INTERIM MOVEMENT
31 January 1955
24 June 1955

SECTION I - GENERAL

1. General

2. Orders

SECTION II - PLANS

1. General

2. Planning and Coordination

3. Final Plan

4. Amendments

SECTION III - EXECUTION OF THE PLAN

1. General

2. Problems and Solutions

3. Recommendations

SECTION IV - INCLOSURES

1. General Orders Number 17

2. General Orders Number 25

3. Interim Move Plan

4. PROD Interim Move Report

5. PROD Interim Move Directive #55-2

6. General Order Number 24

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SECTION I - GENERAL

1. General. Relocation of certain elements of the National Security Agency to Fort George G. Meade, Maryland, covers a period from late 1952 until 31 January 1955. Final selection of the PROD and Support Group elements in the Interim Move was made in early 1954, however, designation of individuals within the moving elements was delayed until late 1954 and early January 1955. The final movement plan was submitted in June 1954, and approved in August 1954 at which time the date for the movement was fixed as the week-end of 28 January 1955. The move was accomplished and the Interim Operational period started Monday, 31 January 1955, at Fort George G. Meade, Maryland, utilizing the newly constructed 3½-500 man barracks.

2. Orders. The movement of NSA elements to Fort Meade was accomplished under authority of NSA General Order Number 17 dated 18 March 1954 which established the NSA Support Group and assigned the mission and NSA General Order Number 25 dated 12 April 1954 which provided for relocation of selected elements and assigned responsibilities to various Offices and Divisions as well as the Assistant Director, NSA Support Group and the Assistant Deputy Director, PROD, at Fort Meade. Assignment of personnel to the latter two spaces was made on 28 September 1954 and 19 November 1954, respectively.

SECTION II - PLANS

1. General. Detailed planning for the Interim Move was started during March 1954. The first meeting for the development of coordinating action among representatives of the various NSA elements was held at the Naval Security Station, 19 April 1954. Representatives attending this meeting failed to return to subsequent meetings, some sending substitutes, this

procedure resulted in weak coordination, continual briefing of new members and left planning actions dormant. During August, each element named permanent representatives and planning moved ahead rapidly.

Planning was further slowed by the fact that personnel assigned to that function were lacking in sufficient authority to make any necessary decisions and several persons did not visit the interim site for familiarization of the physical plant and problems created by its setup.

2. Planning and Coordination. At the time a decision was made to establish an Interim Operation at Fort Meade, it was felt 1 September 1954 was a realistic date for the movement. Later, because of construction changes and delays, a date of 31 January 1955 was selected. This was known as M-Day.

The original concept for the Interim Move was based on a list of basic assumptions approved by the Chief of Staff as submitted by Chief of the Movement Group and made available to PROD, R/D, COMSEC, COMP, LOG, HqC, PERS, SEC, TNG, TEC, P/P, COMM and AG on 22 July 1953. As a result of the above approved basic assumptions list being made available to the Staff Offices and Divisions, a meeting was held in the C/S conference room at 1330 hours on 30 July 1953 concerning "PROD Interim Operations at Fort Meade". 76 proposed assumptions were concurred in by members of this conference with 15 exceptions. It is interesting to note that PROD recommended MGp "not only supervise the preparation of plans for the Interim Move (Assumption 9), but also execute the move to Fort Meade, assisted by Production with all other interested NSA Offices and Staff Groups". As a result of this recommendation the Interim Move Plan provided a phased movement making the

Assistant Director, NSA, Support Group, Fort Meade, responsible for Phase 1 (M minus 90 to M minus 1) during which time NSA (SGp), Marines and PROD coordinating personnel were scheduled to move. During Phase 2 (M-Day to M plus 20) the Assistant to the Deputy Director, Production, was responsible and elements of PROD were scheduled to move during that time.

A letter, based on the results of the 30 July 1953 meeting, was dispatched to C/S, Department of the Army (Ltr Hq, NSA Serial 0851, dated 10 September 1953, subject: "Support and Services NSA Interim Operations at Fort Meade" requesting the Commanding General, Second Army be authorized to furnish considerable support to NSA Interim Operations on a non-reimbursable basis. This letter was later revised (personnel strengths) at the request of Department of Army and re-submitted on 28 October 1954 and concurred in by Department of the Army, 20 December 1954.

Detailed planning and coordination activities began with the appointment of the Relocation Planning Group under General Order Number 17, 18 March 1954. After numerous meetings a draft for the Interim Move was submitted to the Chief of the Relocation Planning Group by the Support and Services Branch of the MGp. The plan was adopted with some minor changes; provision having been made to accommodate necessary later changes to the Move Plans of The Individual Staff or Division elements through the use of inclosures to the Move Plan Annexes. These changes were submitted by the Individual Offices and Divisions on a bi-monthly basis under a Reports Control Symbol.

In June 1954, and in coordination with PERS, MGp initiated a request from NSA to Department of Army for authority to operate a second

restaurant on the Post of Fort Meade and to establish a corresponding Welfare Fund for the receipt of profits. It was felt that operation of a restaurant facility and welfare fund at Fort Meade under existing Army, Air Force Regulations, with exceptions, would provide both guidance for those concerned with these functions and eligibility for a grant from the Army and Air Force Welfare Fund, if needed, in the establishment of the feeding facilities in the Main Operations Buildings. This authority was granted in late November 1954 and the bid for the operation of the cafeteria was awarded to Hot Shoppes on 23 December 1954. Contractural relations were entered into between NSA and Hot Shoppes one month later.

Representatives of Second Army and Fort Meade Post were contacted frequently during 1953 and 1954, with permanent liaison being established in late 1953. A formal meeting was held at Fort Meade on 11 August 1954 attended by representatives, NSA Staff Offices and Divisions, Second Army, Fort Meade Post and the Support Services. At this time it was revealed that the NSA letter of 10 September 1953 had never been forwarded to Second Army by Department of Army but a similar letter prepared by Department of Army and based on the NSA letter had been dispatched. The Department of Army reply to the NSA letter of 10 September 1954 was contained in a letter dated 6 October 1953 "Your letter, subject above, dated 10 September 1953, has been submitted to Commanding General, Second Army, for comment on available facilities concerning support requested and again in Department of Army letter, dated 27 November 1953, concurrence or non-concurrence was listed for each individual support item or service requested by NSA and direct communication with Second Army authorized". Second Army designated the Post Commander, Fort Meade, as their direct representative in negotiations. As a result there was a sharp

difference of opinion between Fort Meade, Second Army and NSA representatives as to the flexibility of the strength figures furnished Fort Meade by NSA and their corresponding support requirements. The problem was resolved by further correspondence with Commanding General, Second Army, and Department of the Army.

Differences in housing standards of the various military departments led NSA into negotiations with Department of the Army for the renovation of mobilization-type barracks, messhalls, dayrooms and supply and administration buildings at Fort Meade to meet these various standards. The total project amounting to approximately $135,000.00 dollars. This request was processed by the Movement Group, NSA, to Department of Army using Air Force Regulation 93-10, 12 June 1953 as a basis of authority for individual space allocation of 37 men per barracks building.

Coordination with the Military Services began with the NSA letter of 19 April 1954 informing the three Services of the Interim Move to Fort Meade. The Air Force and Army replied that administrative and logistical detachments servicing their respective branches would be established at the Fort Meade site. The Navy in a letter of 16 November 1954 stated no Navy Detachment would be established at Fort Meade during the Interim Operational period. Two principal problems arose in planning and coordinating as concerned the Military Services: First, the nomination of service personnel by name who were selected to make the move was withheld by NSA elements until a late date and numerous later changes made by these elements were confusing. Service Commanders were, therefore, seriously handicapped in attempting to prepare PCS orders and transfer the individual records. Second, the NSA letter of 10 September 1953 to Department of Army requesting non-reimburseable

support led the Post of Fort Meade to believe that NSA would act for the Services in all cases; requisitioning, breaking down supplies, making Joint Tenanncy agreements, etc. Lack of knowledge of NSA's organization and the misinterpretation of our letter together with a desire to deal with one organization caused this situation and delayed firm planning on many phases of both NSA support and Service support. Insistance on the part of Fort Meade to strict interpretation of Agency strength figures and support requirements furnished them in the 10 September 1953 NSA letter to Department of Army caused them to underestimate their requirements and lead times, this was done in the face of verbal assurances by NSA that these strengths were original planning figures and were being substantially increased and as a result support requirements would have to be adjusted accordingly. Official change in NSA strengths and support requirements was furnished Department of Army in NSA letter, Serial 01182, dated 28 October 1954, and affirmatively answered 20 December 1954.

3. Final Plan. Final Interim Move Plan was adopted by the Relocation Planning Group in August 1954 and officially distributed in October. The Plan (Section IV, Part 3) fixed responsibilities among the moving elements and provided a framework within which each Staff Office and Division could provide detailed movement instructions (Annexes) to their personnel without effecting the basic plan. Outside the NSA elements effected by the written Movement Plan were several Groups which contributed much to the success of the move. These were Movement Group, Personnel Task Unit, Arlington Hall Post, Armed Forces Police and National Park Police. Their contributions were timely and provided effective augmentation to the detailed movement instructions of the moving elements.

4. Amendments. Amendments or changes to the Final Plan were made bi-monthly beginning 15 August 1954 and ending 15 December 1954. Some necessary additions were published during January 1955. These additions were elaborations of previous plans and did not effect a change in policy or responsibility. During the period 15 August to 15 December 1954, a total of seven amendments were made to the Plan.

SECTION III - EXECUTION OF THE PLAN

1. General. Preparation of files, equipment and other material for shipment was begun sufficiently in advance to permit the movement of dormant files as soon as the buildings were ready for occupancy and under Security guard. 800 desks and chairs previously purchased and stored at Fort Meade were moved into the buildings during December. Communications were installed and in limited operation on 17 January 1955. PROD sent approximately 25% of its files during the period 17 January - 27 January. Support Group moved to the Interim Site on 17 January 1955. General Services Administration (GSA) performed the physical movement furnishing labor, boxes and moving equipment. All classified material moved by armed convoy.

Beginning 27 January, the bulk of PROD files, equipment, etc. began to move, having been first sorted, marked, tagged and assembled within the wing areas of A & B Buildings at AHS. A movement and loading schedule determined which trucks were loaded, when they were to be loaded, material to be loaded, and destination. With exception of a few unforeseen local problems, the physical movement was smooth and according to schedule. Much credit is due to PROD Movement Planning and timely supervision for this phase of the move.

A listing of movement problems covers those of major concern and

covers both phases of the Movement Plan but is not concerned with the earliest planning problems except where the problem carried over into the later movement phases.

2. Problems and Solutions.

a. Rosters of military personnel were made available on 10 January 1955; however, changes made by NSA operating elements caused many revisions of orders, also, nature of individual Service channels caused delay, i.e.; Air Force Squadron cut orders within 48 hours, Army had to go to Pentagon to clear all officer transfers as did Navy on Enlisted Man and Officers. Services did not clearly realize this was a "unit" move rather than individual PCS and they tried to invoke restrictions.

Solution: Generally solved by a great amount of "leg work" and trying to get the operating elements to finalize rosters as early as possible.

b. Elements of NSA moving to Fort Meade made major deviations from published Move Plans without proper coordination. Classified material was moved prior to M-Day minus 4 without the use of the Load Manifest form prescribed by the Movement Plan Tab B "Special Security Instructions". Supervisors apparently lacked background and proper last minute briefing as to their overall responsibilities and duties.

Solution: Security corrected the misconception concerning the use of security forms. Supervisors generally "muddled" through, handling problems locally as they appeared. This led to many awkward situations during the movement.

c. Inaccurate estimates of move requirements or no estimates made of move requirements in time to be of value. Several NSA elements relied on the fact they were receiving new furniture and equipment and indicated no

requirements to be moved.

Solution: No real satisfactory solution was found and subsequently some furniture, etc. had to be reshuffled at a later date generally consisting of exchanging gray and green items.

d. The problem of obtaining minor decisions on planning. Personnel representing the various NSA elements were either without sufficient authority or were reluctant to use their authority in making minor decisions, which condition led to the writing of many unnecessary Disposition Forms and the attendant loss of valuable time. An example was the time required to select a type of temporary partition for the barracks. Time required for a decision six months.

Solution: No satisfactory solution reached.

e. A reluctance to release planning information to the Support Group at an early date, for fear of later changes, led to the withholding of valuable data until too late. This was the case in both personnel strengths and transportation requirements at Fort Meade which were the subject of separate correspondence to Department of Army.

Solution: Solution in these cases required considerable extra time and effort to cover conditions which could have been forseen if the necessary available data were coordinated and released to interested parties.

f. Nomination of key personnel, to head Staff and Office elements at Fort Meade and with sufficient authority to make decisions, within approved policy, were delayed until August 1954 even though the first meetings of the Support Group were held in April 1954. Lack of continuity in planning was a result of constantly changing personnel charged with attending these meetings.

Solution: Solution to this problem consisted of continually briefing

the new participants but it is felt this was not entirely satisfactory since details may have been overlooked.

3. Recommendations: In future move by elements of this Agency the following are recommended:

a. Planning.

(1) Responsibilities must be definitely fixed and clearly stated.

(2) A permanent Working Staff, charged with the details of planning should be established. Personnel to be furnished by elements involved in the movement. Changes in personnel to be avoided.

(3) Competent and effective liaison in each Staff Office and Division should be established to provide the Working Staff with a reliable means of coordination in planning.

(4) A definite written Move Plan should be made, which Plan should provide both detail and flexibility.

(5) Planning should begin early to provide sufficient lead times for coordination with outside agencies, i.e., Services, General Services Administration, Manufacturers, Governmental Departments, etc.

(6) Memorandums for Record should be made of all meetings, agreements and coordinating actions with monthly summaries, to high authority, on progress, problems and proposed action.

(7) Phasing of movement operations provides flexibility and simplicity, however responsibilities must be clearly fixed and coordinating actions closely supervised to have phasing

work properly.

(8) Supervisory personnel and those assigned specific tasks should be carefully briefed on their duties with written instructions if possible.

b. Execution.

(1) Plans must be finalized early to avoid confusion of those persons having responsibilities, in executing the Move Plan.

(2) Work details must be scheduled and coordinated as to duties.

(3) Responsibilities must be definitely fixed and enforced.

c. Conclusion.

(1) The Interim Movement of NSA elements from Washington to Fort George G. Meade, Maryland during January 1955 was successful.

CRONOLOGY OF EVENTS

10 Sep 1953 0851	Director, NSA requested Department of Army to furnish non-reimburseable support and service to NSA Interim Operations at Fort Meade.
27 Nov 1953 N/A	Department of Army agrees to furnish certain support and services to NSA at Fort Meade through Commanding General, Second Army, on a non-reimburseable basis.
18 Mar 1954	Establishment of Relocation Planning Group, Support Group and Personnel Task Unit.
12 Apr 1954	Relocation Plan for NSA Interim Move, General Orders Number 25.
19 Apr 1954 0479 0480	Letters dispatched to CNO, C/S U.S. Army, and C/S U.S. Air Force informing of Fort Meade Move and requesting detachments be set up. Copy to Commanding Officer, Fort Meade.
11 May 1954 G2-ASA	Army concurred in NSA letter and will establish detachment at Fort Meade for Interim Period.
19 May 1954	Liaison between NSA Support Group and Fort Meade established.
20 May 1954	PROD Support Requirements submitted to Movement Group.
24 May 1954 AFOIN-1A3	Air Force concurred in NSA letter and will establish detachment at Fort Meade for Interim Period.
1 June 1954	Interim Move Plan completed.
1 June 1954	PROD indicated need for partitions (temporary and permanent) to be erected in Interim Site Buildings. Requests for

	partitions by type and amount asked by HqC.
2 June 1954 03B11954	Approval of Marine Guard T/O for Interim Site received from Commandant of Marine Corps.
15 June 1954	Meeting held at NSS, 1000 hours, with Service representatives for purposes of discussing service requirements at Ft. Meade. Attended by Army, Navy, Air Force, NSA.
15 June 1954	Meeting with Army, Air Force, Navy, and NSA regarding Support requirements at Fort Meade for Interim Operational Period.
23 June 1954	Meeting held at 1000 hours, NSS purpose to discuss Service requirements at Fort Meade during Interim Operational Period attended by representatives of Marines, Air Force, Army, Navy, NSA.
24 June 1954 4027P30	(b)(3)-P.L. 86-36 OP 302, appointed Navy representative to discuss NSA request to establish unit at Fort Meade. Letter from Chief of Naval Operations dated 24 June 1954.
28 June 1954	PROD Support Requirements amended.
7 July 1954	CO, Marine Barracks, Fort Meade, introduced to CO, Ft. Meade. Marine CO to report 1 September 1954.
9 July 1954	Navy indicated barracks at Fort Meade were inadequate and below Navy standards.
14 July 1954	Acting Assistant Director, NSA Support Group, Fort Meade appointed.
19 July 1954	Naval Receiving Station visited to ascertain living

	arrangements and conditions of Navy enlisted personnel.
22 July 1954	Initial cost estimates obtained for renovation of mobilization type barracks, etc., at Fort Meade. Cost of $118.200.00 for 4 messhalls, 15 barracks and 4 day-rooms.
27 July 1954	NSA Letter to Chairman of Army, Air Force Welfare Fund requesting exceptions to Current Regulations covering Post Restaurants and non-appropriated funds for Civilian Employees.
4 Aug 1954	First Indorsement to above letter which recommends that the matter be referred to Secretary of Defense for a decision.
11 Aug 1954	Conference held at Fort Meade attended by Second Army, Fort Meade Post, Army, Air Force and Navy representatives, NSA to discuss Service requirements.
12 Aug 1954	Memo to Secretary of Defense, subject: "Request for Authority to Operate a Post Restaurant Facility and Civilian Welfare Fund under Army and Air Force Regulations.
12 Aug 1954 N/A	Memo to Secretary of Defense regarding rehabilitation of mobilization type barracks at Fort Meade, cost $177,400.00.
17 Aug 1954	First review of Interim Move Plans by interested elements of NSA completed.
18 Aug 1954 4753	The Director requested Fort Meade to operate a consolidated mess for all NSA Service personnel.
18 Aug 1954 4753	Fort Meade requested to proceed with modification of 2-63 man mobilization type barracks for use by NSA school

	facilities.
23 Aug 1954	Key Movement Personnel named or confirmed by all sections moving to Fort Meade.
30 Aug 1954	Col. H. F. McManus, Asst. Dir., SGp, reported for duty.
1 Sep 1954	NSA letter Serial 4979 dispatched to Commandant, U.S. Marine Corps regarding NSA supply responsibility to Marine Barracks, Fort George G. Meade.
8 Sep 1954 01028	Commanding General, Second Army, advised by NSA letter of increased personnel strengths at Fort Meade for NSA Interim Operations including arrival times of Marine Detachment and withdrawing requirement of Fort Meade operating cafeteria.
9 Sep 1954 N/A	Answer to above Memo to Secretary of Defense refers matter to Department of Army in keeping with host-tennant relationship.
22 Sep 1954 5240	Letter to Commanding General, Second Army, requesting usage factor of 37 men per barracks (Air Force standard) be recognized in NSA area.
22 Sep 1954	NSA letter serial 5239 to Commanding General, Second Army, Ft. George G. Meade, Md. requesting a consolidated mess for the three services run by Fort Meade.
24 Sep 1954	NSA letter to Department of Army requesting renovation of mobilization barracks, etc., at Fort Meade cost $133,202.00 24 barracks 4 messhalls 4 S&A Buildings

8 Dayrooms

15 Oct 1954	Fort Meade requested Second Army for 141 civilian personnel spaces to support NSA Interim Operations.
15 Oct 1954	U.S. Marine Corps Barracks, Fort Meade activated this date under T/O 6480 by authority contained in letter Hq, U.S. Marine Corps file A03F-hvk Subject: Provisional Marine Barracks, NSA, Fort Meade, activation of.
19 Oct 1954	Memo to Secretary of Defense from Assistant Secretary of Army, Subj: "Request of Director, NSA, for authority to operate a Post Restaurant Facility and Civilian Welfare Fund under Army and Air Force Regulations" (recommends that Fort Meade extend restaurant facilities to satisfy requirements of NSA).
27 Oct 1954	Letter Hq, NSA, Serial 5813 (Navy) 5823 (Air Force) to these Services informed of status of consolidated mess (not available) and rehabilitation of mobilization-type barracks.
28 Oct 1954 01182	At the request of Army, G-2 (Lt. Col. Leffers) NSA services and support requirements as originally requested in NSA letter, 10 September 1953, were repeated showing increased personnel strengths for Interim Operations.
3 Nov 1954	Memo to Director from Secretary of Defense referring to NSA Memo of 12 August 1954 (SecDef recommended that we accept the Army proposal that Fort Meade operate NSA Restaurant).
24 Nov 1954	NSA authorized to operate separate restaurant facility

	at Fort Meade and to establish a Civilian Welfare Fund after Fort Meade refused to operate facility as desired by the Agency. Invitations to bid mailed to 8 interested concessionaires.
20 Dec 1954 AGAC-C 600.1 (16 Dec 54) LOG	Department of Army advised Director, NSA, support requirements for Interim Operations would be furnished as requested on a non-reimburseable basis by Commanding General, Second Army.
24 Dec 1954	Bids received and awarded made to Hot Shoppes, Washington, D.C. for operation of NSA Interim cafeteria.
13 Jan 1955 AiABD-G 620	Second Army notified NSA of approval of barracks rehabilitation total cost $119,562.00.
17 Jan 1955	NSA Support Group, Fort Meade, moved from Naval Security Station to Fort George G. Meade, Md. First PROD files moved to Interim Site.
27 Jan 1955	Main body of the NSA Interim Move begins shift from Washington, D.C. to Fort George G. Meade, Md.
29 Jan 1955	Physical movement of files, equipment, etc. to the Interim Site completed.
31 Jan 1955	Operations begin at NSA Interim Site, Fort George G. Meade, Md.
24 June 1955	Second Interim Move completed.