

22 March 1965

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT : The New Operations Center

1. Having merged the Watch Office and CGS Operations Center on paper, we are now prepared to take the next step in creating a genuine Operations Center for CIA. This step is the reorganization of the combined apparatus and the provision of the personnel and physical facilities necessary for the Operations Center to fulfill its mission.
2. Our purpose in these proposals is to provide the framework for meeting the objectives laid out in Paul Borel's memorandum to you of 3 November: to assemble all the incoming information available to the Agency in one place, to provide a single point of contact in CIA for other Operations Centers in Washington, and to provide a single coordinated alerting operation for all senior CIA officials. I stress, however, that the facilities and staffing envisaged herein do not in themselves meet these objectives. They do put us in a position to seek the necessary arrangements with the other Directors. Specifically, they provide an approximation of the physical set-up proposed in Borel's paper and a manning table consistent with the requirements of an aggressive and responsible 24-hour organization.
3. Our proposed arrangement provides facilities to meet the responsibilities of the Operations Center as they have expanded since its present space was designed during the Eisenhower administration. It provides also a limited amount of growing room, specifically space and privacy for future DD/P participation. The redesigned Watch Office will be

about 50 percent larger than at present, as will the Communications Center. In addition, space will be provided for the enciphered facsimile system. Around this core will be grouped support elements, a situation room to be used either for briefing or for task force operations, task force office space, and two closely related OCI elements, the President's Brief group and the Indications group.

4. The Center will be staffed around the clock by a Senior Duty officer, three Watch Officers, and clerical support, as well as communications, dissemination and task force personnel. When regular OCI production personnel are not on duty, the Center staff will provide an Assistant Senior Duty Officer for Production. In addition, the Center will have a complement of staff officers who also serve as substitute duty officers. It will be responsible for providing CIA representation in the NMCC and in the State Operations Center during crises.

5. In making these plans, we have striven to hold costs in people, space, and money to a minimum. Nonetheless, an organization capable of doing what you have asked will be moderately expensive, and will require certain things which are beyond my present resources. In personnel, it will cost three new positions plus regularization of nine others which we have already been forced to staff without an allocation of positions. In space, it will cost an additional 1000-1600 square feet. In money, we estimate it will cost upwards of \$115,000 for one-time moving and construction expenses.

a. Personnel. The Table of Organization attached as Tab A provides for [REDACTED] three more than the present on-duty strength of the OCI SIDO/Watch and the CGS Operations Center. These three represent the production officers called for in Borel's plan to free the Senior Duty Officer from the distractions of routine production. The total of [REDACTED] is, however, 12 more than the established T/O's for the two parent organizations. The additional nine represent the six OCI Watch Officers

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now assigned to the White House International Situation Room and three additional Watch Officers who were assigned to the OCI Watch when the pressures of the Cuban crisis made it clear that the normal on-duty shift had to be raised from two Watch Officers to three. Although OCI has repeatedly requested additional positions to cover these nine officers, it has never received them.

b. Space. Our plan is to assign the entire south side of Wing 7F to the Operations Center and related OCI functions. This space meets the criteria of Borel's memoranda, since it lies on the boundary between the Special Center and the rest of the building. It provides an extremely austere allocation of space for an organization as complex as that we plan. This area is now occupied by Presentation Staff, OCI, and CGS Headquarters. The former can be squeezed into the present Watch Office space; what is required is space to relocate the latter.

c. Money. The Building Architect has estimated our moving and construction costs at \$90,000 plus or minus ten percent. The bulk of this will go for the movement of communications facilities and their related power supply, security shielding and air conditioning. This figure does not include construction of a moderately plush Situation Room, for which we have an estimate of about \$15,000. I believe the latter is justified, not by our present requirements, but by the probability that a future DCI or DDCI will want to do his business through formal briefings. Our estimate of \$115,000 therefore includes this figure and the high side of the architect's estimate. Given the complexities of the communications problems involved and knowing that some changes in plans will probably be necessary before construction starts, I believe

we must anticipate that this total will be exceeded before the project is completed. You should note that our estimates are for one-time expenses only, and do not include such related projects as the development of enciphered facsimile, which is separately budgeted.

6. If you approve the allocation of the necessary resources, we will start work immediately, and would hope to be in operation by mid-summer.

R. J. SMITH
Assistant Director
Current Intelligence

Attachment: a/s

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