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Executive Registry
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26 March 1976

MEMORANDUM FOR THE RECORD FROM DICK LEHMAN

SUBJECT: Conversation with Tom Latimer

1. Tom had lunch with me on 23 March, for a general exploration of Community developments. He noted that [redacted] Knoche, he and I could head off a lot of problems by keeping in touch informally. STAT

2. I tested my interpretation of some of the exchanges between the DCI and Ellsworth in the CFI. I told him that the DCI was adamant that the CFI had no role in regard to his responsibility for national intelligence judgments. On the other hand, I was sure the DCI would agree that the CFI needed the substantive evaluations prepared by the analytic organizations in order to do its job. Latimer said he believed Ellsworth would agree with this interpretation.

3. In regard to the relationship between the CFI and program managers, Tom confirmed that Ellsworth accepted the idea that managers should defend their programs before the CFI. By his opposition to "micro-management," Ellsworth meant that he did not want the IC Staff "swarming all over every element of the Defense program." The present relationship with the NRO was satisfactory, where there were only four or five elements to be followed. This approach could not be applied to, say, the CCP, where there were hundreds of such elements. Rather, Ellsworth would like the Staff to identify "real issues" and then go deeply into the programs involved and prepare for the CFI the information necessary to decide them.

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4. Tom said that it was with this in mind that Ellsworth had tabled the set of problem papers last Friday. He hoped that by struggling with concrete issues rather than theoretical concepts the CFI could determine more quickly what its job was and

Dick - 1. excellent! 2. I would like to talk to Tom 3. at my home maybe with you & here?? 3. stay in touch with him!

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the IC Staff could then shape itself to serve the CFI. Latimer felt it was premature for the IC Staff to set its organization in concrete. He believed it should let the substance of the problems it was dealing with drive the evolution of its structure.

5. I asked Tom what he felt about the NIO's. He said that he had urged upon Schlesinger and Colby the desirability of a small staff of area-oriented specialists under the DCI to break down the barriers among the CIA directorates. Eventually, Colby felt, they would force a reorganization of the Agency on geographic lines. Latimer believes that in broadening the concept to cover the Community, the original idea was perverted, and the original goal never accomplished. He is, interestingly enough, unaware of the present activities of the NIO's. He would like to see some kind of board of review if the failings of the earlier Board of National Estimates could somehow be avoided. He would like to see production managed ad hoc by the production managers, but put great emphasis on the desirability of tapping all sources inside and outside the government, not just those of the Community.

Dick? Would present NIO's plus small 'generalist' board do the trick

6. Tom's ideas on how to run things, and his knowledge of where the bodies are buried, would make him a very useful person for the DCI to talk to. I undertook to try to organize a meeting or a lunch for this purpose.

STAT

RICHARD LEHMAN

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