts, 0100 to 1600 hours, and 1600 to 2100 hours; our man is to and out of the center throughout the day, checking and repairing equipment inside, or conferring with station officers outside. Now that the monitoring staff has become so competent, his principal single task by far is taking care of the monitoring equipment. The local sponsors of the operation could certainly find a technician of their own who could repair broken-down equipment, but they would have difficulty finding one willing to touch each unit thoroughly in a month in order to prevent breakdown. The equipment consists of 10 units, and 3 of them are in operation every day one on each target line. Each

unit is composed of a 5-10 3-41 recorder and an Ampex 401 tape recorder. The 32 units are mounted, two units side by side, on 16 racks 34 inches high and 10 inches wide. One man tries to do the two units of one rack each day that the workload seems to permit, checking all the parts, replacing weak tubes, and cleaning both units from top to bottom, a job that takes about three hours; he generally manages to do the 16 racks each month. In addition, he dusts and vacuums the exposed parts of the units once a week. The equipment has been used seven days a week for five years and although it is worn and will be replaced within the next year, it still gives good reception. There has never been a problem of poor reception in the course of this operation.

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The last visited the cover of a television, disguised as electrical equipment. He is the only FOREIGN citizen who goes to the intercept center regularly. The Chief of Station occasionally drops in for a discreet look-see, as a reminder of PUMARK's interest and equity in the operation. At one time a Headquarters officer, a former station member who knew his way around, did some live monitoring at the center in support of an operation of great urgency. Except in these two cases of operational necessity, access to the premises has been denied. The station has not used the center as a showpiece to impress visiting firemen. The station's prudent attitude seems to have influenced the native people of the intercept center to keep their knowledge of themselves. The fact that translators were not placed alongside the monitor, for the sake of convenience, may also have helped; the comings and goings of foreign-looking persons would probably have aroused curiosity in the neighborhood, and their absence within the center would have tempted the neighbors to talk about them at home and with their friends. There have been no security incidents, but the least indications of danger have been taken into account. The intercept center was moved after the first year of operation because it was located near the office of one of the local sponsors of the operation. Twice this year two men were observed watching the present site from across the street. Plans were made immediately for another move, but by the time a new site was found, the prospect of national elections put the

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future status of the operation in doubt, and the station is awaiting the outcome before deciding what step to take. As far as the target persons are concerned, they probably suspect that they are being overheard, on general principles, but their suspicions are probably directed at the local service, which has been running a far more extensive tap operation--and a crude, insecure one it is--for many years. In case of grave emergency, the chief of the native monitors could ward off exposure by the police or security service; he has credentials which state that he works on behalf of the President.

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The partnership of the local government in an operation receives one of the most serious consequences of exposure, that is, the apprehension of KUBARK employees or agents in the act of breaking the law; in a joint operation we have the law on our side. The security problem is quite different with independent operations like ZIGZAG, in which we are on our own, and whose taps on outside lines are exposed to detection. The extra wires can be traced to the listening post by telephone company listeners, and when the taps happen to be closer to the target installation, they can be detected by visiting technicians on inspection tours. Security alerts often cause the station to remove the taps and to reinstall them weeks or months later when it appears safe to do so. There are several ways in which the station may be alerted to danger. The company supervisor responsible at the start of the operation is sometimes able to provide advance notice of company work to be done near the intercept points on the lines. In addition, there is a standing procedure whereby the operators of the various telephone systems used by their target areas every day to see if there are any telephone company men working on or near the hot lines. The visiting of technicians for security checks of target installations may be encouraged in advance by Redding's men or required at the time of arrival by the station's security or train's information.

At the present time the telephone company is engaged in a modernization program, part of which consists in replacing the old overhead telephone wires with new underground cables; concurrently the Secretariat of Communications and Public Works is trying to find ways of providing telephone service to new customers, and to this end it is looking into the question of recovering dead pairs of wires left in place over the years when the lines of former users were deactivated. In the last few years a few ZASGIC taps were placed in telephone centrals; This method will be our only choice in parts of the city serviced by underground cables, and it will probably be our best choice where overhead lines are cleaned and kept clear of superfluous wires. Even then, the general tidying-up will leave the lines running to the listening posts more exposed than before. All these security problems, past and present, have been reported candidly and in detail by the station. KUBIK remarked at the last review of ZASGIC that "the station is to be congratulated for the fine job of coping with these problems as they come up and for keeping this operation as productive and secure as it is."

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The operators of the listening posts have been trained to meet various situations that could result in exposure. Not long ago two company people came to a listening post that had one tap running into it; they wanted to check the telephone lines on the roof. The operator of the post, a dignified lady with an air of authority, told the men to come back the next morning; her husband was away and she could not let men into the house in his absence. The company men came back the next morning. The husband was sleeping, had come home late the night before--the lady was not married, incidentally--but they could come in . . . " and don't make any noise . . . wipe your boots . . . don't knock over this old vase . . ." She gave them a hard time throughout; they got to the roof, saw pieces of wire with the ends oxidized, which the lady ordered them to remove from the premises, and they quickly left the house, probably glad that it was all over. The tap was put on again, but the listening post was moved to another house. Of course, no lack of ingenuity will help if the listening post looks suspect in the first place. The lady just mentioned lives with her sister, the wife of a prominent local figure. Three listening posts are in the homes of well-to-do people, with small children around the house; the monitoring and in one case grandma acts as alternate. It is in the apartment of an old couple whose age puts them above suspicion, their advanced

age is beginning to worry the station, but their son and daughter-in-law are being cleared and are due to move in with them and gradually take over. One listening post is in the home of the company supervisor who has supported ZEZOLO from the start; his job includes the detection of lines grafted on the company network by poachers who want free telephone service, and he has always had extra lines running into his home for this investigative purpose. The seventh listening post is in an apartment building, and it needs no cover because it has concealment; the lines were run through the masonry along the floors and walls when the building was going up, and cable pairs were run off in different directions here and there for deception; one would have to tear down much of the building to find out where the tap wires lead to. The dispersion of the operation's seven listening posts contributes to its security; the exposure of one listening post would not necessarily endanger the others. Furthermore, its dispersion almost insures its compartmentation, and the operators of a listening post know only about a small part of the operation, except in a few cases where the operator of one post is aware of the existence of another because he or she translates its product.

Despite its physical dispersion, ZPSOLO has been run tightly and smoothly over the years. The most obvious factor is the acquired competence of some key persons and their continuity on the job. The telephone company supervisor and the lineman recruited in 1950, and a second lineman recruited in 1953, still support the operation today. A contract agent who began operating one of the listening posts in 1953 became the principal outside case officer for the whole operation in 1957; a position he still holds; he has a shop at home where he repairs and tunes up the equipment, but he has trained most of the listening-post operators to do minor repairs; in addition, he speaks Spanish and Polish and can substitute for regular monitors and translators. The Czech translator has been on the job since the installation of the first Czech line in 1951. Two contract agents who operate listening posts and do translations have been with the operation since 1954. There were also three field agents connected with the operation at the present time; they were hired between 1951 and 1952, and their average time on the job is almost seven years. The productivity of a telephone-tap operation depends in large part on our ability to keep in place those persons who have developed the required skills and a certain feel for their jobs. This point was made in connection with the monitors at the intercept center, but it applies even more to the dispersed participants of an operation like ZPSOLO, who cannot be placed under one roof and learn the business one from another. Fortunately, there is plenty of longevity in ZPSOLO.

PART III. STATION'S USE OF TAP INFORMATION.

Examining the product of the two tap operations is the first order of the day at the station, but several station officers have some early work to do to ensure it made it available when the station opens for business. The case officer assigned to the intercept sector picks up the center's product of the previous day--the highlights report, and the tapes of the Cuban, Soviet, Czech, and Yugoslav lines, with transcript of the Spanish portions. These tapes are separately packaged for easy distribution to the translators. The outside case officer turns the whole lot over, in a car pickup, to the case officer in the station proper who is responsible for ENSIGHT. This case officer, in turn, exchanges the tapes to be translated, in two successive car pickups, for the tapes passed the previous day and their transcripts. At the same time, the station case officer responsible for ENSIGHT picks up the station's principal outside case officer and his assistant the product of the seven intercepting lines, that is, the previous day's tape from the Spanish and English lines, and the translated text of each line before that for the Soviet, Czech, and French lines. This is the general procedure for collecting and distributing the raw tape from the two operations, but variations are likely to be required from time to time. Some of the translators are multilingual, and although their regular work is generally limited to translation from a street language, i.e., sometimes have to write in, above all, a language because the regular translator

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intelligence. The station's analysts have no difficulty accepting their morning briefs to the needs of the day because of the constant practice they and their outside contacts have had in meeting each other on the job. When the workday begins, all the pieces are in place; the highlights report, the transcripts, and the translations are in the station, and the reels to be translated are in the hands of the translators. This early-morning job of collection and distribution is only a first step, but an important one, in the station's continuous effort to transmit promptly the intelligence product of the day and to make timely use of operational leads.

The station's speed in preparing information reports for transmission to Headquarters is made possible, in the first place, by the quality of the highlights report prepared by the monitors at the intercept center. Most of our disseminable information appears in this daily report. Extra copies of it are made each morning for simultaneous distribution to the Chief of Station and the two reports officers; the transcripts and translations are distributed to operations officers according to their specialties. Thus, work on the early-morning harvest goes on in different parts of the station at the same time. The reports officers first go over the highlights report for cabled information reports to Headquarters. After that they examine the Cuban transcripts for additional details or items. Any disseminable information that appears in the transcripts or translations of Soviet, Czech, Polish, and Yugoslav lines is brought to their attention by the operations officers. And at any time, they may receive a note or a personal visit from the Chief of Station, calling their attention to an item of special importance or urgency. The major preoccupation is the immediate transmission of reportable information, so that its value will not be lost or lessened by handling delays. The reports officers state that most

information can be transmitted in 10 minutes.

But there are accumulated bits and pieces of information that are too fragmentary for immediate reporting and are set aside for the time being. They can be combined with other substantial information later on. Many disseminated reports are made up of several consecutive heard on the radio or successive days; they may also be based on the product of different lines when several Wright persons, such as the principal leaders of a Communist-front organization, are busy planning their next move. To recognize the significance of each fragment of information and to put the various fragments together, and so they are heard over the lines--aside from the fact that they must not appear to be derived from intercepts--but in a report that will make sense to the reader; these are the special skills of reporter, officers who work on the product of telephone tape. He has question an agent for details he may have overlooked in his dissemination. If we may direct him to acquire additional information by listening still on the tape of previous reports, and telephone calls on the same subject, etc., whereas the "lead" he had must be completed by listening for additional alert information. There is no reason that one need do to assess the significance of what one has heard and stored, in order to write a accurate but nevertheless reporter for that situation. A short comment is on a new line which usually goes little or for less qualified reporter officer, but is

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series of conversations between the same correspondents begins to tell a story, each new conversation adding to what is already known and taking on meaning itself from previous ones. Like the monitors, the reports officers must reach the point where they feel that the target persons are old acquaintances. They need, in addition, like other good reports officers, an intimate knowledge of the local scene and of local personalities, and they must keep up to date on local events by extensive reading of the local press. Of the two reports officers who work on the product of ZBZOLC and ZBZQINT, one has been on her present job four and one-half years, and the other over two years. Like the native monitors, they have developed the extra sense required by their jobs.

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The relative productivity of the various lines of ERJOINT, and to a lesser extent those of ZRSOLO, offers several targeting hints. The most productive line of ERJOINT, as determined from an examination of one year's production, is that of the internationally known president of a labor confederation, a leader in local and regional Communist-front activities; the tap on his office phone produced almost one fifth of the operation's disseminated reports. The most prolific target installation was the Cuban embassy, whose three lines accounted for one-quarter of ERJOINT's production. The two lines of the Cuban press service, on the other hand, were poor producers. There is an interesting combination of office and home lines that shows an interesting production record. It consists of one line in the headquarters of an anti-COYOKER, pro-Cuban organization that has extensive support in political and intellectual circles; two lines in the home of its guiding spirit, a former President of the country; one line in the home of the titular head of the organization; and one line in the home of a prominent intellectual who is very active in the organization's affairs. These five lines produced over 35% of ERJOINT's disseminated reports. The composition of these reports reflects the fundamental aspect of the cumulative nature of telephone-tap reporting. When an event occurs or is due to occur in which the principal members of the organization are interested, it will be reported in fragments / on different lines on the same or successive days, but the complete picture gives a fairly complete idea of what

is being done by individual or lines, therefore, helps to make up for the fragmentary nature of telephone-tap information. That is, provided the individual lines do produce the fragments; the lines of two other prominent members of the organization are tapped, but they have produced very little. Altogether the nine target lines mentioned above produced about 80% of ERJOINT's disseminated reports. The five lines of the Soviet embassy accounted for 10% of the operation's production, and the other lines produced only a few scattered reports each. The production of the nine most productive lines was also noted for steadiness; there were peak months and relatively quiet months, but those lines produced continuously throughout the year. This continuity helps the monitors and reports officers to see the meaning of unfolding events, as we already stated, save, ~~and~~, out it seems to run through the whole intelligence cycle, and our customers have often expressed the need for a continuing flow of information on a given target. ERJOINT has been giving them this kind of information. The intelligence production of CHBOL, being more late, offers few opportunities for useful comparison. The productivity of this operation in recent years has been characterized by general lulls, with occasional bursts of activity on some line or other. During the past year, the plans and actions of a Latin American exile who was trying to attain control of the government of his country were the subject of 60% of ERJOINT's disseminated reports. When the lineage and movements of persons and groups heighten the interest we have in certain other the station's surveillance.

teams and support agents often collect intelligence in different areas. The analysis of all the material, however, in long reports, despite considerable dispensing, makes it clear to the initiators which each part of a report was received so that it is a simple matter to review the production of KANTIN and KUSKOV and to estimate the intelligence productivity of each line or group of lines - the probable advantages of tapping office lines or home lines, or the volume of production we can normally expect from targets of this or that nationality. Without this ability to trace the origin of the product, it is impossible for the station to base its targeting on anything more than mere hope, and in a wider sense it is impossible for KOGARK as a whole to study patterns of productivity of similar targets in different areas and to estimate the probable productivity of projected operations.

There is one qualification which the Chief of Station expects in his reports officers, and in most of his case officers as well, and that is a good working knowledge of Spanish. The transmission of the Spanish-language tape from the E&S/INT intercept center and the ZPSOLU listening posts is not delayed by translation, like the product of the Soviet, Czech, Yugoslav, and Polish lines, which stays one day with the various translators. Material in Spanish is not translated unless and until it is used in information or operational reports, or in the supply of name-check information to other agencies in the embassy. This eliminates the translation of items that will never be used; it also keeps in its original state, free from distortion or interpretation, the text of tapes items that will be used later. The station's officers prefer to have it this way: they have the assurance that their information has not been subject to misinterpretation by translators who, however expert and conscientious they may be, are not familiar with the background situations that give telephone conversations their true meaning. The possibility of translating the Russian, Czech, Polish, and certain parts of the tapes cannot be avoided. But in order to reduce this possibility the translators are not allowed the discretion of re-writing at the intercept center. They are required to translate exactly as it sounds in those languages. And inasmuch as these target lines have considerable cross-mail and C&I, different, an

less than light speed limited to a constant, will have
nothing to do with the time interval between a light signal
being sent and its return. The time is not to be proportional
to value.

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Every morning the station's three case officers go over the transcripts from the Cuban lines of both operations; the SR case officer examines the transcripts and translations from the Soviet lines; and the EE case officer goes over the transcripts and translations from the Polish lines of ZBJSOLC, the Yugoslav lines of ZBJCINT, and the Czech lines of both. The case officers look primarily for new operational leads, but they also do at this stage the sorting out of what will be retained and what will be thrown away. The SR case officer estimates that about 30% of the take is kept and goes into case files; the rest is thrown away. The main object of this collation of information, drawn from all sources and not only from the telephone taps, is to uncover means of access to target persons and indications of possible susceptibility to development and recruitment. The case files identify various acquaintances of each target person, the nature, frequency, and degree of intimacy of their relationship with him, and their general predispositions towards him and towards QUTMO. In some instances the station is in touch with these acquaintances, and the telephone taps sometimes provide evidence of the truth or falsehood of what these individuals tell us. The case files give an idea of the target person's place in the embassy or legation, personality, his relatives with his superiors and colleagues.

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and sometimes his personal weaknesses and problems. "Above all," remarks the SF officer, the information derived from the telephone taps give you a feel for the kind of man the target person is, although you have never met him." All information considered useful is shown to the Chief of Station before it goes into the case files, and he often returns it to the case officer concerned with his own comments or directions. In this way he keeps abreast every day of the details of operations and can give his case officers the benefit of his guidance at every step.

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The station intercepts many messages from various countries, which are often of interest to the staff of our government and other agencies. It is the duty of the station to intercept messages from other CIVILIAN agencies in our embassy, except FBI, CIA, DIA, and COMINT. It is also the duty of the station to intercept messages from the Chinese, who are not members of our government. The station intercepts on the average 150 messages to COMINT and FBI in COMINT each year. Occasionally some of the information from COMINT requires immediate action, and our man at the intercept center immediately passes the information to the station. Some of these urgent cases have involved FBPRIME citizens who got in touch with officials of hostile countries. One FBPRIME soldier of Chinese extraction tried to make his way to Communist China with the help of the Paris embassy; his call was intercepted, the COMINT and COMIC representatives were notified, and he was returned to FBPRIME. Some of these cases require immediate surveillance of the individual. This is done by some agent mobile or foot surveillance, and because of our size, the surveillance are efficient and well planned. The joint surveillance team which was organized under COMINT base will be being, as it is now, to be done about after one year. The selected & competent surveillance teams, were especially this winter, the past year in determining the real plots and actions with American sailors, already as noted, was was trying to cast discredit of our country. He obviously succeeded that he

are well organized and disciplined, probably better than the Japanese.
They wanted to do it with the same discipline as the Japs
when they transacted business. They were slow and precise in dealing which
he did exactly the opposite. They are afraid the Americans
wouldn't understand him or his actions.

The reader will probably have remarked long ago, and quite properly, that such extensive telephone-tap coverage as 46 lines is not desirable for many stations. There is the question of the station's strength and of its ability to exploit effectively the mass of intelligence and operational information acquired from the tape. There is also the question of target availability; a large station would waste its strength if it extended its tap coverage--a common and natural urge--to targets of slight interest or productivity. The foregoing discussion of ZB5000 and IRJOINT has given intimations of the variety and importance of the targets. There are local Communist and Communist-front leaders who are trying to replace the present government by one hostile to COINTEL. There are Latin American exiles who are plotting to overthrow the pro-COINTEL governments of their own countries. There is the all-important Cuban target, which has turned out to be very productive. There are the FRPRDF Communist expatriates, a target of great interest to COINTEL. Finally, there are the representatives of the USSR and the European Satellites, who are working for the subversion of all Latin America, and not only the country where they are stationed. Thus, the station's 46 target lines are directed at a wide variety of local, regional and global KUBARK targets. The station is one of medium size. In addition to the Chief of Station and his deputy, there

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are clerical case officers, including three KANGOLY officers, two reports officers, two intelligence analysts, and one photographer. The other members of the station give administrative or clerical support. The tap operations and the related surveillance and investigative projects require the full time of two case officers in the station. The product of the taps is examined in part each day by all the other station case officers, to whose operations it makes a substantial contribution. ZRSOLO and ZRJOINT, therefore, are not operations apart from the others, but are interwoven into most of the station's work.

The excellence of the station's two tap operations is reflected in their operational reporting. The progress of ZRGIFT for the past three and one-half years is succinctly told in monthly activities reports, begun in May 1960. These reports are dispatches of about three pages; arranged in the following sequence of eight headings: 1. the lines in operation during the month; 2. the outstanding ^{intelligence} items in the product; 3. significant follow-ups of leads; 4. liaison developments; 5. security; 6. technical; 7. personnel; 8. production, a list of the information reports sent by cable or dispatch to Headquarters. The same headings always appear, in the same order, so that there is little likelihood that an important matter has been overlooked. The regular reporting of ZRGIFT cannot be put into such a tidy package. It covers in great detail the two subjects that are of greatest importance in an independent operation intended primarily to produce CI, CZ information and operational leads: first, the security problems, present or anticipated, and the measures planned or taken by the station; second, the follow-up of operational leads by station officers, and the use made of significant items of CI/CZ information. This reporting of the operational progress of the two operations keeps the desk officers well informed on matters of detail and enables them to present an accurate account of those operations when required to do so by the appropriate authorities. And of course, these authorities are satisfied with the conduct and progress of ZRGIFT and ZRUVO.

CONCLUSIONS

The many factors that enter into the success of a telephone-tap operation should be apparent from the foregoing account of KASOLIO and ZRUPOINT. The main ones will be briefly noted below.

1. Experience. To extract a valuable intelligence product from the mass of talk requires special skills. The two most important are the skill of the monitors, who must separate the wheat from the chaff, and the skill of the reports officers who must put together fragmentary conversations into meaningful reports. The experience of individual key members of an operation depends on continuity on the job; a major turnover or too-rapid rotation is disastrous.

2. Staying on Top. The value of the product depends on quick handling and transmission, from monitors to case officers, to reports officers, to Headquarters. If there is a bottleneck anywhere, the whole process bogs down. Staying on top is essential; backlog are fatal. It takes that extra ounce of effort to stay on top, but without it telephone-tap operations lose much of their value, and an already considerable effort is largely wasted.

3. Planning. Joint tap operations based on a genuine community of operational interest have a chance of success. This community of interest can be gauged by the choice of target lines, by KUBARK's access to the premises (however restricted for valid operational use), and best of all by the nature and quality of the product.

A joint tap operation should not degenerate into a battle of wits, or both sides oblivious of the equity of the other, in the upper hand.

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4. Direction Telephone-tap depend for their productivity on the teamwork of several people and for the effective use of their product, on the work of several others. There are many jobs involved, and it is not enough to do them all; it is necessary to do them all well. The teamwork of all the participants must be directed by one person and woven into the station's work as a whole. When telephone-tap operations are sizable, like CECOLD and ZEJINT, the active participation of the station chief or one of his principal subordinates is indispensable. When the operation is a joint one, it takes all the station chief's skill and prestige to establish AD(AKA)'s equity in it at the start and to maintain it intact throughout the course of the operation.