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THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

28 DEC 1971

MEMORANDUM FOR DIRECTOR, NATIONAL SECURITY AGENCY

SUBJECT: The National Security Agency and The Central Security Service

As of this date I have signed a revised DoD Directive S-5100.20 covering the National Security Agency (NSA) and establishing a Central Security Service (CSS).

I am appointing you Chief, Central Security Service, in addition to your present appointment as Director, National Security Agency. You will report directly to me in both capacities.

I would like to have the plan specified in the directive submitted to me by 1 February. In your preparation of the plan, you may consult with the military departments and other agencies of the Government whose SIGINT operations you will be responsible for under the revised National Security Council Intelligence Directive No. 6. I am placing great weight on your development of this plan and would expect you to work in its preparation with appropriate elements of my staff, particularly with the ASD(I). There are a number of elements your plan should contain, among which are:

1. An organizational plan. ✓
2. A list of SIGINT assets which you believe should be assigned to the NSA/CSS.
3. A time-phased implementation schedule.

In your development of the plan for establishment of the CSS I want to emphasize the necessity to include specific provisions to assure improvement in effectiveness and economy in the following important areas:

Declassified and approved for release by NSA on 07-13-2012 pursuant to E.O. 13526

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INTEREST: NONE
DATE: 08/01/2010

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1. Program Management
2. Budget and Fiscal Control
3. Training
4. Management of RDT&E
5. Procurement
6. Mission Tasking
7. Operating Procedures
8. Career Development

Please include in the plan a statement on the manner in which you expect to attain these objectives.

As a final point, I would like you to describe specifically the methods and procedures by which you propose to provide for complete responsiveness to the legitimate needs of the Joint Chiefs of Staff and the military commanders. I put great weight on improving our capability in this area, as I know you do.

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