



ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301

August 5, 1969

ADMINISTRATION

Honorable John E. McLucas  
Under Secretary of the Air Force

Dear John:

Attached is Mel's memorandum formally assigning me additional responsibilities in the field of intelligence. I have also enclosed a copy of my memorandum and my report which he used in making his decision.

I want to thank you for your candid and helpful comments. They were extremely useful in putting together my final report.

But now the ball is in my court. The first order of business is to determine the organization and the personnel to get the job done. If you have any suggestions or comments on these tasks, please let me know.

It is important that you know that I am neither humble nor apologetic when I say I have a lot to learn. I am smart enough to know, though, that it is most important that we work together to do the job that must be done successfully. Therefore, I urgently request your continuing support in this effort.

Sincerely,

A handwritten signature in cursive script that reads "Bob".

Robert F. Froehlke

Attachment

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THE SECRETARY OF DEFENSE  
WASHINGTON

AUG 1 1969

MEMORANDUM FOR Secretaries of the Military Departments  
Chairman of the Joint Chiefs of Staff  
Director of Defense Research and Engineering  
Assistant Secretaries of Defense  
Assistants to the Secretary of Defense  
Directors of the Defense Agencies

SUBJECT: Responsibilities for Intelligence in the Department of Defense

After carefully reviewing the attached memorandum and Report from Bob Froehlke, Dave Packard and I have decided that changes are required to improve the management of intelligence functions within the Department of Defense and have accepted Bob's recommendations. Accordingly, I hereby assign additional responsibilities for intelligence to the Assistant Secretary of Defense for Administration (ASD(A)).

In discharging these responsibilities I fully expect the ASD(A) to improve the effectiveness and efficiency of the defense intelligence community. In order to accomplish this improvement he is charged with the following responsibilities:

1. To establish an intelligence resource review and decision making process which will comprise:
  - a. A mechanism for making comparisons and appropriate trade-offs between major intelligence activities and programs so that DoD decision makers can select the most efficient and effective systems for collecting, processing, producing, and disseminating intelligence.
  - b. A Five-Year Intelligence Resource Plan.
  - c. A procedure for identifying and surfacing major issues of intelligence resource allocation and management.
  - d. A continuing system for review of intelligence collection requirements balanced against collection resources.

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2. To improve intelligence communications among DoD agencies and between the Department of Defense and other agencies.

3. To evaluate intelligence organizational relationships, roles, and missions.

4. To review security policies and eliminate unnecessary classification and compartmentation.

I expect the ASD(A) to be fully in business -- staff aboard and office space selected, equipped, and placed in operation -- by October 1, 1969. In the interim, to insure a smooth transition, I would appreciate it if you would continue to work on such intelligence papers or projects you might have which now become his responsibility with a view toward (a) finishing the paper or project in coordination with Bob, or (b) taking the necessary steps in conjunction with Bob to transfer the action to him.

The important thing is to insure that nothing "drops through the crack" during this transition period.

In view of the importance of this assignment, both to the Department of Defense and to the nation, I would appreciate your giving the Assistant Secretary of Defense for Administration your complete and continuing support in this effort.



Attachments