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23 September 1964

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MEMORANDUM FOR THE RECORD

SUBJECT: Discussion with Alain Enthoven, 22 September 1964

1. Yesterday [redacted] and I had a working lunch with Alain Enthoven and two of his assistants in his office. The meeting was at my request.

2. A principal purpose of the meeting was to give Enthoven, who is now in mid-stream in preparing next year's DOD force structure recommendations, a preview of NIE 11-8-64. I informed him of the

[redacted]

[redacted] Enthoven was [redacted] jotted down a few numbers which I cautioned him were preliminary, and said he needs the final estimate as soon as it can be made available.

3. A second purpose was to suggest that this would be a strategic moment for the Secretary of Defense to take formal notice of the IAP and to communicate his desire to have this project continued. I noted that the Secretary had not seemed to know about the IAP when the DCI mentioned it to him recently, that the DIA staffers had tried unsuccessfully to get the JCS to use it, and that SAC had expressed some uncertainty as to its standing. [redacted] indicated that the amount of thought and effort that our contributing offices, agencies and committees put into a project was influenced by their sense of the degree of customer need and acceptance.

4. Enthoven said that while the initials IAP were no doubt unfamiliar to the Secretary, he had been briefed on the document and it had been of particular value on one recent occasion. The Secretary

[redacted]

5. Enthoven already had in draft a letter from the Secretary to the DCI on the subject of the IAP, which he said [redacted] had seen and approved. Though overdetailed, the thrust of the letter was that the IAP was useful and should be continued. [redacted] and I recommended that one part of the proposed letter be deleted, that an offer of DOD assistance

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on certain problem areas be added, and that a final sentence be included saying that the Secretary wished the DCI to extend his appreciation to the members of USIB. Enthoven said he would make the changes and get the letter sent promptly.

6. I think this will do the business for the moment. Enthoven was all set to draft another letter from the Secretary to the Joint Chiefs asking them what they thought about the idea of everybody using the IAP as the basic intelligence input to planning, but I said I thought that would be premature. I suggested that the letter to the DCI be sent first and that I then sound out our colleagues, including those in DIA, as to the wisdom of a note to the JCS. Enthoven said that whenever we thought the time was right, he would prepare such a note.

7. The third and final major purpose of the visit was to suggest to Enthoven that the updating of IAP sections be scheduled immediately following the completion of the relevant major NIE's, and that the nuclear, manpower and cost analyses be updated once each year in the spring. Enthoven's draft note had already taken care of this -- he called for updating "no less frequently than" immediately following the NIE's. One of his assistants thought this would mean the 11-8 section would be way out of date when costed in the spring, but we assured him that if the estimate was significantly changed by intervening evidence we would have to modify it by a Memo to Holders anyway. We agreed to the principal that interim updates would be decided on the basis of substance rather than the calendar.

8. A good part of our conversation was taken up by our (mostly [redacted]) sheeting down a section of Enthoven's draft letter which was to have exhorted the intelligence community to use "sophisticated methods of Statistical and [redacted] Analysis, Systems Analysis, and Econometrics" in arriving at estimates. Enthoven & Co. are still bemused by the notion that if only we would massage the data in the right way this would unscramble the ambiguities and the light would dawn on 1970 or whatever. For the umpteenth time, examples were brought forth to show that we are already over analyzing the flimsy data on such subjects as [redacted] and that where we have good data on such subjects as [redacted] the programs do not follow any neat curves. Enthoven accepted the points made and deleted the offending language but past experience offers little hope that he will not reintroduce this notion at the next opportunity.

9. Other points -- one of Enthoven's assistants would find the IAP section on [redacted] more useful if it could be more precise as to the geographic and model breakdown of these forces at each year

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to 1970. They would all like IAP's on the [redacted] They still favor 8x11 pages, even if it means reducing the size of the type by photo-offset, but I put them off about this until we get the updating process under control.

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H. STORTEL, JR.

ONE Staff [redacted]

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Added Note:

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Dist.: AD/NE (orig. and 1)

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