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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

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.

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.

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.

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.

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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.

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Charles E. Allen  
NIO for Warning

Attachment:  
Conference Agenda  
Participants

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WASHINGTON AREA OPERATIONS CENTER CHIEFS'

CONFERENCE

Thursday, 26 May 1988

- Plane Departs Washington [redacted] 25X1
- Arrive [redacted] 25X1
- Check-in, Badging and Security Briefing 1630-1700
- Social and Dinner 1700-1900
- Introductory Session 1900-2000

**"The Nature of Warning"**

[redacted]

National Warning Staff  
Office of the National Intelligence Officer for Warning

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- Keynote Address 2000-2100

**"Timely Intelligence to Support the Policymaker"**

Mr. Fritz W. Ermarth  
Chairman  
National Intelligence Council  
Former Senior Director for Soviet Affairs  
National Security Council Staff

Friday, 27 May 1988

- Breakfast 0700-0800
- Intelligence Reporting and Requirements 0800-0945

**"Uses of Intelligence during Crises"**

Mr. Joseph E. Lake  
Director, Operations Center  
Department of State

**"Warning of Strategic Attack on the United States"**

Mr. Charles E. Allen  
National Intelligence Officer for Warning  
National Intelligence Council

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- Intelligence Processes & Information Flow

1000-1130

**"New Ways of Doing Business"**

[Redacted]

Director, Operations Center  
Central Intelligence Agency

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**"NOIWON Enhancements"**

[Redacted]

Chairman, DCI Information Handling Committee  
Intelligence Community Staff

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**"Update of CRITIC Operating Procedures"**

[Redacted]

Chief, NSOC Automation and Communications Division  
National Security Agency

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- Wrap-up Session

1130-1200

Mr. Charles E. Allen  
National Intelligence Officer for Warning

- Lunch

1200-1300

- Depart

1300

- Arrive Washington

[Redacted]

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**WASHINGTON AREA OPERATIONS CENTER CHIEFS'****CONFERENCE****26-27 May 1988****PARTICIPANTS**

Michael B. Donley  
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National Security Council Staff  
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COL Peter F. Verga, USA  
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White House Military Office  
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Richard A. Clarke  
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Department of State  
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Joseph E. Lake  
Director, Operations Center  
Department of State  
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Director, Office of Intelligence Support  
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Randall M. Fort  
Special Assistant to the Secretary for National Security  
Department of the Treasury  
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Director, Security and Emergency Planning Staff  
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Shirley F. Axtell  
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Department of Defense  
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Lt. Col. Kenneth E. Baker, USAF  
Assistant Director for Mobilization Plans  
Department of Defense  
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LTC Lawrence H. Prather, USA  
Chief, Operations Support Branch  
Office of the Joint Chiefs of Staff  
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COL Paul H. Gillespie, Jr., USA  
Office of the Deputy Chief of Staff for Intelligence  
United States Army  
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Thomas H. Handel  
Assistant Director of Naval Intelligence for Technology  
United States Navy  
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Col. John P. Casciano, USAF  
Director, Warning and Regional Assessments  
United States Air Force  
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John J. Guenther  
Special Assistant to Director of Marine Corps Intelligence  
United States Marine Corps  
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Chief, NMCC and ANMCC Engineering Division  
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Chairman, DCI Information Handling Committee  
DCI Intelligence Community Staff

[Redacted]

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Commercial Phone:

Fritz W. Ermarth Chairman  
National Intelligence Council

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Charles E. Allen  
National Intelligence Officer for Warning  
National Intelligence Council

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Assistant National Intelligence Officer for Warning  
National Intelligence Council

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[Redacted]

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Analyst, Office of the National Intelligence Officer for Warning  
National Intelligence Council

[Redacted]

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[Redacted]

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Senior Analyst  
National Warning Staff

[Redacted]

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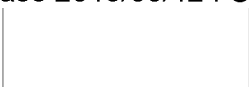
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Frank L. Reynolds  
Director, Office of Current Production and Analytical Support  
Central Intelligence Agency

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Chief, Operations Center  
Central Intelligence Agency

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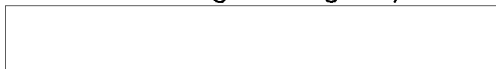


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Director, DO Operations Center  
Central Intelligence Agency

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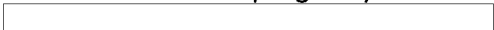
Col. Warren A. Uthe, USAF  
Vice Deputy Director for JCS Support  
Defense Intelligence Agency  
Secure Phone:  
Commercial Phone: 697-7822

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Chief, National SIGINT Operations Center  
National Security Agency

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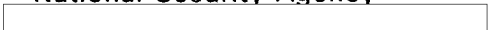
Commercial Phone: 688-7177

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Chief, NSOC Automation and Communications Division  
National Security Agency

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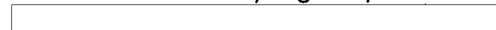
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Chief, NSOC Operations and Reporting Staff  
National Security Agency

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Commercial Phone: 688-7588

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Washington Area Operations Center Chiefs' Conference

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**FROM:** Charles E. Allen  
NIO/Warwing

EXTENSION

NO.

NIC-01973-88

STAT

DATE

1 June 1988

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1.	NIC/Admin	02 June 88					
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