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EOI

11 March 1971

MEMORANDUM FOR: Mr. Roland Inlow

SUBJECT : EOI

1. Since our luncheon conversation last week I have, as you requested, given thought to what the next steps might be in getting ready for the advent of EOI.

2. As you know, up until now Agency authorities have been most reluctant to crowd Carl Duckett in any way, particularly by setting up a task force or supreme officer that might dilute Carl's responsibilities and control. I have always understood this though I have also always felt that something could have been done in such a way as to avoid causing any serious problem for Carl. At any rate, the problems involved in developing the system and fighting the bureaucracy while carrying out that development kept Carl fully occupied, and it was probably good that there was nothing within the Agency really to interfere with this.

3. Now, however, it is clearly time to organize some capacity within the Agency to begin developing systematic plans to deal with the EOI product and to relate it to other technological and organizational developments which will be coming along in the interval between now and EOI's advent. This is really a systems analysis job. I don't like to use that term because of the ill repute concerning it, but we need a senior and savvy group to think through the impact of all these developments, planning their applications, construction of necessary facilities, the recruitment and training of new kinds of personnel, and the identification and computation of dollar resource ^{needs} ~~means~~ to get these jobs done. In short, we need a group who can begin laying out the nature of CIA's organization, procedures and intelligence products over the next five or ten years.

4. I do not believe this can be done appropriately in any one Directorate. I think the job is quite in keeping with the charter of the Office of Planning, Programming and Budgeting which already has a systems analysis responsibility. Putting this group in PPB would also of course place it under the wing of the Executive Director-Comptroller.

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5. Such a group should not be tucked away. It should be very visible, very active and throwing out new ideas like sparks from a windmill. A report from this group should be standard fare at least once a month at the Executive Director's meetings with the Deputies, and it should report quarterly to the DDCI and the DCI.

6. As I see it, the line commanders, that is the Deputies, would of course have the ultimate responsibility for arranging their resources and people to make good against future inputs. As things go now, however, the Deputies have little of precision to go on in making these plans and for this reason there is not such interest among them in taking on the responsibility to make the plans. Outlining the plans and defining the problems would be the job of the group I have in mind.

7. I think we are in possession of a number of people of various grades who could do the job. For starters I would not look outside but would rely on insiders. I would, however, give the group a fairly considerable chunk of money to use in contracting to get advice and assistance from outside consultants. Among the Agency's senior officers who might be considered are

[redacted] of ODP whose recent papers for the Studies in Intelligence have shown a real interest in the Agency's future;

[redacted] of DDCI who has had long years as an ODP intelligence analyst, who more recently has learned to speak technicalese;

[redacted] of TSD who has been instrumental in keeping the Clandestine Services au courant in technology;

[redacted] of NPIC who at one time was ^{the} senior analyst in ODP, later became NPIC's computer expert and is now in charge of the production of NPIC's intelligence reporting;

[redacted] of OCS who has youth, an open mind and a pile of computers;

[redacted] of Commo;

Walt Elder who knows the entire organization from stem to stern;

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[redacted], a former DCI analyst and more recently a PPB's hauncho on ADP;

[redacted] formerly Chief of [redacted] now Chief of Support for OSA and before that Executive Officer of NPIC's Technical Services and Support Group. (In this post [redacted] was the man who saw to it that NPIC had the facilities for support it needed to get its job done and it was a position which exposed him to RSD and Technology in general.)

[redacted], PPB's systems analysis man who has worked since the beginning on DOI; and

[redacted] Deputy Director of ORB.

3. Among more junior officers who have impressed me and who I think could contribute very well are

[redacted] of PPB;

[redacted] of OSB who used to work in NPIC's PPB;

Wick Kerr of OSB;

Mel Goodman of DCI (a bright, young Soviet analyst specializing on SALT)

[redacted] of NPIC (a very young and senior officer who has had a variety of jobs in NPIC, most of them dealing with RSD. He headed up NPIC's H-9 task force which set the guide lines for dealing with the 9.)

E. M. Knoche

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Deputy Director of Current Intelligence

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P.S. As for the directorates, the plg-points I think should be the directorate planning components. Over the past few years these components have concentrated on resource reductions. They should now become more planning-oriented.
t/k

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