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D R A F T : [REDACTED]
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ORGANIZATIONAL LOCATIONS

SECTION I:

1. The objective is to achieve an optimum location pattern for the Agency components assigned to the Langley complex. The process entails an evaluation of the relative impact of the following factors:

- a. Functional and budgetary program orientation
- b. Organizational integrity
- c. Physical security
- d. Employment of information processing techniques
- e. Engineering features of existing and proposed structures
- ✓ f. Cost and timing appreciation
- g. Space requirements and the space stability of individual components or combinations of components.

2. No single factor can be represented as exclusively governing in the determination of which activities are to be located where. Consequently, three general assumptions were made solely to delineate and to contrast the outcomes of possible courses of action. The first thesis is that an

① appreciation of initial and future costs will influence the selection or

rejection of an organizational make-up of a building. Secondly, that the

② locations of special purpose activities will largely eliminate *dominate relegation of*

③ ~~the~~ the balance of the activities. Finally, that increasingly sophisticated,

Approved For Release 2002/02/11 : CIA-RDP78-04787A000100040008-4

SECRET

information processing systems will tend to degrade reliance upon face-to-face communication, interfacing of hard copy and individuals, and, certain types of physical security measures.

3. The approach to determining organizational locations in the Langley complex was to resolve initially the possible candidates for the Langley building. The building consists basically of office space, but the basement through the first floor (including RID and library stocks) is essentially special purpose space or is relatively adaptable to the use of special purpose activities. The large amount of special purpose space enables the building to be employed for compromise solutions. It is worthwhile to note that compromise is inevitable in a distribution of organizational units among two or more buildings. Given the Langley building configuration, it was not found possible to maintain organizational integrities, functional or program affinities or to apply without exception even more general deterministic parameters to achieve desirable location patterns among the buildings. Neither should one overlook that relatively heavy expenditures will have been incurred by 1972-75 in the form of ^{alterations} alternatives to Langley building special purpose space to accommodate equipment replacement, additional new equipment, an increased variety and volume of workload, and the probability of shielding requirements and heavier utility loads. Further, one is confronted with the probability that 200,000 - 250,000 additional square feet will have been relocated from the Langley building by 1972-75. The effect of these and other considerations

will become more significant as one reviews the basic alternatives set forth in Section II.

SECTION II:

1. The first group of alternative organizational combinations for the Langley building emphasizes economy. The concept is to delimit the amount of physical relocation into and out of the Langley building. To illustrate, the amount of space displacement needed to compensate for expansion of the activities remaining in or otherwise assigned to the building is about 350,000 square feet. The more closely this figure can be approximated, the less relocation activity is required. A subordinate, but none-the-less important, thesis from the economy view point is that major special purpose activities now in the Langley building are left in place and will expand in place. This avoids relatively extensive alterations to re-convert the space for office use and lessens the amount of specialized new construction. Instances of special purpose activity relocation are shown in Groups II and III. Each of the sets of Group I are arranged in order of ascending amounts of relocation activity and are analyzed separately:

Group I

Set 1

1. Description: Major special purpose activities are left in place, dislocating about 75% of DD/S and 65% of DD/S&T while also excluding 98% of the activities now outside the Langley building. DD/S functions

remaining in the building consist of special purpose elements plus building maintenance and employee benefit activities.

2. Disadvantages:

a. Disrupts functional and program affinity and organizational integrity by separating TSD, [REDACTED] OCS and elements of the STATSPEC IG, OCR, OBI, and DDS from their parent units.

b. Shifts the Directors of DD/S and the DD/S&T from the 7th floor to outside space.

c. Medical is disassociated from balance of personnel processing activities.

3. Advantages:

a. Directorate command lines generally maintained

b. Organizational integrity maintained essentially as it now exists except that OCS is separated from DD/S&T and that medical and signal center are disassociated from their parent units, which move outside.

c. Security requirements should induce no significant changes excepting shielding needs.

d. All personnel processing activities can be located together except medical

e. All major special purpose activities now in Langley remain together with about 60,000 Φ available for expansion.

25X1A

- f. Integrates medical activity
- g. Enables integration of 78% of DD/S, separating only medical and signal center from parent units.
- h. Outside elements combine relatively easily as candidates for one or more buildings.
- i. Close to maximum economy for costs of relocation, new construction and alteration.

4. Summary:

a. Adjustments may be made to the basic pattern without dislocating a major special purpose activity, but these would be of relatively minor significance. The Office of the DD/S could be left in Langley and similarly the immediate office of the DD/S&T. This would, however, necessitate dislocation of DD/P or other DD/I units. With the exception of DD/S special purpose space, no reduction of other DD/S units in the Langley building would provide sufficient space for the change.

b. There are two major disadvantages to this alternative in that medical is separated from other personnel processing activities and that the OBI production activity remains apart from all other production activities. In terms of the assignment of outside activities to two buildings, the grouping relatively easily divides into DD/S activities ~~V~~S all others. The major advantages are that minimum separation of functions and

programs and program affinities occurs and that organizational integrity is essentially maintained.

c. The total amount of relocation activity for the Langley building is 377,000 ϕ vs. the 350,000 ϕ minimum required.

SET #2 (Group I)

1. Description: Major special purpose activities left in place, ~~while~~ displacing about 31% of DD/S and 85% of DD/I while maintaining location status quo of the other Directorates. DD/S relocation from building consists primarily of Logistics and Security with all outside medical elements moving into the building. The DD/I retains in the building only the operations center, watch office, VN project, the library and stocks, ~~The~~ Liaison Staff and an element of Graphics.

2. Disadvantages:

a. Disrupts functional and organizational integrities by separating from the parent units elements of each of the Directorates.

b. Isolates intelligence production elements of DD/I from ONE and other Agency production activities.

c. Places majority of personnel processing services in same building as majority of info collection, analysis and processing activities while separating the training activity from all other personnel processing functions.

d. Shifts the Directors of DD/S and DD/I from 7th floor to outside location.

SECRET

- e. Divides the DD/S into substantially unmanageable segments.
- f. Outside elements (DDI, DDS, TSD and ORD) do not coalesce functionally for one or two buildings.

3. Advantages:

No real advantages.

4. Evaluation:

Although economy of relocation is maintained, the disadvantages of separating DD/I production elements from ONE and other production activities plus the gross cleavage of DD/S appear to outweigh economy. It is possible to vary this approach by retaining all the productive elements of DD/I in the building. This, however, is accounted for by set #3.

SECRET

SET #3.

1. Description: Major special purpose activities left in place while displacing 62% of DD/S, 35% of DD/S&T and 38% of DD/I. The DD/S activities retained are special purpose plus building and employee support; outside medical units are brought in. For the DD/I, all remain in place except the balance of OCR over and above the Library, Liaison Staff and Graphics elements. DD/S&T production units and OCS remain.

2. Disadvantages:

- a. Integrities of Directorates somewhat violated
- b. Reference elements of DD/I separated from production elements
- c. DD/S&T broken into two large segments
- d. Medical is separated from personnel processing units
- e. Director of DD/S shifted to outside.

3. Advantages:

- a. Production elements in one building along with majority of collection processing and analysis.
- b. 78% of DD/S elements could be located in one building.
- c. Directorate command lines generally maintained.
- d. Special purpose activities remain in Langley .
- e. Productive elements of DD/I integrated.
- f. Outside elements break into reasonable patterns for one or more buildings.

g. Fair economy realized, exceeding the minimum ~~□~~ by about 80,000 .

4. Summary:

a. Adjustments to this basic pattern could be made, but if special purpose space is kept intact, any adjustment would involve rearrangement of DD/I and DD/S&T space between Langley and outside buildings. Relatively little of DD/S can be switched.

b. The major disadvantages would be the division of DD/S&T and the separation of medical from other personnel processing activities. The advantages are that the primary intelligence collection paralysis and production elements combine in Langley.

c. Elements remaining outside the building do not integrate as easily for one or more buildings due to the nature of the DD/S&T activities.

2. The second grouping of alternative combinations, although recognizing economy, stresses the relocation of special purpose activities now in the Langley building. The concept is to vary the types of special purpose activities to be relocated and show the effects upon the balance of Agency relocation. A secondary emphasis has been placed upon the employment of electronic mechanization techniques as a tool to meet, at least partially, some of the communications problems engendered through centralization of special purpose activities at a location different than that of the clients. To illustrate, the centralization of major reference and/or filing activities is now a much more reasonable concept than 15 years ago due to revolutionary strides in tools and

techniques. As in Group I, each of the sets are listed in an order of ascending relocation activity.

GROUP II, SET1

1. Description: Special purpose activities are retained except for telephone Branch and medical. Total ^{space} ~~building~~ displacements are about 78% of DD/S and 74% of DD/S&T. Balance of DD/S activities in the building are special purpose plus employee and building support. Only OCS of DD/S&T activities remains. All Production elements of DD/I are moved into building.

2. Disadvantages:

a. Construction of about 40,000 ~~sq~~ of additional specialized space and possible re-routing of telephone trunk lines.

b. Separation of DD/S&T from other collection analysis and production activities and from the DCI.

c. Separation of DD/S from DCI and others.

d. Twenty-one percent of DD/I space remains outside.

3. Advantages:

a. DD/S essentially integrated.

b. Medical displacement enables integration with personnel processing activities.

c. Within 10 years telephone branch should require new equipment which must be in-place and operating at time of switch-over from old equipment.

d. DD/I integrated except for Map Library, [REDACTED] STATSPEC

e. DD/S&T is integrated except for OCS.

f. Elements remaining outside the building combine or separate easily to adapt to any number and type of new construction.

g. The pattern essentially combines activities in a reasonable arrangement at minimal relocation activity.

4. Summary:

a. No significant adjustment can be made to this basic theme without relocating additional special purpose activities or without rearranging DD/I and/or DD/S&T among buildings.

b. Major disadvantages are the separation of DD/S&T from DCI and other production activities and the continued separation of the four ^{outside} DD/I activities. The advantages are that functionally and organizationally, all Dictorates are essentially integrated.

c. The pattern reflects an economical approach with a relocation activity of ~~422,400~~ ^{422,400} versus the minimum of 350,000 ~~422,400~~ .

d. No problem on division of outside elements for new construction.

e. Frees telephone space and handles new equipment.

GROUP II SET #2

1. Description: Special purpose activities dislocated are Signal Center complex, Telephone Branch, Medical and OCS. Total dislocation action consists of 81% of DD/S, 38% of DD/I and 22% of DD/S&T space. Of the DD/S, only relatively essential building support and employee benefit activities remain. For DD/I, all are in Langley except [REDACTED] and elements of OCR. For the DD/S&T only OCS is dislocated with ORD remaining outside the building.

2. Disadvantages:

- a. About 140,000 ∇ of special purpose space will require specialized construction above that special purpose space already outside Langley.
- b. All of OCR except Map Library, Liaison Staff and elements of Graphics are dislocated from balance of DD/I.
- c. DD/S and activities outside Langley building.
- d. Relocation activity amounts to 150,000 ∇ over minimum required.

3. Advantages:

- a. Directorates essentially integrated locationally: DD/P, DD/I and DD/S&T with DCI
- b. Collection, analytical and production elements integrated except OCR and [REDACTED]
- c. Signal, Electronic Tech Repair, OCS, Telephone Branch, OCR elements, ORD and TSD become candidates for industrial building and much of information processing system [REDACTED] can be centralized.

SECRET

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d. Map Library combined with main library.

e. Centralization of R&D activities.

4. Summary

a. No significant adjustment may be made to this basic theme unless additional special purpose space is dislocated or major changes made within DD/I and DD/S&T among buildings.

b. No significant disadvantages except large relocation activity. Advantages are twofold: functions and program activities are essentially integrated; special purpose space can be centralized.

c. Division of outside elements vary favorable for two or more buildings.

SECRET

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SECRET

Approved For Release 2002/02/11 : CIA-RDP78-04787A000100040008-4

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GROUP II, SET#3

1. Description: Special purpose space dislocated are Signal Center complex, Telephone Branch, OCS, Medical, OCR and RID. Total space dislocation from Langley building is 65% of DD/S, 49% of DD/I, 26% of DD/S&T and 13% of DD/P. For DD/S, essential building maintenance and employee benefit activities plus filler from Logistics and Security remain in building. For DD/I, only OCR (less Liaison Staff [REDACTED]) are dislocated with all outside elements brought in except map library. For DD/S&T only OCS moves out with ORD being moved in. For DDP, RID moves out except for CE [REDACTED]

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25X1A

2. Disadvantages:

- a. Necessitates filler action for DD/S in the Langley building, thereby separating several elements of both Logistics and Security.
- b. ORD is brought into Langley as a filler action.
- c. Uneconomical relocation activity, about 160,000 ϕ over minimum required.

3. Advantages:

- a. All major special purpose space outside of Langley.
- b. Centralization of major information processing activities such as RID, OCR, Signal Center, OCS, Map Library.
- c. All three operational Directorates co-located in Langley Bldg.
- d. All major Agency Support functions can be co-located outside of Langley Bldg.

SECRET

SECRET

Approved For Release 2002/02/11 : CIA-RDP78-04787A000100040008-4

e. Outside building configuration and utilities can be adapted to special purpose requirements foreseen for the next 20 years--without need for extensive dislocation or alteration. *To the Langley Bldg.*

f. Centralization of R&D activities.

g. All Langley building activities primarily office space.

h. All outside activities favorable towards two or more buildings.

SECRET

SECRET

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SECTION III

1. Evaluation

a. Each basic set of organizational locations is representative of a significantly different re-arrangement of organizations. The general approach is to maintain as much functional, program and organizational integrity as possible. Any significant change to any set by shifting special purpose space or by shifting space in two or more Directorates will produce an additional basic set or sets that tend to detract from the functional, organizational or program integrity of the whole.

b. Group I or the economy representations portrays minimal relocation into and out of Langley building while leaving all major special purpose activities in place. Of the three sets, Set #1 maintains the status quo of the organization while offering the least amount of relocation. ^{activities} The remaining two sets tend to separate the major Directorates into unwieldy segments, seriously degrading functional and program integrities.

c. Group III which depicts relocation of special purpose activities now located in the Langley building presents two theses. The first concept involves relocation of special purpose space which is expected to outgrow its present space configuration and which offers opportunities to centralize much of the communications and computer activities. The second concept carries the first approach one step further and offers centralization of all major information processing systems. Of the first concept, Set #2 offers the most advantageous arrangement since it enables DD/I, DD/S&T, DD/P and the DCI

Approved For Release 2002/02/11 : CIA-RDP78-04787A000100040008-4

16
SECRET

SECRET

Approved For Release 2002/02/11 : CIA-RDP78-04787A000100040008-4

to be largely integrated. The second concept is represented solely by Set #3. This permits close to 100% integration of the three Directorates mentioned above while centralizing all major info processing activities in new, specially constructed space.

2. Conclusions

The three sets represent three different approaches to the relocation effort. Set #3 of Group II is the most desirable from the standpoint of anticipating future requirements. Set #2 of Group II is the most desirable if we wish to meet the future partially by re-housing the signal center complex and the computer operations. Set #1 of Group I is the last resort if insufficient funds are made available to permit action on either of the other sets.

SECRET