

16 March 1964

MEMORANDUM FOR: Deputy Director/Intelligence  
Deputy Director/Science & Technology

SUBJECT : Collection Guidance Staff (CGS)

REFERENCES : A. Memorandum from Executive Director to  
DD/I and DD/S&T dated 28 Jan 64; Same  
Subject.

B. Memorandum from CIA SIGINT Officer to  
DD/I dated 19 Feb 64; Subject--Transfer  
of SPINT Staff to DD/S&T.

C. Memorandum from DD/I to DDCI dated  
28 Feb 64; Subject--Rationale for a Central  
Collection Guidance Function.

D. Memorandum from CIA SIGINT Officer to  
DDCI dated 5 Mar 64; Subject--Special  
Intelligence Staff (SPINT).

E. Memorandum from DD/S&T to DDCI dated  
7 Mar 64; Subject--Comments on the DD/I  
Collection Guidance Staff and Reference A.

F. Memorandum from DD/I to DDCI dated  
8 Mar 64; Subject--Preservation of  
Centralized Collection Guidance.

G. Memorandum from D/Security to DDCI dated  
10 Mar 64; Subject--Special Intelligence  
Staff (SPINT).

1. In the basic memorandum to the DD/I and DD/S&T of  
28 January I advised that I had reviewed in considerable detail

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the organization and activities of the Collection Guidance Staff. I stated, "While my views are still in a preliminary stage as to ultimate size and operations of the Collection Guidance Staff, there are certain views that I believe should be made known at this time...." I then went on to enunciate certain principles, namely that the objective of CGS to provide an organization to meld both U.S. operations and U.S. intelligence information is sound, that CGS should be the parent organization for representation in NMCC or State operations, that it should have close relationships with other watch or alert mechanisms, that it should remain in the DD/I and perform a service of common concern, and that it should be "the basic staff for the levying of requirements on collectors for the substantive intelligence units of the Agency." In the concluding sentence I requested that the addressees establish a working group to prepare the necessary implementing procedures and I established a due date of 1 March.

2. Shortly after signing the above memorandum, I left on a field trip of some three and one-half weeks' duration. Upon return I was advised by the DDCI that the referenced memorandum had not been implemented in any manner and that there appeared to be considerable misunderstanding as to what was intended. I have recently concluded lengthy discussions with all of the principal officers concerned and find no basic

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differences on any of the principles enunciated in the memorandum except for varying interpretations of the phrase, "levying of requirements." I would be less than frank if I did not acknowledge the fact that the document prepared by the Collection Guidance Staff, entitled "CGS Services for DD/S&T" and dated 31 December 1963, had only served to complicate the issue and create both confusion and suspicion rather than assisting in any rational discussion of what CGS can and should do for DD/S&T. Acknowledging that the Collection Guidance Staff "shopping list" had been prepared about a month before my memorandum of 28 January, it still ignores a sound basic principle of management which I certainly implied in my memorandum, and I know that I enunciated orally in my 25 January meeting with CGS that they should proceed slowly and cautiously. On the other hand, I do feel that the DD/S&T perhaps may have been viewing the Collection Guidance Staff efforts with unnecessary suspicion and consequently did not assist in any way in moving our efforts forward.

3. In any event, the current disagreements of DD/I and DD/S&T need to be resolved, and sound working relations reestablished. I have therefore set out the role of the Collection Guidance Staff in the attached statement of functions, which functions are to be carried out with the present T/O, except as noted below.

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4. A related item of major concern is the location of the so-called SPINT Staff. When [ ] transferred to DD/S&T there was full agreement between DD/I and DD/S&T that he should continue his responsibilities as the Agency SIGINT Officer. At that time [ ] agreed that the SPINT Staff could remain in CGS. It certainly was implied that this original arrangement was dependent upon its support to him on a satisfactory basis. Inasmuch as he does not believe that the present arrangement is working satisfactorily and has requested that portions of the SIGINT Staff be reassigned to his immediate office, it is therefore directed that the Office of the Chief, as listed in the approved T/O of 29 January 1964, be reassigned from the Collection Guidance Staff to the office of the Special Assistant to the DD/S&T. The Security Branch should in my view be transferred to the Office of Security, or failing agreement of DD/S to this move, to the Special Register of OCR whose Chief has over-all responsibility for the administration of the Special Center. The SIGINT Guidance Branch and the NSA Liaison Branch will remain in the Collection Guidance Staff.

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LYMAN B. KIRKPATRICK  
Executive Director

Attachment: Functional Statement for the DD/I Collection  
Guidance Staff (CGS)

Note: In assembling this file I found this  
buck slip with no memo attached. I am  
guessing that it should go with this memo of  
16 March--however, this memo could have  
come from

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED	CONFIDENTIAL	SECRET			
<b>CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Mr. Kirkpatrick				
2					
3					
4					
5					
6					
<input type="checkbox"/>	<b>ACTION</b>	<input type="checkbox"/>	<b>DIRECT REPLY</b>	<input type="checkbox"/>	<b>PREPARE REPLY</b>
<input type="checkbox"/>	<b>APPROVAL</b>	<input type="checkbox"/>	<b>DISPATCH</b>	<input type="checkbox"/>	<b>RECOMMENDATION</b>
<input type="checkbox"/>	<b>COMMENT</b>	<input type="checkbox"/>	<b>FILE</b>	<input type="checkbox"/>	<b>RETURN</b>
<input type="checkbox"/>	<b>CONCURRENCE</b>	<input type="checkbox"/>	<b>INFORMATION</b>	<input type="checkbox"/>	<b>SIGNATURE</b>
<b>Remarks:</b>					
<p>The attached redraft of your proposed joint memo for DDI &amp; DDS&amp;T incorporates changes designed to accomplish the following:</p> <p>a. While maintaining their substance, to separate your comments from the text of the proposed directive itself establishing CGS functions.</p> <p>b. To make the functional statement more specific in order to avoid need for later additional clarification.</p> <p>c. For sake of completion, to incorporate a statement covering certain related DDI functions presently assigned to CGS, such as DDI support to various USIB Committees.</p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>				<b>DATE</b>	
Ray S. Cline				7E32	
UNCLASSIFIED			CONFIDENTIAL		SECRET