

WHEN DETACHED FROM ENCLOSURE TREAT AS UNCLASSIFIED

06 FEB 1978

MEMORANDUM FOR: Ambassador Carlucci

FROM : Robert R. Bowie
Director, National Foreign Assessment Center

SUBJECT : Crisis Management

1. Crisis management is a topic that needs to be addressed soon from the standpoint of intelligence support to the President and cabinet officers in crisis situations. There is some ambiguity about the specific role of the DCI in those situations as well as the support he requires from the Intelligence Community and the Agency.

2. The attached papers (Outline of Intelligence Community Actions During Crises, draft 6 October 1976, and Checklist of Intelligence Community Action During Crises, draft 6 October 1976) are the result of careful deliberations by an Agency committee. But, my concern is that no further action has taken place since these draft papers were sent to the DDCI a year and a half ago.

3. My personal knowledge of what has been done to study this problem is, of course, limited by the short time I have been here. I did note that the last chairman of a committee to study this issue was a Special Assistant to the DDCI. My judgment is that the subject deserves your attention.

4. Some of the issues requiring discussion, if not immediate resolution are:

- CIA task force arrangements to support DCI in crisis management situations
- Interagency or National Task Force procedures to marshal Community resources in support of DCI -- and conflicts with departmental responsibilities
- Role of National Intelligence Tasking Center
- CIA relationship with State and Defense in either single agency or interagency task force

WHEN DETACHED FROM ENCLOSURE TREAT AS UNCLASSIFIED

Subject: Crisis Management

- CIA procedures to support DCI in PRC and SCC roles during crisis situations
- Procedures for moving from crisis management situations (Korea tree-cutting exercise, October War, evacuation from Beirut) to major emergency action procedures such as displacing intelligence support to follow President to alternate command sites.

5. We are reviewing our procedures in NFAC to follow the checklist of October, 1976, and I am confident that we can do a creditable job of providing support to you and the DCI in the event of a crisis. But, I will feel better about this after we have considered the roles of other elements of the Agency and the Community. My representative on this matter will be and he is available to provide you the background of the problem if you wish to discuss it.

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Robert R. Bowie

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Attachments:
as stated

~~SECRET~~

DRAFT
6 October 1976

OUTLINE OF INTELLIGENCE COMMUNITY ACTIONS DURING CRISES

I ALERT

- A Initiate CRITIC Reporting
- B Notify Senior Officials and Intelligence Components
- C Issue Alert Memorandum

II FOCUS

- A Designate Principal NIO for Crisis
- B Review and Adjust Collection Activities
 - 1. Community Crisis Collection Coordinator
 - 2. Collection Program Managers
 - 3. Issue Crisis Collection Guidance
 - 4. Prepare Status Report
- C Review and Adjust Analysis and Reporting
 - 1. Identify and Retask Analytic Activities
 - 2. Consider Need for:
 - a. NISR and Other Special Crisis Reports
 - b. Community Analytic Task Force
 - c. Agency Task Force
 - 3. Identify Special Crisis Reporting Requirements and Issue Guidance

D Participate in Crisis Planning and Decision Groups

1. WSAG
2. State Interagency Crisis Task Force
3. JCS Crisis Task Force (CAT/NTF, etc.)

E Review and Adjust Intelligence Support Activities

1. Communications
2. Facilities
3. Personnel

III RESPONSE

A Identify and Provide Intelligence for Decision Options

B Advise President and WSAG

C Inform Community of US Decisions and Activities

D Plan and Implement Community Support for US Actions

E Monitor Implementation of Community Actions

IV SUBSIDENCE

A Notify Community of End of Crisis

B Critique Community Performance

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DRAFT
6 October 1976

CHECKLIST OF INTELLIGENCE COMMUNITY ACTIONS DURING CRISES

<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
<u>I - ALERT</u>		
IA	Initiate Crisis Situation Reporting, including CRITIC Reports (Per DCID 7/1)	All Collection and Analytic Components
IA	Ensure Prompt Delivery of CRITIC Reports to Washington Area and U&S Command Intelligence and Operations Centers	NSOC
IB	Establish NOIWON Conference (see DCID 7/1, Appendix F) and Consult on Initial Significance of CRITIC Reports and Alerting Actions	NOIWON Members (Chiefs of Operations Centers and Watch Offices)
IB	Notify Senior Officials and Intelligence Community Components	Chiefs of Operations Centers
IB	Alert DCI, DDCI, D/DCI/NI, D/DCI/IC, DDI, D/OCI, DDS&T/DO, DDO/DO, O/DDA, to Crisis Situation	C/CIA/OPS Center
IB	Notify CIA Watch Officers in WHSR, and NMCC of Crisis	C/CIA/OPS Center
IB	Notify FBIS of Crisis Situation and Request Priority Coverage	C/CIA/OPS Center
IB	Alert Appropriate Field Stations and Issue Appropriate Tasking	
	-- DDO Stations and Bases	DDO Area Division Chiefs (on Alert from DDO/DO, thru O/DDO)
	-- DDS&T Field Elements	D/OEL

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NUMBERITEMRESPONSIBILITY

Approved For Release 2004/12/22 : CIA-RDP83B01027R000200120002-1

	-- FBIS Field Stations	D/FBIS
	-- NSA/CSS Field Stations and Units	NSOC
	-- Specified DoD Reconnaissance Activities	JCS/JRC
	-- Specified National Reconnaissance Activities	COMIREX Staff
	-- Defense Attaches	DIA/AH
IB	Notify O/DDA of Crisis and Arrange for DDA Component Support	C/CIA/OPS Center
IC	Review Situation and Consider Recommending Issuance of Alert Memorandum	D/DCI/NI
IC	Issue Alert Memorandum	DCI

II - FOCUS

IIA	Designate Principal NIO for the Crisis. Send Notification to Asst. to President, SECSTATE, SECDEF, C/JCS, D/DIA, DIRNSA, DDI, DDO, DDS&T, DDA	DCI on Recommendation of D/DCI/NI
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Principal NIO would:

- Provide Substantive Intelligence Support to DCI in WSAG
- Advise DCI With Respect to the Need for Additional Community Crisis Mechanisms
- Provide the Central Point of Contact Between the DCI, WSAG, NISR/TF, and the Intelligence Community
- Arrange for and Review All Special Crisis Substantive Intelligence Products Prepared for the DCI, WSAG, and the President (excluding the NISR and Current Intelligence Periodical Reporting)

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	<ul style="list-style-type: none"> -- Assist the DCI in Obtaining Access to All Relevant Intelligence Analytical Views and Operational Information -- Provide Substantive Guidance and Production Priorities to the Chief, National Intelligence SITREP Task Force, and Agency Task Forces, (when established) and to Intelligence Agency Production Components as Appropriate -- Provide Collection Priorities and Requirements to Collection Program Managers with the assistance of the Community Crisis Collection Coordinator* -- Mediate Any Interagency Community Substantive or Procedural Problems That May Arise 	
IIB	<p>Review Crisis Intelligence Collection Capabilities and Requirements with Collection Program Managers, at the Direction of the Principal NIO</p> <ul style="list-style-type: none"> -- Receive and Review Reports from Collection Program Managers on Collection Actions and Changes in Capabilities -- Advise Principal NIO and Chief, NISR/TF on Community Collection Actions and Changes in Capabilities -- Recommend Changes in Collection to meet Priority Crisis Requirements to Collection Program Managers, under the direction of the Principal NIO and in consultation with the Chief, NISR/TF. Submit major Collection Trade-off Options to the DCI, through the Principal NIO, for Approval 	<p>Community Crisis Collection Coordinator</p>

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	-- Maintain Status of Crisis Collection Actions and Capabilities for DCI, Principal NIO, and Chief, NISR/TF	
	-- Plan for Intelligence Community Collection Support to U. S. Actions	
IIB	Review Crisis Intelligence Collection Capabilities, Target Opportunities and Requirements and Adjust Appropriate Tasking. Notify and Consult with Principal NIO and Community Crisis Collection Coordinator	Collection Program Managers (NSOC, DD D/OEL, COMIREX Staff, JRC, DIA, FBIS)
IIC	Review, Coordinate, and Adjust DDI Work Schedules, Production Schedules, and Report Formats	DDI
IIC1	Identify Available Expert Analysts and Their Components	Principal NIO
IIC2a	Designate Executive Agent for National Intelligence Situation Report	DCI on Recommendation from DDCI, D/DCI/IC, and D/DCI/NI
IIC2b	Designate Chief of National Intelligence SITREP Task Force (NISR/TF)	Executive Agent
	-- Provide Facilities and Support	
	-- Request Participation From Community	
IIC2c	Consider Establishing a CIA Task Force	DDCI (on Recommendation of DDI, D/OCI, DDO, DDS&T, C/CIA/OPS Center)
	-- Purpose/Need	
	-- Effect on Present Arrangements	
	-- Location	
	-- Support Requirements/Capabilities	

<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	-- Designate Chief	
	-- Assign Individuals	
	-- Review Continuing Need	
IIC3	Identify Special Crisis Reporting Requirements and Issue Reporting Guidance to Community Production Components	Principal NIO
IIDI	Participate in WSAG Meetings	DCI
	-- Provide Current Intelligence Briefings	
	-- Provide Estimates of:	
	.. Foreign Capabilities	
	.. Foreign Actions and Reactions to Possible U.S. Actions	
	-- Recommend Appropriate CIA Operational Activities	
IIDI	Support DCI at WSAG Meetings	--Principal NIO (for Intelligence Support and Coordination)
		--DDO, when appropriate
		--DDS&T, when appropriate
IIDI2	Designate DCI Representative to State Department Interagency Crisis Task Force	DCI, on Recommendation of DDCI, D/DCI/NI, D/DCI/IC, DDO, and DDI
	-- Identify Purpose of Representation	

NUMBER

ITEM

RESPONSIBILITY

- .. Intelligence Support to State Planning
- .. Keep DCI, Principal NIO, C/NISR/TF, and Agency TF Informed on State Planning and Actions
- .. Notify State of Intelligence Actions
- .. Notify State of CIA Operational Activities and Coordinate such Activities as Appropriate

-- Designate Reporting Procedures and Points of Contact

IID3

Designate DCI Representative to JCS Crisis Planning Groups (Crisis Action Team, NMCC Task Force, OPS DEPS, etc.)

DCI, on Recommendation of DDCI, D/DCI/T, D/DCI/IC, DDO, DDI, DDS&T, and C/CIA/OPS Center

-- Identify Purpose of Representation

- .. Intelligence Support to Military Planning
- .. Keep DCI, Principal NIO, C/NISR/TF, And Agency TFs Informed on Military Plans and Actions
- .. Notify JCS of Intelligence Actions
- .. Notify JCS of CIA Operational Activities and Coordinate such Activities as Appropriate

-- Designate Reporting Procedures and Points of Contact

IEI1

Arrange for Use of OEL OPSCOM Circuits for CIA Task Force

D/OEL (on Request of C/CIA/OPS Center thru DDS&T/DO)

<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
II E2	Maintain and Support CIA Crisis Task Force Facility	C/CIA/OPS Center
II E3	Provide Watch Officer and Clerical Support to CIA Task Force	C/CIA/OPS Center (on Request from C/CIA/TF)

III - RESPONSE

III A	Identify and Arrange for Intelligence Support to Decision Options	Principal NIO
III B	Advise WSAG, NSC, and President on Foreign Intelligence Aspects of Crisis Response	DCI
III C	Inform Appropriate Community Elements of WSAG Decisions and US Political and Military Actions	Principal NIO
III D	Plan and Implement Intelligence Community Collection Support to U. S. Actions	Collection Program Managers in consultation with Community Collection Coordinator
III E	Monitor Implementation of Community Actions During Crisis	D/DCI/IC

IV - SUBSIDENCE

IV A	Notify Community of Subsidence of Crisis Situation	Principal NIO
IV B	Critique Intelligence Community Performance	D/DCI/IC

UNCLASSIFIED WHEN SEPARATED FROM SECRET ATTACHMENT

27 March 1978

MEMORANDUM FOR: Sayre Stevens
Deputy Director
National Foreign Assessment Center

X1 FROM : [REDACTED]
Chief, Collection Liaison Staff

SUBJECT : Crisis Management

1. Crisis management was brought to Mr. Carlucci's attention by Mr. Bowie in a memorandum dated 6 February 1978. In that memorandum, Mr. Bowie stated that the NFAC was reviewing its procedures to ensure proper support to the DCI in the event of a crisis.

2. Pursuant to this review, I met with representatives of the office directors and provided them with the January 1977 draft Checklist of Intelligence Community Actions During Crises prepared by Cord Meyer. Then, I revised Cord Meyer's draft and circulated it for comment to Messrs. Stevens, Walsh, Lehman, and Heyman on 17 February 1978. Suggestions were provided by Lehman and Heyman.

3. Attached is the latest draft of a crisis checklist for your review. The next step will be to discuss this checklist with the office directors and NIOs prior to working out a modus operandi with the DDCI, [REDACTED] and appropriate elements of the Community.

4. I recommend that this draft be circulated to office directors and NIOs for discussion at a Production Board within the next week or so.

Attachment:

Outline of Intelligence Community Actions During Crises

cc: Messrs. Walsh, Lehman, Heyman

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DRAFT: HFH
10 March 1978

OUTLINE OF INTELLIGENCE COMMUNITY ACTIONS DURING CRISES

I ALERT

- A Initiate CRITIC Reporting
- B Notify Senior Officials and Intelligence Components
- C Issue Alert Memorandum

II FOCUS

- A Designate Principal NIO for Crisis
- B Review Collection Requirements with NIO, NITO, and Collection Program Managers
- C NITC Issues Crisis Collection Tasking and Prepare Collection Schema
- D Review and Adjust Analysis and Reporting
 - 1. Identify and Retask Analytic Activities
 - 2. Consider Need for:
 - a. Agency Task Force
 - b. National Intelligence Situation Report
 - c. Community Liaison Arrangements
 - 3. Identify Special Crisis Reporting Requirements to NITO and Collection Elements as Appropriate

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E Participate in Crisis Planning and Decision Groups

1. PRC/SCC
2. State Interagency Crisis Task Force
3. JCS Crisis Task Force (CAT/NTF, etc.)

F Review and Adjust Intelligence Support Activities

1. Communications
2. Facilities
3. Personnel

III RESPONSE

A Identify and Provide Intelligence for Decision Options

B Advise President and PRC/SCC

C Inform Community of US Decisions and Activities as Appropriate

D Plan and Implement Community Support for US Actions

E Monitor Implementation of Community Actions

IV SUBSIDENCE

A Notify Community of End of Crisis

B Critique Community Performance

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DRAFT
10 March 1978

CHECKLIST OF INTELLIGENCE COMMUNITY ACTIONS DURING CRISES

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IA	Initiate Crisis Situation Reporting, including CRITIC Reports (Per DCID 7/1)	All Collection and Analytic Components
IA	Ensure Prompt Delivery of CRITIC Reports to Washington Area and U&S Command Intelligence and Operations Centers	NSOC
IB	Establish NOIWON Conference (see DCID 7/1, Appendix F) and Consult on Initial Significance of CRITIC Reports and Alerting Actions	NOIWON Members (Chiefs of Operations Centers and Watch Offices)
IB	Notify Senior Officials and Intelligence Community Components	Chiefs of Operations Centers
IB	Alert DCI, DDCI, D/DCI/NI, D/DCI/CT, DD/NFAC, AD/NFAC/SS, DDS&T/DO, DDO/DO, O/DDA, to Crisis Situation	C/CIA/OPS Center
IB	Notify CIA Watch Officers in WHSR, and NMCC of Crisis	C/CIA/OPS Center
IB	Notify FBIS of Crisis Situation and Request Priority Coverage	C/CIA/OPS Center
IB	Alert Appropriate Field Stations and Issue Appropriate Tasking	
	-- DDO Stations and Bases	DDO Area Division Chiefs (on Alert from DDO/DO, through O/DDO)
	-- DDS&T Field Elements	D/OSO
	-- FBIS Field Stations	D/FBIS

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	-- NSA/CSS Field Stations and Units	NSOC
	-- Specified DoD Reconnaissance Activities	D/DCI/CT and JCS/JRC
	-- Specified National Reconnaissance Activities	D/DCI/CT
	-- Defense Attaches	DIA/AH
IB	Notify O/DDA of Crisis and Arrange for DDA Component Support	C/CIA/OPS Center
IC	Review Situation and Consider Recommending Issuance of Alert Memorandum	D/DCI/NI
IC	Issue Alert Memorandum	DCI

II - FOCUS

IIA

Designate Principal NIO for the Crisis. Send Notification to Asst. to President, SECSTATE, SECDEF, D/DCI/CT, C/JCS, D/DIA, DIRNSA, DDO, DDS&T, DDA

DCI on Recommendation of D/DCI/NI

Principal NIO would:

- Provide Substantive Intelligence Support to DCI in PRC/SCC
- Advise DCI With Respect to the Need for Additional Community Crisis Mechanisms
- Provide the Central Point of Contact Between the DCI, PRC/SCC, Agency Task Force and the Intelligence Community
- Arrange for and Review All Special Crisis Substantive Intelligence Products Prepared for the DCI, PRC/SS, and the President (excluding the Task Force Situation Report and Current Intelligence Periodical Reporting)

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NUMBER

ITEM

RESPONSIBILITY

- Assist the DCI in Obtaining Access to All Relevant Intelligence Analytical Views and Operational Information
- Provide Substantive Guidance and Production Priorities to the Chief, Agency Task Force, (when established) and to Intelligence Agency Production Components as Appropriate
- Provide Intelligence Information Requirements and Priorities to the NITO and/or the Collection Program Managers
- Mediate Any Interagency Community Substantive or Procedural Problems That May Arise

IIB

Review Crisis Intelligence Collection Capabilities and Requirements with Collection Program Managers, based upon the Guidance of the Principal NIO

NITO

- Receive and Review Reports from Collection Program Managers on Collection Actions and Changes in Capabilities
- Advise Principal NIO and Chief of Agency Task Force on Community Collection Actions and Changes in Capabilities
- Recommend Changes in Collection to meet Priority Crisis Requirements to Collection Program Managers, in consultation with the Principal NIO and the Chief, TF. Coordinate Major Collection Trade-off Options with the Principal NIO and Submit to the DCI for Approval

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	-- Maintain Status of Crisis Collection Actions and Capabilities for DCI, Principal NIO, and Chief, NISR/TF	
	-- Plan for Intelligence Community Collection Support to U.S. Actions	
IIB	Review Crisis Intelligence Collection Capabilities, Target Opportunities and Requirements and Adjust Appropriate Tasking. Notify and Consult with Principal NIO and	Collection Program Managers (NSOC, DDO, D/OSO, JRC, DIA FBIS)
IIC	Review, Coordinate, and Adjust NFAC Work Schedules, Production Schedules, and Report Formats	A/D/NFAC/SS
IIC1	Identify Available Analysts and Their Components	A/D/NFAC/SS and Principal NIO
IIC2	Establish CIA/NFAC Task Force	D/DCI/NI
	-- Provide Facilities and Support within CIA Operations Center	
	-- Consider Liaison Arrangements Between Task Force and Other Agencies	
IIC3	Identify Special Crisis Production Reporting Requirements and Issue Reporting Guidance to Community Production Components	Principal NIO
IID1	Participate in PRC/SCC Meetings	DCI
	-- Provide Current Intelligence Briefings	
	-- Provide Estimates of:	
	.. Foreign Capabilities	
	.. Foreign Actions and Reactions to Possible U.S. Actions	
	-- Recommend Appropriate CIA Operational Activities	

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
IID1	Support DCI at PRC/SCC Meetings	Principal NIO (for Intelligence Support and Coordination DDO, when appropriate DDS&T, when appropriate
IID2	Designate DCI Representative to State Department Interagency Crisis Task Force -- Identify Purpose of Representation .. Intelligence Support to State Planning .. Keep DCI, Principal NIO, NITO and Chief of TF Informed on State Planning and Actions .. Notify State of Intelligence Actions as Appropriate .. Notify State of CIA Operational Activities and Coordinate such Activities as Appropriate -- Designate Reporting Procedures and Points of Contact	DCI, on Recommendation of DDCI, D/DCI/NI, and DDO
IID3	Designate DCI Representative to JCS Crisis Planning Groups (Crisis Action Team, NMCC Task Force, OPS DEPS, etc.) -- Identify Purpose of Representation .. Intelligence Support to Military Planning .. Keep DCI, Principal NIO, NITO, and Chief of TF Informed on Military Plans and Actions .. Notify JCS of Intelligence Actions	DCI, on Recommendation of DDCI, D/DCI/NI, D/DCI/CDDO, DDS&T, and D/CIA Ops Ctr

SECRET

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<u>NUMBER</u>	<u>ITEM</u>	<u>RESPONSIBILITY</u>
	.. Notify JCS of CIA Operational Activities and Coordinate such Activities as Appropriate	
	-- Designate Reporting Procedures and Points of Contact	
II E1	Arrange for Use of OSO OPSCOM Circuits for CIA Task Force	D/OSO (on Request of C/CIA/OPS Center through DDS&T/DO)
II E2	Maintain and Support CIA Crisis Task Force Facility	C/CIA/OPS Center
<u>III - RESPONSE</u>		
III A	Identify and Arrange for Intelligence Support to Decision Options	Principal NIO
III B	Advise PRC/SCC, NSC, and President on Foreign Intelligence Aspects of Crisis Response	DCI
III C	Inform Appropriate Community Elements of PRC/SCC Decisions and US Political and Military Actions	DCI or Principal NIO upon Instruction
III D	Plan and Implement Intelligence Community Collection Support to U.S. Actions	Collection Program Managers in consultation with D/DCI/CT
III E	Monitor Implementation of Community Actions During Crisis	DDCI
<u>IV - SUBSIDENCE</u>		
IV A	Notify Community of Subsidence of Crisis Situation	Principal NIO
IV B	Critique Intelligence Community Performance	DDCI with D/DCI/NI and D/DCI/CT