

Functional Outline: Community Warning and Crisis Management OrganizationDesign Objectives

- o Provide the DCI direct, clearly defined channels into the Community for relay of guidance/requirements and receipt of feedback.
- o Provide for centralized coordination of Community operations on an all-source, all-agency, situation-oriented basis.
- o Do the foregoing in a manner that integrates Community capabilities and operations under the DCI's leadership.
- o Use existing organizations; keep the wiring simple and direct.

Design Concept

Two paramount DCI responsibilities in warning and crisis management (as elsewhere):

- o providing the President et al most complete and timely information, analysis and forecasts possible; and
- o directing and coordinating Community operations so as to maximize ability to do the preceding effectively.

The first responsibility is essentially for intelligence analysis and production, the second for collection, processing and dissemination and their interaction with production (requirements and tasking).

In theory, both should be coordinated by the same person or entity. In practice, the job is too big, the intelligence process too diverse; one or the other will not get full attention.

It is feasible, however, to divide the functions, under the DCI's overall direction, on the principle that the primary mission of the element responsible for coordination of collection, processing and dissemination is to meet the needs of the analyst/producer. Thus, their relationship should be mutually supportive rather than competitive. Such a division of responsibility would parallel the current DCI organizational structure. Executive responsibility for analysis/production would rest with D/DCI/NFA, that for the supportive functions with D/DCI/CT. Their principal instruments would be NFAC/NIO and CTS/NITO, respectively.

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Design Outline: National Indications and Warning System (NIWS)

- o Two locational focal points, Langley and Pentagon, with capability for DCI to operate from either (or both) in any given situation.
- o Analysis/production executive (D/DCI/NFA) based at Langley with support by NITC.
- o Locational focal point at Langley during active crisis periods would be CIA OPCEN. Chief, OPCEN or Chief, RES designated special assistant to D/DCI/NFA for coordinating interaction among NFAC, NIOs, NITC et al.
- o Collection support and coordination executive (D/DCI/CT) based at Pentagon.
- o Locational focal point at Pentagon would be DCI facility in NMIC supported by CCF, CTS and NITO/W.
- o D/DCI/NFA functions:
  - coordinate Community analytical attack on problem/situation being addressed;
  - sponsor interagency production efforts, e.g., IAM and SNIE, addressing Warning and Crisis Management (W/CM) situations;
  - prepare special assessments, Warning Memoranda etc, required by DCI and senior National consumers;
  - organize and supervise Community analytical task forces required by W/CM situations;
  - manage production of integrated National Situation Reports or other Community products, if instituted;
  - participate with NITC in development and maintenance of dynamic intelligence collection strategies addressing evolving W/CM situations;
  - establish all-source information needs relative to W/CM situations as basis for collection tasking by NITC;
  - advise D/DCI/CT concerning relevant collection, processing and dissemination priorities to assist in optimizing Community operations to meet time-sensitive intelligence production requirements.

o D/DCI/CT functions: <sup>dua</sup>

-- operate a central, Community facility for coordinating all-source collection, processing and dissemination operations addressing designated W/CM situations and for insuring effective interaction with Community production elements;

-- provide, through the foregoing facility, a unitary channel for dissemination of DCI W/CM operational guidance and requirements to Community action elements and for integration of responses to the DCI on results obtained and performance of relevant systems (excludes substantive analytical and production operations coordinated by D/DCI/NFA);

-- maintain dynamic data on capabilities and status of intelligence and intelligence-related collection and processing assets available to DCI for use in W/CM situation being addressed, associated trade-off and cost options, etc.;

-- serve as executive agent for administration of the National Indications and Warning System in conjunction with D/DCI/NFA and other Community elements, including development and maintenance of Community procedures and mechanisms required for coordination of W/CM operations.