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copy*

11 January 1949

*OK for typing →*

*Jan 18 - To await Dulles Report  
due next week. PZ*

DRAFT MEMORANDUM FOR: IAC MEMBERS  
FROM: DIRECTOR, CIA

Subject: Reorganization of Interdepartmental Coordinating and Planning Staff, CIA

1. When the Central Intelligence Group was first established and when it was changed to the Central Intelligence Agency by the National Security Act, there was great need in Central Intelligence for interdepartmental coordination and planning by officers of the various intelligence agencies.
2. During the past two or three years of operational experience, the initial coordination and planning function of ICAPS has been so well implemented that its work requirements have considerably diminished. The broad (operational) direction of CIA operations has been generally determined, and the coordination and establishment of liaison at working levels generally accomplished. Operating offices have increased in efficiency and have trained personnel, to the extent that they now take a much more active and positive part in interdepartmental coordinating and planning activities; and, for the IAC Members, the Standing Committee Members do most of the liaison and coordination on policy matters within their respective Departments or Agencies. Accordingly, many of ICAPS' original functions have naturally changed or have ceased to exist.

3. With Standing Committee Members in the Departments or Agencies and with ICAPS members from four Departments in CIA, there appears to be

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expensive duplication in maintaining an ICAPS office of [REDACTED] 25X9A2  
 and [REDACTED] 25X9A2 (For administrative purposes the [REDACTED] 25X9A2 officer and [REDACTED] 25X9A2 clerk, on full-time duty with the Joint Intelligence Staff, have already been transferred from ICAPS to OCD, as his duties have more closely been associated with that office.)

4. There are regular part-time duties as agents of CIA (on the NSC Staff and on a <sup>A</sup>SANUC Subcommittee) for only [REDACTED] 25X9A2 ICAPS officers and not enough interdepartmental difficulties on a high level to keep the present staff fully occupied with their coordination and liaison duties.

5. Some overall interdepartmental coordination and liaison is necessary, in addition to that performed on the operational level, as well as specific "trouble shooting," ~~and~~ some overall planning, and some representation on committees or Staffs, at least in the initial stages of a project or when a subject under discussion is of especial interest to CIA. We think that all of this can be done with reduced personnel in ICAPS and that the balance of the ICAPS personnel can be used more advantageously elsewhere in CIA.

6. With the cooperation of the Standing Committee Members, I think that ICAPS could perform its present duties with, let us say, one officer from the State Department and one from the National Military Establishment. Special committees could be convened as necessary for special work, such as the NIS Program. ICAPS would be available for high level contacts,

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trouble shooting, overall planning and coordination in conjunction with the Standing Committee Members who should feel free to contact it on any matter of interest to an IAC Member, and vice versa.

7. You will recall that there was some discussion on this subject in August 1947, before the Standing Committee was established. I should appreciate your giving further consideration to this matter at this time, in view of the developments during the past year as outlined above, and letting me have your views.

8. Since the Officer personnel of ICAPS is provided to CIA by IAC Members for specific duty in ICAPS, I should appreciate knowing how you feel about the points mentioned in paragraphs 5 and 6.

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*Handwritten: Draft Memorandum for IAC Members*

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FROM: DIRECTOR, CIA

Subject: Reorganization of Interdepartmental Coordinating and Planning Staff, CIA

1. When the Central Intelligence Group was first established and when it was changed to the Central Intelligence Agency by the National Security Act, there was great need in Central Intelligence for interdepartmental coordination and planning by officers of the various intelligence agencies.

2. During the past two or three years of operational experience, the initial coordination and planning function of ICAPS has been so well implemented that its work requirements have considerably diminished. The broad (operational) direction of CIA operations has been generally determined, and the coordination and establishment of liaison at working levels generally accomplished. Operating offices have increased in efficiency and have trained personnel, to the extent that they now take a much more active and positive part in interdepartmental coordinating and planning activities; and, for the IAC Members, the Standing Committee Members do most of the liaison and coordination on policy matters within their respective Departments or Agencies. Accordingly, many of ICAPS' original functions have naturally changed or have ceased to exist.

3. With Standing Committee Members in the Departments or Agencies and with ICAPS members from four Departments in CIA, there appears to be

expensive duplication in maintaining an [REDACTED] 25X9A2  
and [REDACTED] clerks. (For administrative purposes the officer and clerk on  
25X9A2 [REDACTED] full-time duty with the Joint Intelligence Staff have already been trans-  
ferred from ICAPS to CCD, as his duties have more closely been associated  
with that office.)

25X9A2

4. There are regular part-time duties as agents of CIA (on the NSC  
Staff and on a SANSOC Subcommittee) for only [REDACTED] 25X9A2  
ICAPS officers and not  
enough interdepartmental difficulties on a high level to keep the present  
staff fully occupied with their coordination and liaison duties.

5. Some overall interdepartmental coordination and liaison is  
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ICAPS and that the balance of the ICAPS personnel can be used more  
advantageously elsewhere in CIA.

6. With the cooperation of the Standing Committee Members, I think  
that ICAPS could perform its present duties with, let us say, one officer  
from the State Department and one from the National Military Establishment.  
Special committees could be convened as necessary for special work, such  
as the NIS Program. ICAPS would be available for high level contacts,

trouble shooting, overall planning and coordination in conjunction with the Standing Committee Members who should feel free to contact it on any matter of interest to an SAC Member, and vice versa.

7. You will recall that there was some discussion on this subject in August 1947, before the Standing Committee was established. I should appreciate your giving further consideration to this matter at this time, in view of the developments during the past year as outlined above, and letting me have your views.

8. Since the Officer personnel of ICAPS is provided to CIA by SAC Members for specific duty in ICAPS, I should appreciate knowing how you feel about the points mentioned in paragraphs 5 and 6.

11 January 1969

DRAFT MEMORANDUM FOR: SAC MEMBERS  
FROM: DIRECTOR, CIA

Subject: Reorganization of Interdepartmental Coordinating and  
Planning Staff, CIA

1. When the Central Intelligence Group was first established and when it was changed to the Central Intelligence Agency by the National Security Act, there was great need in Central Intelligence for interdepartmental coordination and planning by officers of the various intelligence agencies.

2. During the past two or three years of operational experience, the initial coordination and planning function of ICAPS has been so well implemented that its work requirements have considerably diminished. The broad (operational) direction of CIA operations has been generally determined, and the coordination and establishment of liaison at working levels generally accomplished. Operating offices have increased in efficiency and have trained personnel, to the extent that they now take a much more active and positive part in interdepartmental coordinating and planning activities; and, for the SAC Members, the Standing Committee Members do most of the liaison and coordination on policy matters within their respective Departments or Agencies. Accordingly, many of ICAPS' original functions have naturally changed or have ceased to exist.

3. With Standing Committee Members in the Departments or Agencies and with ICAPS members from four Departments in CIA, there appears to be

expensive duplication in maintaining an ICAPS office of <sup>25X9A2</sup> [redacted] officers and <sup>25X9A2</sup> [redacted] <sup>25X9A2</sup> [redacted] <sup>25X9A2</sup> [redacted] clerks. (For administrative purposes the officer and clerk on full-time duty with the Joint Intelligence Staff have already been transferred from ICAPS to GCD, as his duties have more closely been associated with that office.)

4. There are regular part-time duties as agents of CIA (on the NSC Staff and on a SANC Subcommittee) for only <sup>25X9A2</sup> [redacted] ICAPS officers and not enough interdepartmental difficulties on a high level to keep the present staff fully occupied with their coordination and liaison duties.

5. Some overall interdepartmental coordination and liaison is necessary, in addition to that performed on the operational level, as well as specific "trouble shooting," and some overall planning, and some representation on committees or Staffs, at least in the initial stages of a project or when a subject under discussion is of especial interest to CIA. We think that all of this can be done with reduced personnel in ICAPS and that the balance of the ICAPS personnel can be used more advantageously elsewhere in CIA.

6. With the cooperation of the Standing Committee Members, I think that ICAPS could perform its present duties with, let us say, one officer from the State Department and one from the National Military Establishment. Special committees could be convened as necessary for special work, such as the HIS Program. ICAPS would be available for high level contacts,



trouble shooting, overall planning and coordination in conjunction with the Standing Committee Members who should feel free to contact it on any matter of interest to an IAC Member, and vice versa.

7. You will recall that there was some discussion on this subject in August 1967, before the Standing Committee was established. I should appreciate your giving further consideration to this matter at this time, in view of the developments during the past year as outlined above, and letting me have your views.

8. Since the Officer personnel of CAPS is provided to CIA by IAC Members for specific duty in 1966, I should appreciate knowing how you feel about the points mentioned in paragraphs 5 and 6.