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NIO/W

7 June 88

M/R:

For future conferences,  
ensure that DOE is  
there, per NIO/W

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The Director of Central Intelligence  
Washington, D.C. 20505

## National Intelligence Council

NIC-01973-88

1 June 1988

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM: Charles E. Allen  
National Intelligence Officer for Warning

SUBJECT: Washington Area Operations Center Chiefs' Conference [REDACTED]

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1. Last week I hosted a 24-hour off-site conference that was attended by almost every key manager of operations centers in the Washington area. The primary purpose of the conference was to exchange information, to establish procedures on warning, and to develop fresh approaches to crisis management. [REDACTED]

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2. This was the first conference of its type to be held in several years and brought together directors of operations and crisis management centers of the National Security Council--including the White House Situation Room--the Departments of State, Treasury, Justice and Defense, the Joint Chiefs of Staff, the military services, the National Intelligence Emergency Support Office, the National Security Agency and CIA. The 28 attendees participated vigorously in both formal and informal discussions; their written post-conference evaluations indicate a strong need to continue to meet periodically. [REDACTED]

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3. Participants commented time and again on the need to enhance information flow among operations centers. The problem was viewed principally as a human one--not as a technical issue. New technologies enable daily, informal communications among senior operations officers on duty. These officers could, for example, use the new secure video teleconferencing system on a more regular basis if a decision were made to do so. [REDACTED]

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4. Other conclusions reached at the conference were:

- o There is a need for "lessons learned" sessions following each major crisis in order to determine ways to improve Community performance; the NIO for Warning should conduct such reviews.

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- o Operations center managers should develop a program for briefing transition teams on crisis management procedures as we move towards a new Administration.
- o We should complete work on a revised Community operations center and warning system handbook.
- o We should continue to work jointly on ways to use new technologies to move data more rapidly and efficiently. [redacted]

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5. I have agreed to host another off-site conference in the fall, working with the operations center chiefs to set the agenda. I attached for your review the agenda from last week's conference and a list of participants. [redacted]

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Charles E. Allen  
NIO for Warning

Attachment:  
Conference Agenda  
Participants

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