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4 April 1963

MEMORANDUM FOR: Chairman, Ad Hoc DD/I Organization Task Group

SUBJECT: All-Source Information Support Center

1. Attached study is a refinement of the 14 March 1963 paper from SA/AD/CR to AD/CR, prepared as one of the three facets of the Task Group charge from the DD/I. It is strongly urged that it be presented as relevant to the over-all Special Center needs and valid in concept and as an operational plan regardless of decisions reached on the Operations Center.

2. In addition to its recommendations that Special Center information support should be truly all-source, be centralized under OCR management and enjoy enlightened security policy, it also asks, on page 6, for transfer of 38 slots to OCR from existing DD/I office staffs and for a 2200 ft² space swap involving rooms on the 2nd and 5th floors.

3. Further detail on the personnel picture is provided in two attachments to the study. No new organization chart was drawn since what is proposed is simply augmentation of the existing Special Register and Document Division facilities in OCR.

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Attachment: Study a/s

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GROUP 1
Excluded from automatic
downgrading and
declassification

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2 April 1963

Problem:

To develop a plan for provision of all-source information support for research and production within the Special Center.

Assumptions:

a) That all-source information support means centralized management of the information processing functions including receipt; logging and control; screening and distribution; indexing, storage and retrieval; and reference service;

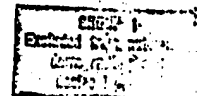
b) That reported information from, literally, all-sources (human, SIGINT, reconnaissance) would be received by the all-source information support center, be indexed and stored, with particularly sensitive reports compartmented and access thereto limited to those individuals with the required clearances;

c) That security controls on TKH materials, now essentially restrictive, will be revised to allow for sufficient permissive features to avoid counter-productive administrative procedures concerning document flow, storage and use within the Special Center;

d) That the type of centralized information support described herein is required for the Special Center as a whole whether or not the Operations Center concept is realized, and that implementation action is immediately required.

Relevant Facts:

1. Coordination: Following distribution of the memorandum of 14 March 63 from SA/AD/CR to AD/CR, subject: DD/I All-Source Center, and the creation of the Ad Hoc DD/I Organization Task Group, discussions were held with all DD/I offices concerning the concept, personnel consolidations and physical movement suggestions contained in the 14 March memo. There was unanimous agreement that the concept of centralized all-source support was sound; there was less agreement but still excellent cooperation in discussing personnel

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consolidations and physical moves. Revised proposals concerning these aspects of the problem appear in paras. 10 and 11 below.

2. Space: Re-location of DD/I units within and outside the Special Center was halted by DD/I order, pending the report from the Task Group. The turnstile has been moved and is in operation on the second floor; similarly, the turnstile on the third floor can be put in operation at any moment; those on the fourth through seventh floors will remain in place. The DDR elements originally scheduled to occupy two-thirds of Corridor 2F are in the process of moving in. Expansion of the Special Center to gain additional contiguous footage not now included in the plan, if possible at all, is limited to the first floor staircase area in G Corridor, at the expense of Industrial or Biographic Register space; the only other physically convertible space includes the OAD/RR and OAD/SI areas with their admin staffs. Space moves to accommodate the information support center will be minimal, involving (if approved) exchange of 2200 ft² in three rooms in Corridor 2F for a comparable amount in Room 5G28.

3. Clearances: Nearly 50% of the 79 OCR Special Register people who will constitute the bulk of the information support center have not received their TKH clearances; action has been initiated to speed up receipt, since document transfer, indexing, key-punching et al cannot proceed until this hurdle is removed. Also, it is expected that if the partial consolidations suggested below occur, there will be a few individuals not originally included in the Special Center planning who will require clearances. The dissemination unit in the Center will also require additional clearances to receive and process the special materials other than the regular COMINT and TKH series.

4. Anticipatory Action: Since approval of this plan would involve processing previously produced reports as well as current receipts, and indexing of the old material would take a fair amount of time, certain preliminary steps have been taken by CCR, viz., a) a complete collection of existing TKH reports is being compiled in SR/OCR; b) the punched card index deck prepared by NPIC is being duplicated for SR; c) a brief but intensive study has been made of NPIC's report indexing to compare the coding with DD/I area needs across-the-board; and d) estimates of increased personnel needs have been made.

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Discussion:

5. In the individual DD/I office discussions referred to above, CO and OEI, although not physically involved, agreed with the all-source information support concept; ONE did likewise, adding, by way of correction of the 14 March paper, that their EE/FE people would be in the Special Center. After conversations with OCI, CSI, and ORR, the personnel consolidation proposals with transfer to OCR now narrow down to the OCI Intelligence Information Staff's Dissemination unit and the logging and control function from their Registry; to OSI Staff's telemetry file control clerk, plus one or two others from Document Control; to ORR's Document unit of the Intelligence Staff; and, possibly two or three individuals who are needed to fill information support functions presently in other staff positions to be consolidated within the Operations Center. Also for consideration, perhaps at a later date because it transcends DD/I boundaries, are transfer of non-CIA cable personnel and dissemination responsibilities to OCR. File consolidation proposals, with transfer of responsibility to OCR, include ORR Special Project's TKE holdings; NPIC Liaison's TKE holdings; OSI Staff's telemetry file and related equipment; CSI's Restricted Data control and dissemination cards and responsibilities; and the other special series reports now controlled by SPINT and OCI/Military. Other units suggested in para 9 of the 14 March memo do not relate to the information support activity, although many of them do relate to the collection management concept handled by others on the Task Group.

6. Additional information support functions to be undertaken by OCR include indexing of non-CIA (collateral) cables; branch or, as warranted, lower level (collateral) dissemination within ORR similar to that done now by the ORR Reading Panel of ST/I/D; attempted revision of control and processing procedures vis-a-vis Top Secret materials; and, to the degree desired, one-stop collateral/special retrieval service by SR/OCR.

7. Re-location of ORR/GG/Sov from rooms 2F43-47-50 (total: 2100 ft²) to room 5G28 (total: 2200 ft²) is proposed to free three separate areas close to the SR/OCR central files, to provide a) workspace for escorted customers who are SI-cleared but not TKH, and who must use SR's files (a major requirement not provided for in present Special Center space planning); b) secure-area space for the telemetry files and equipment; c) additional workspace for SI-only customers, for specially controlled series workspace, or NPIC Liaison

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space - depending upon whether this function (concerned after transfer of its document holdings almost exclusively with requirements for collection or PI production) would be located within the collection management area, as it would prefer to be. Contrary to thinking expressed in the 14 March memo, the OCI Dissemination group, although transferred organizationally to OCR, should remain on the 7th Floor close to the teletype and the Watch activity. Personnel transfers to SR or OCR's Document Division, resulting from consolidations discussed above, can be absorbed by squeezing with the exception of additions to Document Division which would necessitate use of current ORR/St/I/D space--at least in part; two or three shift operations, if implemented, would help alleviate the space problem.

8. Specific security problems which need to be resolved include: a) permission to move TKH documents within the Special Center without logging and signoff sheets from individual to individual; b) permission to reproduce TKH reports from library holdings or to provide additional copies for dissemination; c) permission, as with SI material, to store TKH reports in safes only, not specially secured areas; d) permission, as with SI-card decks, to store TKH punched and index decks in cabinets, not safes, in secure areas; e) permission to escort SI-only customers to separate work areas within the Special Center; f) decision as to whether blinds must be down when TKH material is being used; and g) receipt of the required security clearances, TKH and other, to allow for all-source information support.

9. All-source retrieval for the majority of DD/I analysts can begin as soon as complete TKH report transfer to SR has occurred, based upon extant coding or indexing controls applied thereto. To date, between one-half to two-thirds of ORR Special Projects' holdings have been received; as mentioned, the NPIC card deck is being reproduced. The index to this deck will be compared with the hard copy receipts to identify gaps which may be filled from NPIC Liaison's collection or from NPIC minicard files. After the collection is complete and the card deck is received (say, by 1 May 63), indexing can begin on the 500 or so KH reports, with keyword title control as a first cut, and deeper subject/area coding to follow in 3-6 months, depending on staff augmentation, training required, etc. The remaining 10,000 or so T reports will be the subject of further study in consultation with customers to determine the depth of retrieval control required. Transfer of the other sensitive file holdings must also result in complete collections; some 379 documents in one series recently sent to SR are missing.

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10. Indexing of non-CIA (collateral) cables [some 600/day] can be undertaken aside from Special Center developments, but will require an estimated increase of three people to select and code in Document Division plus one Machine Division keypuncher, the office relying on retrieval from Cable Secretariat files, backstopped by a subject/area index; if CCR cable files are required, one additional slot would be necessary in the Library, plus a reproduction machine. Increases in Special Register indexing and retrieval personnel are estimated at 15: ten professional, evenly split between the Research and Analysis and Reference Branches, two keypunchers and three file clerks. Increased personnel requirements for Special Center dissemination would be one or two professionals plus two logging and control people over and above the T/O of 9 now in OCI Dissemination. To perform collateral dissemination to ORR would require an estimated five readers and two clerks from ORR/St/D, of the 9 readers they now have. Personnel transfers for indexing and retrieval assignments should be made at the earliest possible moment, since the average time required for training plus on-the-job experience to produce the quality control mandatory to such a large-scale operation is six months.

11. A detailed breakdown of all-source center personnel needs, by type, plus information on types of persons now in the non-OCR staffs suggested for consolidation may be seen in attachments 1 and 2. In summary, to do the whole job, including the new collateral cable indexing and centralized collateral dissemination supplanting ORR's Reading Panel, but excluding transfer of non-CIA cable receipt and dissemination responsibilities from the Cable Secretariat, would take transferred slots, of which are professional and the balance clerical (including keypunching). If OCI Dissem, ORR/St/I/D and OSI/Staff/Services Branch/Document Control transferred in toto, the slots received would number but this number includes two or three supervisors (GS-12 and up) who, probably, could not be used; several people involved in correspondence or administrative document handling but not concerned with substantive information selection and distribution; and, finally, a number of old hands without college degrees whose re-trainability as indexers or librarians is questionable.

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Conclusions

12. All-source information support is needed within the Special Center. The most efficient way to provide this support is to centralize its management; ensure the establishment of complete files, indexed to the degree required

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to provide rapid and relevant subject/area retrieval; disseminate the EKH reports previously limited to provide for more comprehensive use; and consolidate certain related functions now performed in the various DD/I offices to furnish the personnel required. Alteration of existing space plans will be minimal. The thorniest problem will be the personnel transfers, particularly with regard to re-training, to ensure the input quality absolutely essential to a large-scale information storage and retrieval activity if analyst confidence in the system is to be realized.

Recommendations

13. It is recommended that:

- a. The assumptions of page 1 be accepted as reflective of DD/I policy and that all-source information support as described be centralized under OCR management;
- b. The proposed space exchange between components in rooms 5G23 and 2F43-47-50 for the purposes listed in para. 7 be approved and implemented as soon as possible;
- c. The transfer of slots to OCR through consolidations involving OCI, ORR, and OSI staffs as described be approved, with indexing assignments to be settled as rapidly as possible to permit the detailed training required to begin.

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Attachment 1

Additional Personnel Requirements for CCR
to Manage an All-Source Center

1. To handle new functions within the Special Center, including COMINT and TKH and other sensitive source material indexing, all-source retrieval [COMINT volumes: 900-1000 electrical items/day and 9-10,000 documents/month plus backlog of 500 KH and some 10,000 T reports to be indexed; other source materials: perhaps 600 reports/month with comparatively small backlog to be indexed]:

Need: [] Disseminators
 [] Indexers
 [] Librarians
 [] Key punchers *
 [] Info control clerks
 [] File clerks
 Total: []

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2. To handle new or consolidated functions involving collateral material but in support of the Special Center, including coding of non-CIA cables and multiple dissemination within ORR [Non-CIA cable receipts: 600/day (from State: 400) of which an estimated 25% will be worth indexing]:

Need: [] disseminators
 [] indexers
 [] key puncher *
 [] info control clerk
 [] clerk typists
 Total: []
Over-all total: []

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Attachment 2

Composition of Existing Non-OCR Staffs
Involved in Information Support Activities

OCI/Intelligence Information Staff/Dissemination

Chief (GS-12), Assistant (GS-11) and Secretary :
Disseminators (includes two trainees) :
OBI Transferee (not working on dissemination) :

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CCI/Intelligence Information Staff/Registry

OF T/O of 15, two work on logging, controlling
and despatch-balance are essentially couriers
and mail clerks

CRR/Intelligence Staff/Documents

Chief (GS-13) and Secretary :
Reading Panel (Chief, GS-11; Asst. GS-10; :
10 readers; clerk) :
Services (Chief, GS-9; Asst. GS-7; :
3 clerks; 2 couriers; 1 Xerox :
operator)

including 1 reader
over T/O)

CSI/Staff/Services Branch/Document Control

Chief (GS-12), Deputy (GS-11) and Secretary :
Information Control Officer (GS-7) :
Information Control Clerks (GS-5) :
Clerks (GS-4 and GS-3)

Over-all Total:

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