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14 May 1959

MEMORANDUM FOR: OTR School and Staff Chiefs

SUBJECT : DTR's Concept and Fixing of Responsibilities for War and Emergency Planning within OTR

1. Introduction

Mr. Dulles has proposed to the USIB that each <sup>member</sup> inter-agency body under the Intelligence Board report plans <sup>(emergency)</sup> for its operation in its assigned field of responsibility in time of emergency to the Board by 1 October 1959. OTR could be asked for a contribution to CIA emergency planning considerably prior to that date.

2. General

At my request, PPS has prepared this proposed concept and planning procedures guide to meet the wartime and emergency training responsibilities of OTR. This paper presents:

- (a) My concept of how war and emergency planning is to be conducted within OTR.
- (b) Subordinate planning responsibilities and authorities within OTR.
- (c) An outline to guide OTR planning.
- (d) A two-phase planning system consisting of preparatory plans and actions prior to war and wartime or post D-Day plans.

3. Discussion and Delegation of Responsibility

A major flaw in much of the Agency's war planning has been the lack of realistic participation in the planning by the responsible operational officials who will put the plans into effect. To avoid this error within OTR, the Chief of each School and Staff is responsible for preparing plans to insure their functional responsibilities can be continued, intensified, expanded, and accelerated if need be to meet emergency situations.

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4. Policy

The emergency and war planning we want within OTR is not a paper exercise addressed to some hypothetical future global conflict. Our plans must provide for that eventuality, but more pressing is our capacity to support the training demands of contingency situations, limited war, revolutions, riots, natural disasters; for example, Korea, Guatemala, Taipei riots, Indonesia, Cuban revolution, Iraq, Panama invasion, etc. In the past year a CIA task force has been alerted four times for possible participation in events of this nature. Simple illustrations of the sort of thing you may already have done are:

(a) Have you assured yourself that all your subordinates know their role in the OTR emergency evacuation plan? *no! where is it?*

(b) Are copies of all key course syllabus<sup>s</sup>, lectures, training aids, etc. being stored regularly and currently as part of the OTR vital documents program? Training Aids? Films? *OCR/graphics*

(c) Where suitable, have these documents been forwarded together representing a complete block of instruction?

(d) Is there an experienced assistant instructor capable of taking over each course now being taught to include substituting for guest lectures?

5. Concept

Your concern at this time is to inventory your responsibilities and capacities to meet them, to insure that OTR can keep on doing what it is doing and where need be take on additional tasks required by an emergency. On the strength of that inventory, you should take whatever action you (the School, Staff, Faculty, or course chief concerned) can at this time to prepare for the continuation and reasonable expansion of your fundamental responsibilities. To do this, you should draw up plans divided into two phases. These phases are Preparatory Actions and Wartime Actions.

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6. Preparatory Actions

This should state all actions that can be taken now within present budgetary, personnel, Agency regulations, and other limitations to prepare for contingencies. If you need additional means to take on some preparatory task you can handle now, state what you need for what purpose. Your preparatory plans should include all that you feel should and can be done prior to D-Day to be put into effect now.

7. Wartime Actions

This phase should envision the expansion, intensification, or even discontinuance of certain of your present activities after the emergency occurs. It should include functions not now engaged in which you believe you would have to undertake after D-Day. For example, would all JOT's need training in order-of-battle information or photographic interpretation? Are instructors available to teach these courses? If not, how many do we need? If you know specific individuals whom you would want, let's earmark them for either our civilian or military reserve programs. In the illustration cited here, your Military Personnel Officer can provide personnel to meet these particular post-D-Day needs for you.

8. Implementation

PPS will be responsible for concept, outline plans, and guidance to the other Staffs and Schools for their detailed planning and implementation in preparatory emergency activities. School and Staff plans will be submitted to PPS for review and consolidation into an OTR master plan within 60 days of the receipt of this memorandum. During this review PPS will verify:

- (a) That the plan is in support of a CIA-approved requirement.
- (b) That the most economical approach has been taken from the use of manpower and facilities viewpoint.

(c) That the plan can or cannot be consolidated with similar plans or requirements within OTR or training activities conducted by individual components of the Agency.

9. Support Staff Responsibilities

With PPS guidance, the Support Staff will assist the School and other Staff Chiefs in planning support requirements. These plans will conform in general to the attached outline.

10. Collation of Faculty and Course Plans Within Schools

Upon receipt of this paper, Chiefs of Schools and Staffs should notify PPS who will be responsible for the collation of the various subordinate plans within their sphere of activity.

11. Please read the attached outline and explanation of the outline.



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MATTHEW BAIRD  
Director of Training

**OUTLINE**

**MISSION (statement of)**

**I. PREPARATORY ACTION**

- A. General**
- B. Organization**
- C. Responsibilities**
- D. Personnel Requirements**
- E. Administrative**
- F. Stockpiling**
- G. Communications Support**
- H. Technical Support**
- I. Other Support**
- J. Language Requirements**
- K. Coordination**

**II. WARTIME ACTION**

- A. General**
- B. Organization**
- C. Responsibilities**
- D. Personnel Requirements**
- E. Administrative**
- F. Stockpiling**
- G. Communications Support**
- H. Technical Support**
- I. Other Support**
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- K. Coordination**

## EXPLANATION OF OUTLINE

### Mission or Responsibility

Prepare a separate statement outlining each major functional activity of your office broken down section by section, faculty by faculty, or course by course. In the latter case, give a brief course description using the subject headings of the OTR Catalogue, namely:

Title

Objective

Prerequisites

Enrollment

Duration

Location

### I. PREPARATORY ACTIONS

(Actions to be taken now prior to emergency with deadline dates and fixed or continuing responsibilities for accomplishment, where need be.)

#### A. General

A brief synopsis giving your concept, or even educated guess, of what, if anything, needs to be done to prepare CIA prior to D-Day (now) to provide in wartime instructors and training materials for the continuance or expansion of this activity as may be required by CIA commanders and by clandestine military support operations. If you feel you have adequate capacity now, state no action required. If you feel an activity would be discontinued after a major emergency, don't use this elaborate treatment. List functions to be discontinued separately with your recommendations for an alternate emergency-duty assignment where necessary for the people now concerned with the function which you feel would be postponed.

**B. Organization**

A T/O of what you now have doing the job.

**C. Responsibility**

Fix and delegate authorities as required. For example:

<u>Activity</u>	<u>Action By</u>
Review and approval of area division training annexes to Global War Plan.	PPS War Planner
Preparation of lists of personnel assigned to Agency and OTR relocation centers.	Personnel Officer/TR
Insure that all OTR personnel read CIA Emergency Plan and [REDACTED] regularly and are aware of what they must do in the emergency, especially how they will eventually arrive at the OTR relocation center.	Chiefs of Schools and Staffs
Selection of training materials for emergency training kits.	To be designated by School Chief concerned.

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**D. Personnel Requirements**

Any additional people needed to have a pre-D-Day capability.

On board:

1. Staff employees
2. Military on detail to CIA
3. Contract employees.

**Standby Reserve:**

1. Cleared contract employees
2. CIA civilian reserves
3. CIA military reserves. (deployment to or from OTR)

**On Requisition:**

1. CIA wartime military requirements

**E. Administrative**

Any special considerations or procedures; such things as:

Movement overseas or recall of OTR careerists from rotational assignments.

Budget, if required.

Vital documents and records preservation.

Other pertinent considerations which occur to you.

**F. Stockpiling**

Logistic considerations; for example, portable base requirements, training aids and kits.

**G. Communications Support**

(If required.)

**H. TSS Support**

(If required.)

**I. Other Support**

(For example, sufficient OSI lecturers for an accelerated S&T Course.)

**J. Language Requirements**

OTR present linguistic capability and wartime requirement to support accelerated training programs in the likeliest areas of operations.

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