MEMORANDUM FOR:  Mr. Roland Inlow

SUBJECT:  EO1

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 EO1.

2. As you know, up until now agency authorities have been most reluctant to crow 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 EO1 product and to relate it to other technological and organizational developments which will be coming along in the interval between now and EO1'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 personal, and the identification and computation of dollar resource plans 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.
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 skillet. A report from this group should be standard fare at least once a month at the Executive Director's meetings with the Deputy, and it should report quarterly to the OIC and the OCG.

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:

- of OIC whose recent papers for the Studies in Intelligence have shown a real interest in the Agency's future;
- of OIC who has had long years as an OIC intelligence analyst, who more recently has learned to speak technicalese;
- of TSC who has been instrumental in keeping the Clandestine Services au courant in technology;
- of UPIC who at one time was the senior analyst in OIC, later became UPIC's computer expert and is now in charge of the production of UPIC's intelligence reporting;
- of OCS who has youth, an open mind and a pile of computers;
- of Commo;

Salt Palm who knows the entire organization from stem to stern.
a former OCI analyst and more recently P3's hands on TP;

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

P3's systems analysis man who has worked since the beginning on ODI; and

Deputy Director of OSA.

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

of P3;

of OSA who used to work in SPIEC's P3;

Dick Herr of OSA;

Val Goodman of OCI (a bright, young Soviet analyst specializing on SALT)

of SPIEC (a very young and senior officer who has had a variety of jobs in SPIEC, most of them dealing with TP. He headed up SPIEC's M5-0 task force which set the guidelines for dealing with the 0.)

— Mr. Clark,

Director PPB

P.S. As for the directorates, my peg-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.