

Document 10: Plan of Activation

DOWNGRADED AT 10-YEAR INTERVALS; NOT AUTOMATICALLY DECLASSIFIED. DOD DIR 6200.10

~~SECRET~~

~~Unclassified~~

Plan for the ...

Activation of the
DEFENSE INTELLIGENCE AGENCY

★ ★ **D I A** ★ ★

Approved by the
SECRETARY OF DEFENSE
29 September 1961

~~SECRET~~

~~Unclassified~~



~~SECRET~~

~~SECRET~~

PLAN FOR THE ACTIVATION
OF THE
DEFENSE INTELLIGENCE AGENCY

APPROVED BY THE
SECRETARY OF DEFENSE
29 SEPTEMBER 1961

~~SECRET~~

~~SECRET~~

PLAN FOR THE ACTIVATION OF THE DEFENSE INTELLIGENCE AGENCY

I. GENERAL

To accomplish the objectives for the Defense Intelligence Agency (DIA) as specified by the Secretary of Defense, this plan provides for the initiation of action in all areas which are clearly the responsibility of the Director, DIA. The plan is aimed at achieving:

- a. The full integration of intelligence resources and functions assigned to the control of the Director, DIA, on a graduated basis;
- b. Immediate assumption of planning, coordinating and management responsibilities of all Department of Defense intelligence activities within the purview of the Director, DIA, to achieve maximum economy and efficiency.

Full recognition is given to the necessity to avoid disruption or degradation of these vital intelligence efforts.

In order to preserve the continuity of operations throughout the consolidation process, the plan provides for the taking over and utilization of existing facilities, functions and resources of an individual military department and/or the Joint Staff, wherever feasible. Following this, related activities, resources and functions of the other departments and the Joint Staff are integrated into these facilities under the operational control of the Director, DIA. Initially, this will result in some imbalances in Service representation within DIA in each facility so utilized. This is considered necessary in the interests of continuity. However, the governing policy will be to achieve to the highest practicable degree, an optimum balance of personnel representation from the three military departments. This will be accomplished in accordance with DIA personnel policies aimed at the maintenance of the highest possible quality and security criteria.

~~SECRET~~

~~SECRET~~

PLAN FOR THE ACTIVATION OF THE DEFENSE INTELLIGENCE AGENCY

I. GENERAL

To accomplish the objectives for the Defense Intelligence Agency (DIA) as specified by the Secretary of Defense, this plan provides for the initiation of action in all areas which are clearly the responsibility of the Director, DIA. The plan is aimed at achieving:

- a. The full integration of intelligence resources and functions assigned to the control of the Director, DIA, on a graduated basis;
- b. Immediate assumption of planning, coordinating and management responsibilities of all Department of Defense intelligence activities within the purview of the Director, DIA, to achieve maximum economy and efficiency.

Full recognition is given to the necessity to avoid disruption or degradation of these vital intelligence efforts.

In order to preserve the continuity of operations throughout the consolidation process, the plan provides for the taking over and utilization of existing facilities, functions and resources of an individual military department and/or the Joint Staff, wherever feasible. Following this, related activities, resources and functions of the other departments and the Joint Staff are integrated into these facilities under the operational control of the Director, DIA. Initially, this will result in some imbalances in Service representation within DIA in each facility so utilized. This is considered necessary in the interests of continuity. However, the governing policy will be to achieve to the highest practicable degree, an optimum balance of personnel representation from the three military departments. This will be accomplished in accordance with DIA personnel policies aimed at the maintenance of the highest possible quality and security criteria.

~~SECRET~~

~~SECRET~~

As the DIA assumes full operational stature, the Director, DIA, will absorb many of the intelligence responsibilities now exercised by the intelligence chiefs of the military Services, as well as the responsibilities for substantive intelligence matters now exercised by the J-2, Joint Staff. Thus, the Director, DIA, will become the principal staff advisor to the Joint Chiefs of Staff for substantive intelligence matters, and, acting through the Joint Chiefs of Staff, the principal staff assistant to the Secretary of Defense for both substantive intelligence and managerial matters within his areas of assigned responsibility.

The DIA will be a balanced organization designed to support the major echelons of the military operational chain-of-command, the military departments, non-DOD agencies and international treaty organizations, in peace and war, without requiring major organizational readjustments after the onset of hostilities.

Coordination of all intelligence activities and responsibilities remaining with the military departments will be effected by the Director, DIA, supported by the operating elements of the DIA in their respective areas of responsibility, and by the headquarters staff. This arrangement will ensure the efficient allocation of intelligence resources and the effective management of all DOD intelligence efforts. The Military Intelligence Board (ANNEX A) will be established to advise and assist the Director, DIA, in the exercise of his responsibilities.

II. ORGANIZATIONAL STRUCTURE

A. OPERATIONS (ANNEX B)

The DIA will arrive at a fully operational status through an evolutionary process. The plan provides for the rapid strengthening of DOD capabilities in the fields of collection, production and dissemination through the establishment of:

~~SECRET~~

~~SECRET~~

1. A Directorate for Acquisition (ANNEX C)

This Directorate, which will be charged with DIA functions and responsibilities in the fields of intelligence requirements and collection will be further sub-divided as follows:

a. The DIA Requirements Office which will establish the DOD Central Requirements Registry. This Office will also be charged with the examination and validation of all DOD intelligence requirements, the assignment of collection priorities, the designation of collection resources, and the restatement of requirements where necessary to ensure their responsiveness to the needs of all consumers of military intelligence.

b. The DIA Collection Management Office which will maintain a complete and current inventory of all collection resources to include their capabilities, limitations, equipments and operations. This Office will levy validated requirements on appropriate collection agencies and resources, monitor collection responses thereto, and evaluate collection efforts to determine reliability, efficiency and cost factors involved. In addition, this Office will stimulate intelligence collection effort through creative planning and the exploitation of scientific and technological developments in their application to intelligence collection activities.

2. A Directorate for Processing which will be charged with the principal substantive intelligence functions and responsibilities of the DIA, and which will directly control and coordinate the production, estimating and current intelligence/indications elements of the DIA. This grouping is essential to the maintenance of a close and continuous interrelationship among these elements, as well as to provide for a similar working relationship with the estimates and production elements of the military Services. This will ensure

~~SECRET~~

~~SECRET~~

the full utilization of Service production and estimates capabilities and the incorporation of their inputs into intelligence produced by the DIA. In order to accomplish its mission, the Directorate for Processing will be divided into the following elements:

a. The DIA Current Intelligence/Indications Center (ANNEX D)

This organization will provide for a single, integrated DOD Current Intelligence/Indications Center designed to meet the needs of the Secretary of Defense and his principal staff assistants, the Joint Chiefs of Staff, the military departments, and the commanders of the unified and specified commands and their component commands. In addition, this Center will provide current intelligence/indications support to the President and other senior governmental officials and agencies on a 24-hour basis. It will maintain close working relationships with the production and estimates elements of the DIA and the Services.

b. The DIA Estimates Office (ANNEX E) which will provide all DOD intelligence estimates and contributions to National Intelligence Estimates and the United States Intelligence Board (USIB), and which will assume the estimative responsibilities now charged to the J-2, Joint Staff.

c. The DIA Production Center (ANNEX F) which will, through a time-phased schedule, and in consonance with the concept provided herein, integrate DOD intelligence production as required to discharge the functions and responsibilities assigned to the Director, DIA.

B. HEADQUARTERS ESTABLISHMENT, DIA (ANNEX G)

The headquarters establishment of the DIA will provide adequate administrative support to the headquarters and supervision over the administration of the entire organization, and will assist the Director, DIA, in the exercise of his planning, programming, management and

~~SECRET~~

~~SECRET~~

supervisory responsibilities for the overall DOD intelligence effort. This organizational structure will provide for maximum efficiency of operation with minimum requirement for revision during the evolutionary development of the DIA. The headquarters organization will provide the structure for all the elements which will be required in the headquarters when the DIA becomes fully operational.

1. Initially, the manning of the headquarters requires assignment of approximately 125 people, including both professional and administrative support personnel. This level of manning should be provided for as early as practicable after 1 October 1961, but in any event, no later than 31 October 1961.

2. During the period ending 1 July 1962, the headquarters complement will increase to a maximum of 250 personnel. This increase reflects the development of a full capability within the headquarters staff to discharge the responsibilities presently assigned.

C. MANAGEMENT RESPONSIBILITIES

The major elements of the staff will be responsible for management functions as follows:

1. The Assistant Chief of Staff, Administration, will provide for headquarters administrative support and security and will be responsible for the initiation and conduct of an integrated personnel program for the career development of defense intelligence personnel. This office will manage the personnel activities of the headquarters, DIA, and will coordinate a Defense Intelligence Personnel Program for both civilian and military personnel. The Defense Intelligence Personnel Program will be initiated on 1 July 1962.

2. The Assistant Chief of Staff for Plans, Policies and Programs will initiate short and mid-range planning immediately upon activation. The Office of the Assistant Chief of Staff, Plans, Policy and Programs

~~SECRET~~

~~SECRET~~

will be responsible for the development of an aggressive program for the improvement of defense intelligence activities under the cognizance of the Director, DIA. Long range plans for defense intelligence operations and activities will be developed and will serve as the basis for evaluation and possible consolidation of the intelligence programs of the Services. In the development of long range plans and of programs, full cognizance will be taken of probable resource availability for future requirements based on scientific and technological forecasts.

3. The Assistant Chief of Staff for Intelligence Support Systems will be responsible for the development of intelligence R & D requirements, for coordination of intelligence research and development, for liaison with all defense research, development and testing organizations having related interests or programs. He will also be responsible for the implementation of systems management in intelligence major project areas as directed. In addition, this office will be responsible for the integration of intelligence plans and programs for automation and automatic data processing to ensure that they complement each other and those of non-DOD intelligence agencies to the maximum extent practicable.

4. The Assistant Chief of Staff, Comptroller, will provide financial management and direction for obtaining effective utilization of Department of Defense intelligence resources. This office will review and evaluate budget estimates for all intelligence activities assigned or subject to review and coordination by the Director, DIA, and prepare and submit a consolidated budget for DOD intelligence activities, together with recommendations pertaining thereto; and will participate in the administration of the consolidated budget. This office will conduct management engineering studies and review and analysis of programs to ensure maximum economy and efficiency. Statistical services, reports control and design, and other internal management services will be provided as directed.

7

~~SECRET~~

~~SECRET~~

5. The Inspector General will perform normal inspection functions within the internal DIA organization and for all agencies, installations and facilities assigned to the operational control of the Director, DIA. His inspection function will emphasize manner of performance, quality evaluation and operational readiness. In addition, he will perform such duties as relate to the monitoring, coordinating, and supervisory responsibilities of the Director, DIA, as the Director, DIA, requires.

~~SECRET~~

~~CONFIDENTIAL~~

DRAFT

MEMORANDUM FOR: Director for Intelligence, Joint Staff
 Asst. Chief of Staff for Intelligence, US Army
 Asst. Chief of Naval Operations (Intelligence)
 Asst. Chief of Staff for Intelligence, US Air Force
 Asst. Chief of Staff for Intelligence, Marine Corps

FROM: Director, Defense Intelligence Agency

SUBJECT: Establishment of Military Intelligence Board (U)

REFERENCES: a. SecDef Memo of 5 July 1961, Subject: Establishment
 of the Defense Intelligence Agency
 b. DOD Directive 5105.21 of 1 August 1961

1. In order to advise and assist the Director, Defense Intelligence Agency (DIA) in the establishment of the Agency and in the exercise of the responsibilities and functions specified in reference b, the Military Intelligence Board (MIB), is hereby established.

2. Membership. The MIB shall be composed as follows:

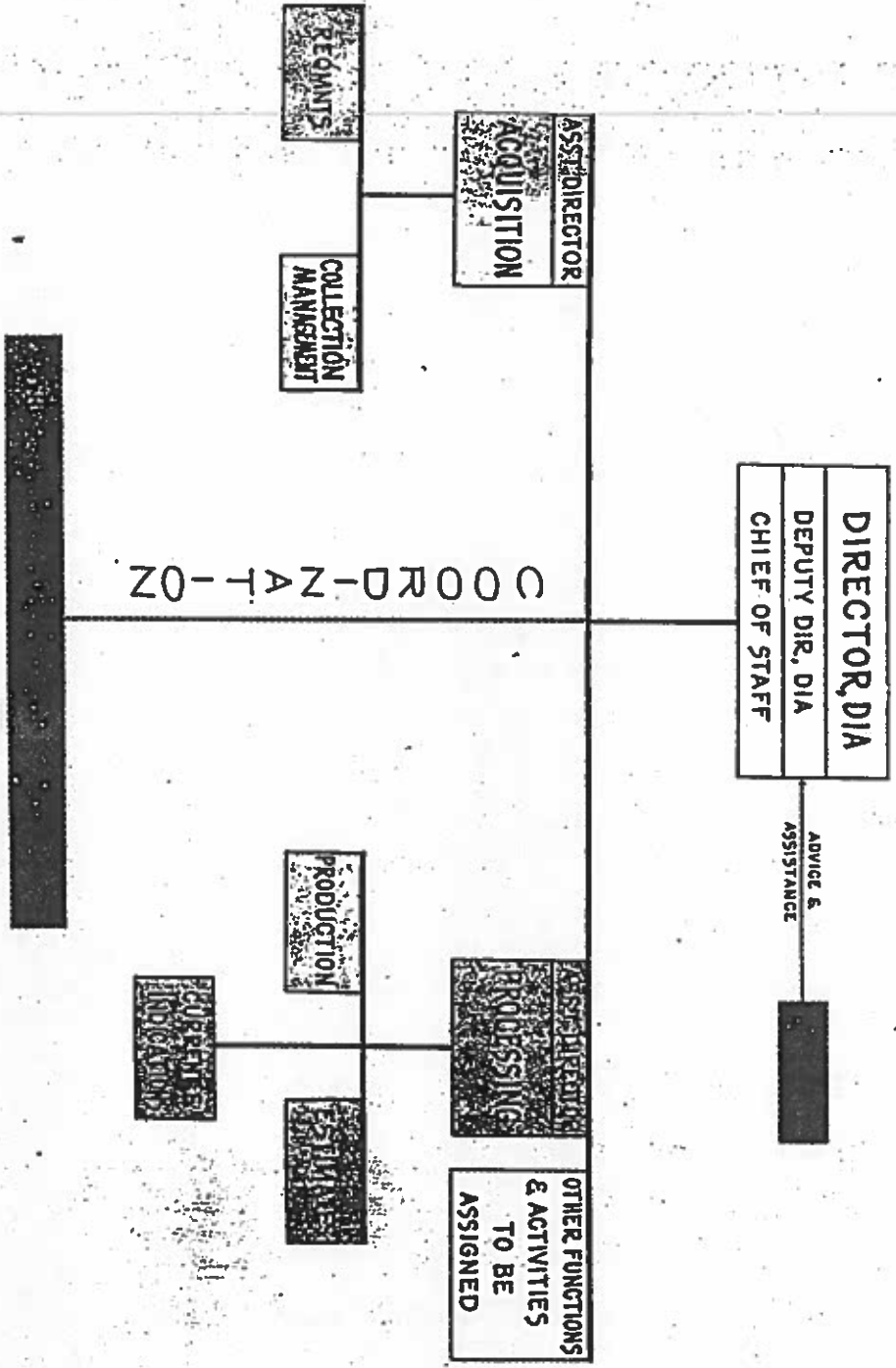
- Director, Defense Intelligence Agency - Chairman
- Director for Intelligence, Joint Staff - Member
- Asst. Chief of Staff for Intelligence, US Army - Member
- Asst. Chief of Naval Operations (Intelligence) - Member
- Asst. Chief of Staff for Intelligence, US Air Force - Member
- Asst. Chief of Staff for Intelligence, US Marine Corps - Member

3. Meetings. Meetings of the MIB will be called by the Director, DIA, as he deems necessary. Any member of the MIB may request the Director, DIA, to call a meeting as appropriate.

JOSEPH F. CARROLL
 Lt. General, USAF
 Director, DIA

~~CONFIDENTIAL~~

COMMAND ORGANIZATION DIA



ACQUISITION

I. GENERAL

The Directorate for Acquisition will carry out those functions and responsibilities assigned the Director, Defense Intelligence Agency, pertaining to requirements and the collection of intelligence information. This plan provides (through a single integrated facility) for the processing of a requirement in its complete cycle—from receipt, through the collection process and to a final evaluation of results obtained in terms of means, timeliness and cost involved. For this purpose, the Directorate is organized into two major functional elements: the DIA Requirements Office and the DIA Collection Management Office.

II. ORGANIZATION

The organization of the Directorate for Acquisition is shown at TAB A.

III. OFFICE OF REQUIREMENTS

A. Mission

Within a single acquisition facility, register, validate, assign priorities to, and put in appropriate form for publication, all DOD intelligence collection requirements and those levied upon DIA by agencies outside the Department of Defense.

B. Functions

1. Operate a central registry for all intelligence requirements originating in or levied upon the DOD for collection action in order to receive, register and dispatch in final form all requirements, and control the expeditious flow of such requirements while within the DIA.
2. Screen all intelligence collection requirements to eliminate unwarranted duplication and overlap; to effect restatement of requirements where necessary to assure completeness, and that they serve the needs of other DOD agencies; and to assure consistency with assigned missions and overall objectives.

~~SECRET~~

3. Determine the availability within the intelligence community of the information requested.

4. Develop priorities for collection action in consonance with national and Department of Defense objectives and directives.

5. Assign relative priorities to all requirements processed for collection action.

6. Compile, publish, and appropriately disseminate, for informational, management, and control purposes, all validated collection requirements.

C. Operational Concept

1. Requirements Processing

All intelligence collection requirements originating within DOD or levied upon DOD by other departments and agencies will be received by the Registry Branch for processing through a machine records system and the establishment of control for routing within the DIA. The machine records system will record all validated requirements and information pertinent to their levying and monitoring. This information will be available immediately as needed to assist in the validation process to ensure elimination of unwarranted duplication and completeness of requirements with respect to the needs of other DOD elements. Upon validation a priority will be assigned each requirement in accordance with guidance to be developed by the Priorities Board. Requirements flow is shown at TAB B:

2. Priorities Board

The Priorities Board will be chaired by the Assistant Director for Acquisition and will be composed of representatives from the collection and production elements of DIA as well as other appropriate agencies of the Department of Defense. The Board will meet as required to consider requirements priority problems. It will establish and maintain

~~SECRET~~

~~SECRET~~

the priority assignment base to be used in processing DOD collection requirements, giving full consideration to the Priority National Intelligence Objectives, the priority requests of the USIB, the missions and objectives of the military departments and operational commands.

D. Space Requirements

Total office space required is 10,100 square feet. Of this amount, 4,000 square feet will be required by the date of activation in October 1961, and the remainder by 1 December 1961.

E. Phasing Schedule

1. Operations

1 October 1961 - 1 November 1961. Activate the Directorate for Acquisition and the Requirements Office. Immediate action will be taken to develop operating procedures for the Validation and Priorities Divisions, including terms of reference for the Priorities Board, and development of a priorities assignment base. This plan provides for taking over and utilizing a portion of the space now occupied by the Air Force Requirements Division in AFCIN-1, together with the majority of its personnel. Initial operations in requirements will consist of processing Air Force requirements only. In order that the facility can continue uninterrupted operations in processing Air Force requirements, and to permit the receiving and registration of Army and Navy requirements, it is essential that personnel from these latter mentioned services be phased into the Office of Requirements during this period. A total of thirty-five personnel will be required prior to 1 November 1961.

2. 1 November - 1 December 1961. Commence processing Army and Navy requirements.

3. Personnel. (See TAB C)

~~SECRET~~

~~SECRET~~

IV. OFFICE OF COLLECTION MANAGEMENT

A. Mission

To maintain complete knowledgeability of all collection resources, their capabilities, limitations, equipments and operations; levy validated requirements on appropriate collection agencies or resources; monitor collection responses thereto; and evaluate collection reporting and activities to determine reliability, efficiency and cost factors involved.

B. Functions

1. Maintain an inventory of all collection capabilities available to the Department of Defense.
2. Maintain a comprehensive knowledge of the collection programs, operations and resources existent within all commands or agencies under the control of the Department of Defense and determine the appropriate collection elements for fulfillment of validated intelligence requirements.
3. Levy specific requirements on the military departments, commands, or agencies controlling appropriate collection resources.
4. Monitor and ensure timely intelligence collection response to requirements levied.
5. Designate reporting channels and procedures to ensure that intelligence information is disseminated as quickly as possible from collectors to users.
6. Evaluate collection response to requirements levied and effectiveness of resources.

C. Operational Concept

Within the Office of Collection Management, validated requirements will be assigned to appropriate collection resources through the controlling departments, commands, or agencies. The effective and economical allocation of requirements to potential collection resources requires that there will be maintained within this Office a comprehensive knowledge

~~SECRET~~

~~SECRET~~

of the capabilities, limitations, equipments, techniques and operations of every collection resource available to DIA. Maintenance of this knowledge and determination of the collection capabilities best suited to take action on each requirement will be accomplished within the Allocation and Monitoring Division.

Monitoring of collection responses and actions on requirements levied will serve to ensure more timely responses; to determine the degree to which requirements have been fulfilled, thereby assisting in maintaining current requirements registration; and to furnish certain information to assist in the final evaluation processes.

The evaluation function will provide practical means and analytical procedures for determination of:

1. The effectiveness of any given collection activity or system against specific types of requirements.
2. The quality of information gained through various collection media.
3. Ways and means of improving collection procedures, techniques and systems.
4. The need for new collection resources and media, and the subsequent development of such resources and media to fill existing gaps.
5. Cost figures in terms of time, manpower and dollars for all DOD intelligence collection activities.

D. Space Requirements

Total office space required is 11,500 square feet. Of this amount, 1,000 square feet will be required by activation in October 1961, and the remainder by 1 January 1962.

E. Phasing Schedule

1. Operations

Upon activation in October 1961, a small increment of personnel from each service will initiate planning, development of procedures and

~~SECRET~~

~~SECRET~~

internal operation of the Allocation and Monitoring Division.

2 January 1962. Initiate collection management activities.

1 March 1962. Establish full-scale collection management, and commence detailed planning, development of procedures and internal operations of the Evaluation Division.

1 April 1961. Assume fully operational status.

V. HEADQUARTERS, DIRECTORATE OF ACQUISITION

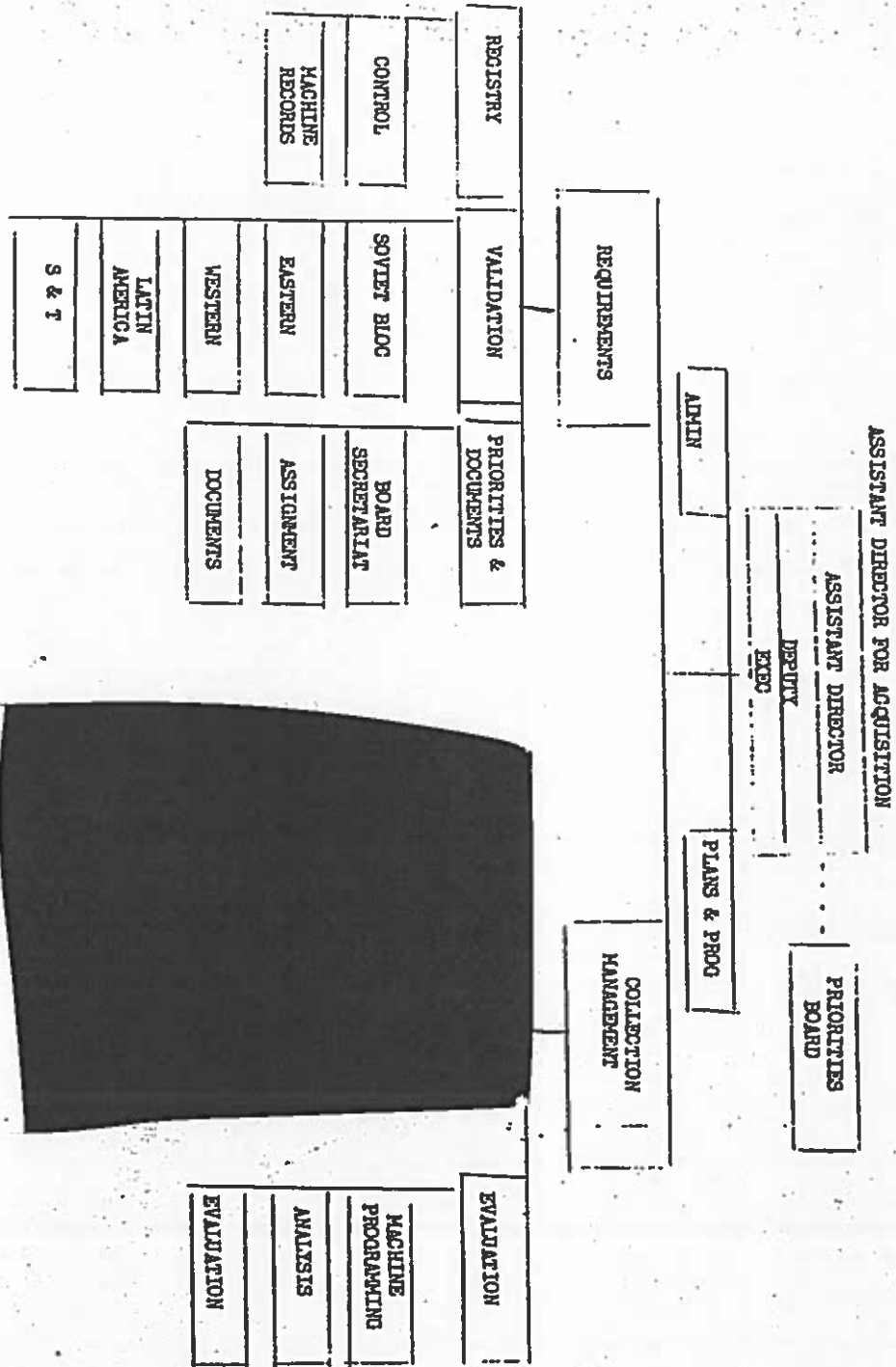
A. Space Requirements

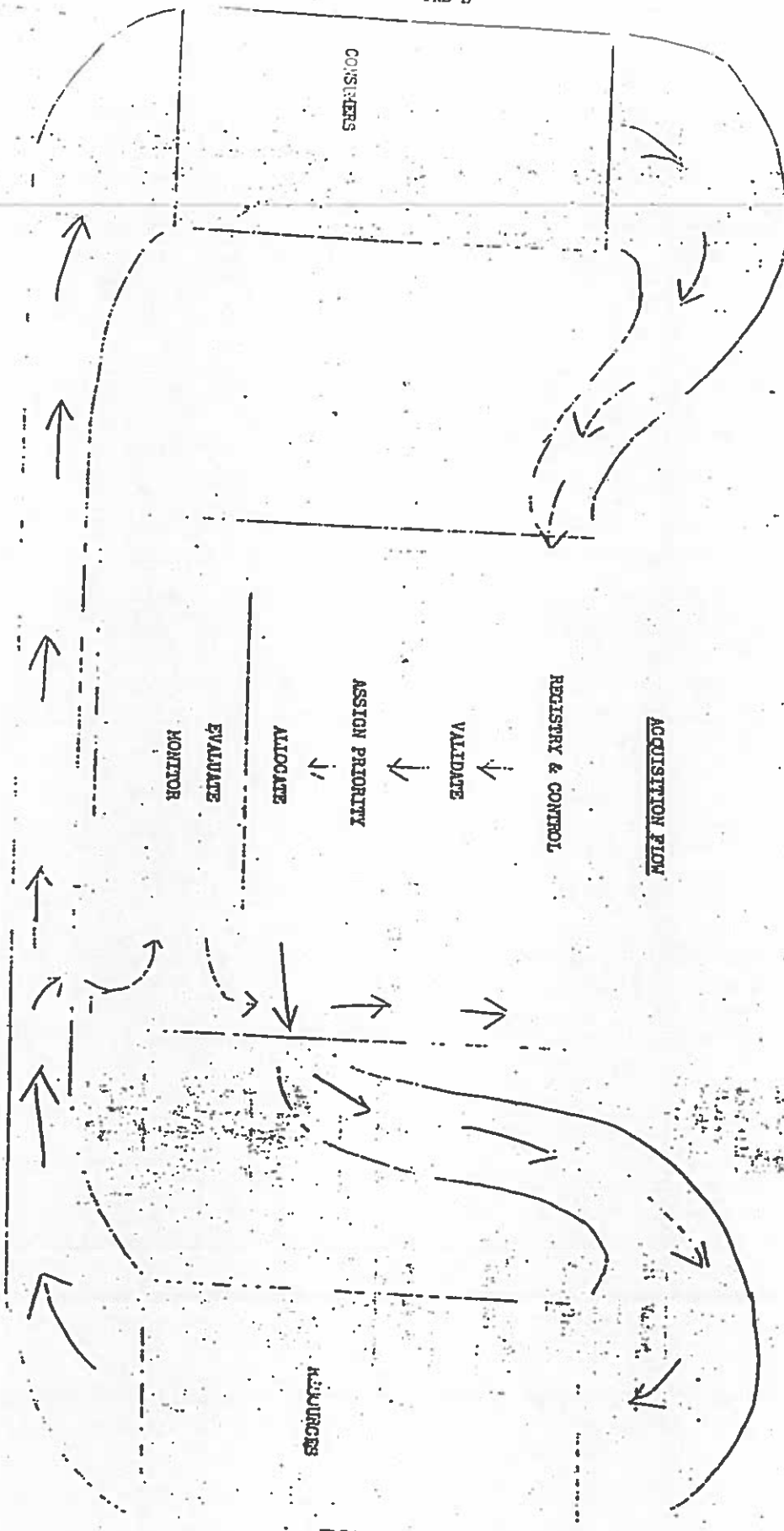
Total space required is 2,000 square feet, available 1 October 1961.

B. Personnel Phasing (See TAB C)

~~SECRET~~

TAB A





ACQUISITION PLAN

REGISTER & CONTROL

VALIDATE

ASSIGN PRIORITY

ALLOCATE

EVALUATE

MONITOR

RESOURCES

~~SECRET~~

TAB C
DIRECTORATE OF ACQUISITION

REQUIREMENTS FOR PERSONNEL PHASING

	<u>Oct</u>	<u>Nov</u>	<u>Jan</u>	<u>Mar</u>	<u>Apr</u>	<u>TOTAL</u>	
						<u>Prof/Cler.</u>	
<u>Headquarters</u>	5	1				4	2
Administrative	6					1	5
Plans & Programming	5	1				4	2
<u>OFFICE OF REQUIREMENTS</u>	35	46				47	34
<u>OFFICE OF COLLECTION</u> <u>MANAGEMENT</u>	<u>9</u>	<u>—</u>	<u>50</u>	<u>23</u>	<u>12</u>	<u>52</u>	<u>42</u>
	60	48	50	23	12	193	

Total Personnel = 106 Professional and 85 Clerical.

~~SECRET~~

~~SECRET~~

CURRENT INTELLIGENCE AND INDICATIONS CENTER

1. GENERAL

One of the first operational elements to be activated by the DIA is the Current Intelligence/Indications Center. Continuity of the current intelligence/indications effort will be maintained. The phase-over from the Military Services will be accomplished with no interruption or degradation of the quality of the product.

Current intelligence stems from a sound production base. During the interval between the assumption of the current intelligence/indications mission by the DIA and the establishment of a full production capability within DIA, it will be necessary for the Current Intelligence and Indications Center to depend heavily on the production elements of the three Military Departments. Close daily contact between analysts of the Center and analysts of the production elements of the three Military Departments is considered essential, as well as contacts between the other elements of the Center. After the full activation of the Production Center, the Current Intelligence and Indications Center will rely on it for information and intelligence to meet demands for analyses and for other intelligence products which require research in depth beyond the Current Intelligence and Indications Center's capabilities to serve its customers. The following plan incorporates all of the principles enunciated above.

ii. MISSION

To provide the President, the Secretary of Defense and his principal Staff Assistants, other high government officials, the Joint Chiefs of Staff, and other major components of the Department of Defense and commanders of unified and specified commands and their components with current intelligence from all sources. This will include essential information on significant events and activities of

~~SECRET~~

SECRET

~~SECRET~~

potential enemies which might result in the initiation of hostilities, as well as significant events and activities in non-Bloc countries which might endanger the security of the US, its allies, and other portions of the non-communist world, or require the commitment of US military resources.

III. FUNCTIONS

A. Monitor and produce indications and current intelligence on potentially hostile activities to include:

1. Developments which could lead to US involvement in active hostilities or cold war crises.
2. Sino-Soviet Bloc activities which might provide indications of an impending attack on the US, its allies or other countries.
3. Developments in Free World countries which might indicate Sino-Soviet Bloc penetration efforts.

B. Produce on a daily and as required basis current intelligence products, both cable and hard copy, necessary to meet DOD requirements, and provide briefings as required.

C. Operate and maintain a current intelligence warning/indications center on a 24-hour basis to receive, display, evaluate, and disseminate spot items of current military intelligence for governmental and military decision-makers, planners, and commanders.



E. Provide DIA participation in the USIB Watch Committee and other committees dealing with current intelligence; maintain liaison with other US intelligence agencies represented on the Watch Committee and with the National Indications Center.

F. Utilize existing worldwide communications facilities and warning/indications centers at the disposal of US military commanders for

~~SECRET~~

SECRET

~~SECRET~~

exchanging critical/current intelligence, and effect such coordination and monitoring as will enable DIA continuously to fulfill its mission.

G. Identify subject areas in which requirements for additional studies or estimates develop and transmit those requirements to the appropriate production/estimates elements.

H. Effect close and continuous coordination with DIA and Departmental production and estimates elements.

I. Furnish intelligence personnel to the Joint War Room and Joint Battle Staffs, and furnish personnel to the Alert Cadre for relocation to the Alternate Joint Communication Center during exercise and emergency conditions.

IV. ORGANIZATION

A. The Current Intelligence and Indications Center, with 144 persons, consists of a Liaison Unit and three Divisions: Administration, Current Intelligence and Indications. (See TAB A). Operations will be initiated by absorbing the AFCIN Warning Division, space, its indications and current intelligence functions, and selected personnel; by absorbing the Current Intelligence Division of J-2 (Joint Chiefs of Staff) less its Special Projects Office; and by integrating the personnel furnished by the Army and the Navy with the personnel absorbed from the Air Force and from the Current Intelligence Division of J-2 (Joint Chiefs of Staff).

B. The Liaison Unit, with three officers, will provide liaison to the White House, the Department of State, the Central Intelligence Agency, the National Security Agency, and other US Government elements engaged in current intelligence. Officers and analysts from the Divisions and Branches of the Current Intelligence and Indications Center also will participate in this liaison effort, as appropriate.

~~SECRET~~

~~SECRET~~

C. The Administrative Division, with 21 persons, performs all administrative functions for the Center and includes a Message Center, Graphics Facility, and Reference Files Unit.

D. The Current Intelligence Division, with 80 persons, includes:

1. The Briefing and Editorial Section, which assembles items from the analytical branches and incorporates them into the intelligence media produced on a special or recurring basis. It also provides briefings as required.

2. The Sino-Soviet Bloc Branch, which is responsible for producing current intelligence on the entire Communist Bloc.

3. The Free World Branch, which is responsible for producing current intelligence on the entire Free World, to include Eastern, Western and Latin American Sections.

4. The Scientific/Technical Branch, which is responsible for the Current Intelligence aspects of scientific and technical developments.

E. The Indications Division, with 32 persons, includes:

1. The Alert Branch operates the Indications Center and furnishes Alert watch officers and NCO plotters on a 24-hour basis. The Alert Officers will screen and effect appropriate distribution of incoming material and maintain the situation room.

2. The Special Projects Unit, which receives certain sensitive material and provides current intelligence assessments, summaries, and briefings required in connection with current intelligence/indications.

F. In view of the continuous nature of the Current Intelligence/Indications mission and the necessity of performing functions 24 hours a day, seven days a week, adequate representation from all components of the Current Intelligence and Indications Center will

~~SECRET~~

ANNEX D

~~SECRET~~

be provided in the form of four rotating teams. Each team will consist normally of fifteen persons, to include a senior officer, three Alert Officers (one from each Military Department), analysts from all branches of the Current Intelligence Division, and support personnel. (See TAB B).

V. LOCATION/SPACE

- A. The activity will be physically located in the Pentagon.
- B. A single facility with 15,000 square feet of space is required when this activity becomes fully operational.

VI. PHASING SCHEDULE

Phase One: 1 September 1961 - 15 October 1961

- (1) Plans and liaison effected by Planning Team.
- (2) Military Departments nominate personnel for Current Intelligence/Indications Center.

Phase Two: 16 October 1961 - 4 November 1961

(1) By 1 November 1961 the Current Intelligence and Indications Center will be fully manned with 144 personnel. Insofar as feasible this manning will be accomplished on an equitable basis by drawing upon personnel of the three Military Departments as well as the J-2, Joint Staff.

(2) Using the facilities of the J-2 Current Intelligence Division and the AFCIN Warning Division and the personnel assigned, accomplish the adjustments necessary to be ready for operation on 6 November 1961. During this phase the Current Intelligence Division, Joint Staff, and the Air Force Warning Division will continue to operate under existing management.

Phase Three: 5 November 1961 - 1 December 1961

(1) 1200 local time on 5 November the DIA assumes operating responsibility for the Air Force Warning Center and commences maintenance and operation of the DIA Indications Center.

~~SECRET~~

ANNEX D

~~SECRET~~

(2) 1200 local time on 5 November, the DIA Current Intelligence Indications Center absorbs the Current Intelligence Division of J-2 (JCS), less its Special Projects Office, and assumes responsibility for production of DCD Current Intelligence.

(3) 6 November 1961, DIA produces daily media, both cable and hard copy, necessary to meet DOD requirements, and provides briefings as required.

(4) Maintain liaison with and obtain support from the production and estimates elements of the Military Departments until the establishment of the DIA production base.

Phase Four: 1 December 1961 - July 1962

(1) Improve daily media and effect coordination to determine the extent to which DIA Current Intelligence products are meeting the needs of consumers.

(2) Continue liaison with production and estimates elements of the Military Departments.

~~SECRET~~

ANNEX D

PERSONNEL RECAP
Officers 73
Enlisted 25
Civilian 46

144

TEAM
4
CHIEFS

21

ADMINI-
STRATION (4)

GRAPHICS
(6)

MESSAGE
CENTER (8)

REFERENCE
FILES (3)

CURRENT
INTELLIGENCE
INDICATORS

144

(4)

CURRENT
INTELLIGENCE (3)

80

EDITORIAL
BRIEFING (13)

SCIENTIFIC
TECHNICAL (12)

SINO-
SOVIET BLOC (24)

FREE WORLD (4)

LATIN
AMERICA (5)

WESTERN (11)

EASTERN (6)

LIAISON
3

INDICATORS (3)

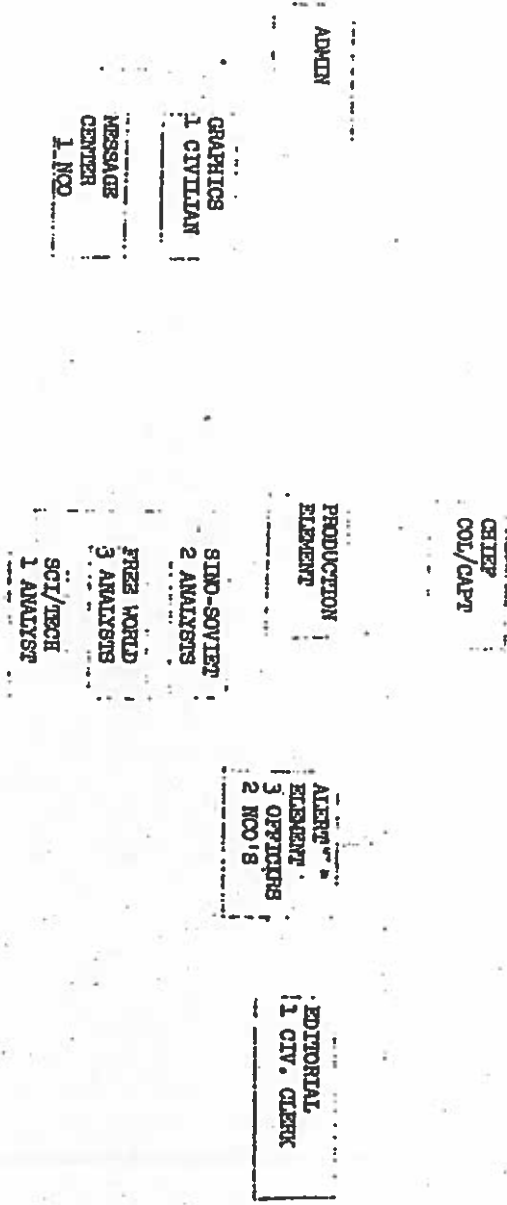
32

ALERT (25)

* SPECIAL
PROJECTS (4)

* End-products
input only

CURRENT INTELLIGENCE/INDICATIONS TEAM ORGANIZATION (15)



NOTE: Four teams, comprised of elements from the analytical base as well as from the alert/warning/indications element of the organization, will provide round-the-clock production and quick reaction capabilities. At the same time, the regular daytime elements in all analytical areas provide backup continuity and flexibility so that the composition of the Teams can be modified (increased or decreased) in accordance with critical situations and unscheduled demands (e.g., War Room Battle Exercises) as they arise.

~~SECRET~~

DIA ESTIMATES OFFICE

I. GENERAL

To discharge the estimative responsibilities assigned to the Director, DIA, the Estimates Office will be established under the Assistant Director for Processing. This Office will respond to national, departmental and command requirements for estimates in a timely and efficient manner while being compatible with the existing planning and estimates machinery of the government.

II. MISSION

To provide the Secretary of Defense and his principal staff assistants and other designated national and international authorities with military intelligence estimates; and to review and coordinate, as directed, the intelligence estimative functions retained by, or assigned to, the military departments.

III. FUNCTIONS

A. Produces intelligence estimates, and related intelligence support, for the Secretary of Defense, the staff assistants to the Secretary, specialized DOD agencies, the military departments, the Joint Chiefs of Staff, and the unified and specified commands.

B. Provides the DOD contributions to, and DIA representation in, the preparation of intelligence estimates for the United States Intelligence Board and other designated national and international authorities.

C. Reviews intelligence estimates prepared by the unified and specified commands and international military organizations as directed.

D. Within the scope of responsibilities assigned to Director, DIA, participates in the coordination of the planning, production and review of intelligence estimates of the military departments.

~~SECRET~~

ANNEX E

~~SECRET~~

E. Provides timely support to the Chief of Current Intelligence and Indications in the performance of his mission.

IV. ORGANIZATION (REF A)

The Office includes a Coordination Group which is responsible for the integration of over-all estimates which set forth a comprehensive statement of the threat. Illustrative of these are NIE's concerned with evaluating the world situation, the annual estimate provided in support of NATO planning, and the annual estimate provided in support of Joint Staff planning. Four of the divisions are geographic (Soviet Bloc, Eastern, Western, and Latin America) with further area subdivisions; to provide a high degree of competence in specific world areas. The fifth division, Scientific and Technical, is required to meet the growing need for professional estimators in this field as an integral part of any senior estimates staff. Close coordination by all elements of the Estimates Office with the DIA production facility is essential.

V. SPACE

The Estimates Office will require approximately 12,000 square feet of floor space.

VI. SCHEDULE

The schedule for activation and assumption of responsibilities by the Estimates Office is as follows:

A. 1 - 15 Oct. 61. Designate Chief of Estimates and provide initial staff. The initial complement will consist of the Chief of Estimates, seven estimators and three clerical personnel. They will establish the office and plan future operations.

B. 16 October 1961. Activate Estimates Office. The initial complement will provide DIA participation at the USIB representative's meetings

~~SECRET~~

ANNEX E

~~SECRET~~

at which the National Intelligence Estimates are produced. They also advise the Director, DIA, on pertinent NIE's and continue planning for the assumption of the remainder of the mission.

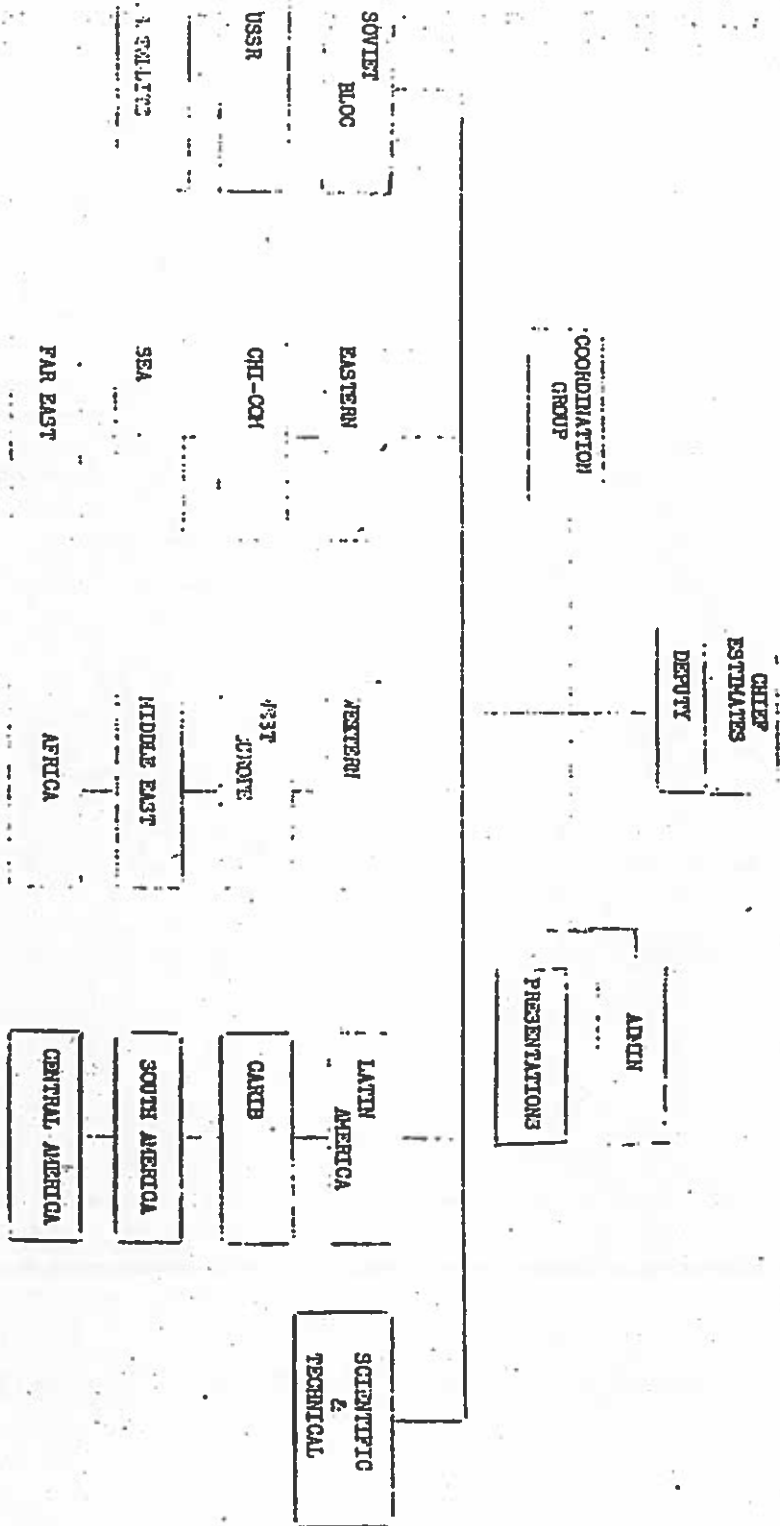
C. 1 January 1962. Add second increment of twenty-three estimators and nine clerical personnel. Absorb all J-2 estimative functions and assume responsibility for NIE/SNIE coordination. It is anticipated that the majority of these estimators will be made available from J-2 resources. On this date, the Director for Intelligence, Joint Staff, will be relieved of his estimative responsibilities and the Director, DIA, will assume responsibility for providing support to the Joint War Room and Joint Battle Staffs. In addition, the Director, DIA, will furnish alert cadre for relocation to the AJCC during exercises and emergencies. Also, on this date the Estimates Office of the DIA will begin submitting DOD contributions to the Board of National Estimates. The Services will submit inputs to DIA to aid in developing these DOD contributions.

D. 15 April - 15 June 1962. Complete manning of the organization. Complete preparations for assumption of the mission. Total personnel will consist of a Chief of Estimates, sixty-six estimators and thirty-seven clerical and administrative personnel.

E. 1 July 1962. Assume responsibility for complete mission. Service Intelligence Chiefs are relieved of the responsibility of providing inputs to DOD contributions to the Board of National Estimates.

~~SECRET~~

ANNEX E



~~SECRET~~

I. CONCEPT FOR THE ESTABLISHMENT OF THE DIA PRODUCTION CENTER

In order to discharge the responsibilities of the Director, DIA, to include satisfying the intelligence requirements of the major components of the DOD, it is necessary to establish a DIA Production Center. This Center will integrate the military intelligence production activities of the military departments in those areas of responsibility which are assigned to the Director, DIA. To ensure that this consolidation is accomplished efficiently, and in order to preclude the disruption or degradation of military intelligence production, it will be necessary that the basic intelligence production resources of the military departments, to include their reference files, libraries and automatic data processing capabilities remain in place until such time as they can be efficiently and economically amalgamated.

The magnitude of the present military intelligence production effort and the dissimilarities in the manner in which each Service performs this function dictate that any integration of the production effort be accomplished only after detailed surveys and careful study. Although this should be accomplished expeditiously, integration of the DOD intelligence production effort must be approached in a deliberate and prudent manner. Accordingly, and in contrast to the preceding annexes to this plan, the method of integration of the military intelligence production effort is presented as a concept to provide the basis for more detailed planning.

Basically, this concept provides for the assumption of full operational responsibility for the areas of production responsibility assigned to the DIA by 1 July 1962, either by assuming operational control of existing production resources and facilities in place by that date, or by having achieved a physical amalgamation of selected segments of the production effort prior to that time. A detailed plan for this consolidation will be submitted to the Secretary of Defense, through the Joint Chiefs of Staff, by 1 February 1962. This plan will be developed in full recognition of

~~SECRET~~

ANNEX F

~~SECRET~~

the need for providing, on a continuing basis, a complete responsiveness to the intelligence needs of all components of the DOD.

At present, intelligence production within the military departments is organized on both functional and geographic bases. Although each of these organizations has been designed to meet the specific needs of each Service, their inherent lack of similarity precludes their ready consolidation. Accordingly, this concept incorporates the best features of each existing organization in a combination of functional and geographic bases into a DIA Production Center designed to carry out the functions and responsibilities assigned to the Director, DIA.

There are measurable areas, particularly in the scientific and technical field, wherein the Production Center will continue to be dependent to a considerable extent upon specialized resources remaining within the Services or presently being performed on a contract basis under the auspices of one or more of the Services. The efficient integration of the products of these resources into the output of the Production Center requires further detailed planning.

II. MISSION

To develop and produce military intelligence studies and materials in support of the Secretary and the Department of Defense and other designated national and international authorities; and to participate in the review and coordination of residual production of intelligence studies and materials.

III. FUNCTIONS

- A. Maintains and operates the DIA intelligence production facility.
- B. Develops, produces, and disseminates military intelligence studies and materials in support of the Secretary of Defense, the staff assistants to the Secretary, the military departments, the Joint Chiefs of Staff, specialized DOD agencies, the unified and specified commands, and other appropriate national and international authorities, to include—but not

~~SECRET~~

ANNEX F

~~SECRET~~

limited to--area analysis intelligence, foreign military capabilities, scientific and technical intelligence, and targeting intelligence.

C. Provides DIA representation to interdepartmental, national and international conferences, boards, committees, and panels concerned with the production of military intelligence studies--such as the technical committees of USIB, and order of battle conferences.

D. Provides timely support to the Chief of Estimates and the Chief of Current Intelligence and Indications in the performance of their missions.

E. Within the scope of responsibilities assigned to Director, DIA, participate in the review and coordination of the production of intelligence studies and materials prepared by the military departments.

IV. ORGANIZATION (TAB A)

A. The organization of the Production Center is broadly divided into intelligence production and support areas.

B. Within the production area, a Production Control Group will supervise the total production resource. This group will analyze incoming production requirements in terms of production resources, break down the task among Divisions of the Production Center, schedule intermediate and final completion dates and monitor the content of the final product. The Special Projects Unit will concentrate on tasks of particular sensitivity, complexity or importance.

C. In the support area, typical activities will include:

1. Supply and Administration
2. Electronic Data Processing
3. Security
4. Comptroller
5. Graphics and Reproduction
6. Dissemination
7. Personnel
8. Contractor Relations
9. Library and Reference Service

~~SECRET~~

ANNEX F

~~SECRET~~

D. Of the four major divisions of the Production Center:

1. The first, Area Analysis, will produce such generalized finished intelligence as:

- a. Terrain, ports, harbors, and beach studies
- b. Land, sea, air transportation studies
- c. Industrial resources
- d. Political structure, to include diplomatic alignment and military agreements
- e. Economic resources
- f. Infrastructure, to include communications
- g. Weather
- h. Biographics
- i. Encyclopedic publications

The major portion of DOD obligations under the National Intelligence Survey (NIS) program falls within the responsibilities of this organization. Additionally, its products will be of direct use to the DIA Targets and Capabilities divisions as well as to a wide variety of external intelligence users.

2. The second, Capabilities, is organized on a geographic basis. This will facilitate the integration of existing components from the Services and permit the concentration of mutually supporting specialists. Within the broad groupings (Soviet Bloc, Eastern, Western, and Latin America) each will be responsible for such factors as:

- a. Order of Battle
- b. Deployment
- c. Organization
- d. Material
- e. Logistics
- f. Training
- g. Tactics and Strategy

~~SECRET~~

ANNEX F

~~SECRET~~

- h. Doctrines
- i. Weapon systems
- j. Readiness
- k. Probable courses of action
- l. Operations

The products of this division, formalized as studies, MIS sections, NIE inputs, or as direct responses to production requirements placed by intelligence users, will find application throughout the military community.

3. The third division, Scientific and Technical, is responsible for the development of that scientific and technical intelligence required to meet the needs of the Director, DIA, utilizing the capabilities of the Services in performing this mission. It will also interpret, for DIA purposes, the results of Service analyses, and will assume within the DIA primary responsibility for such areas as:

- a. Foreign scientific potential
- b. Nuclear technology
- c. Chemical, bacteriological, radiological warfare
- d. Space and missile development
- e. Weapon system trends
- f. Propulsion

4. The fourth division, Targets, will discharge DIA's responsibilities for target intelligence. Detailed description of its functions must await consideration by the Production Planning Team, specifically including a delineation of the distinction between target intelligence on the one hand, and plans and operations on the other.

2. It is estimated that the personnel requirements for the Production Center will be in the order of magnitude of 1,500.

~~SECRET~~

ANNEX F

~~SECRET~~

V. LOCATION - SPACE

Because of its size, the intelligence production facility will necessarily be located at a facility outside the Pentagon. The space required is approximately 180,000 square feet.

VI. PHASING SCHEDULE

A. 1 October 1961 - 1 November 1961. Designate Chief of Production and provide a planning staff. In addition to the Chief of Production the initial planning staff will consist of one officer from each military department. With planning guidance furnished by the Director, DIA, this group will initiate a more detailed survey of the resources and functions of the production elements of the Services.

B. 1 November 1961 - 15 January 1962. Add second element of planning staff. The Chief of Production's staff will be augmented by six additional professional and four clerical personnel to aid him in his planning. This staff will prepare for submission to the Director, DIA, a comprehensive plan for the organization of the DIA Production Center as well as a proposed time-phased schedule of implementation. For the purpose of developing early solutions they will also highlight problems they foresee.

C. 15 January 1962. Draft production plan completed. Detailed plan and proposed time-phased schedule submitted to Director, DIA.

D. 1 February 1962 - 1 July 1962. Submit plan to the Secretary of Defense and implement upon approval. On 1 February 1962, the Director, DIA, will submit to the Secretary of Defense, through the Joint Chiefs of Staff, a plan and time-phased schedule for a DIA Production Center. Upon approval by the Secretary of Defense, the Services will initiate internal readjustments in preparation for implementation of the plan. Transfer of functions and resources to the Production Center will be effected on a graduated and coordinated basis. Assumption of the military production responsibilities and functions assigned to the DIA will be effected by 1 July 1962. Thereafter, physical amalgamation, to the extent practicable, will be accomplished on a carefully graduated basis.

~~SECRET~~

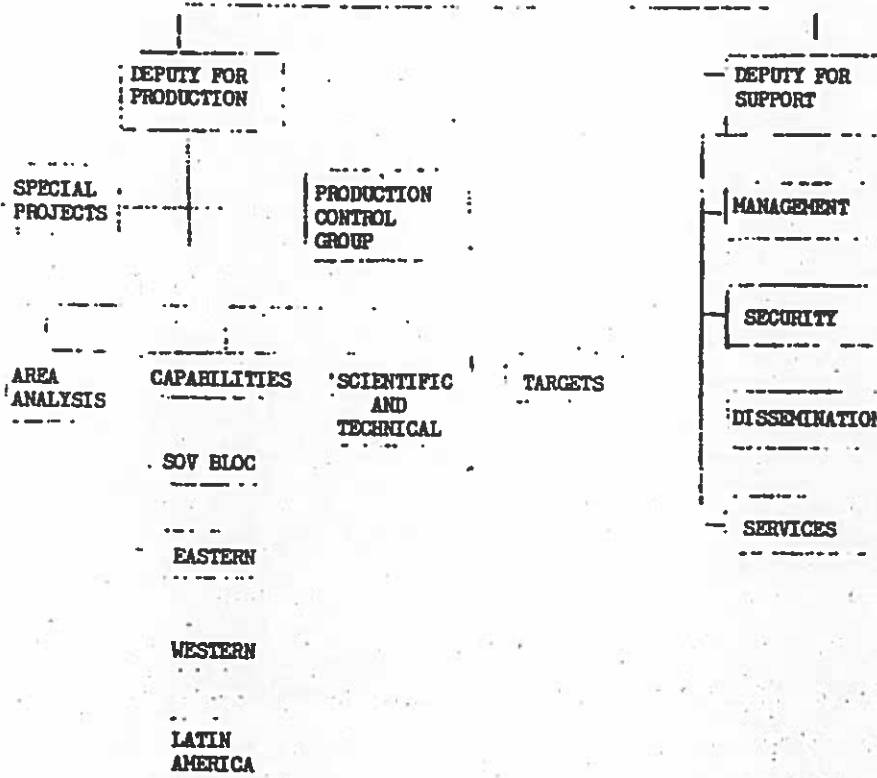
ANNEX F

~~SECRET~~

TAB A

CHIEF PRODUCTION
DEPUTY

SERVICE LIAISON



~~SECRET~~

ANNEX F

HEADQUARTERS ORGANIZATION DIA

