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[REDACTED]

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30 April 1971

MEMORANDUM FOR: Director of National Estimates

SUBJECT: Some Strains in Producing NIE 11-8-70

1. On 13 May 1970, we met with the Task Force on an outline for 11-8-70. The DDI objected to the way the tasks were allocated, and got together with Abbot and me that afternoon. The consequence was the non-heroic decision to have both ONE and the Task Force draft certain sections of the paper. Subsequently, at the DDI's direction, the Task Force produced its own outline. This had no deleterious consequences, because [REDACTED] and I met with Brandwein and [REDACTED] on 26 May and reached a meeting of the minds.

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2. On 25 May 1970, I told [REDACTED] that I would like to meet with the drafters of the estimate, to make sure that we were all on the same track (I distrusted communication through too many intervening people and I wanted to make a point about working with the Task Force in the same way as with our own staff). [REDACTED] readily agreed, but Clarke overruled him. I called Bruce, who argued that his people knew what to do, that they were very busy, and that the supervisors of the drafters had the responsibility for what they did. He offered me a meeting with supervisors, which I declined. We finally agreed to a 2-step process- a meeting first with team leaders and other key people, and then with all the drafters. The first meeting was held on 27 May with 10 people from the Task Force. It was very successful from my point of view. [REDACTED] subsequently argued that the second meeting was unnecessary, and I went along.

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3. On 16 June and again on 24 June, [REDACTED] (please protect) told me that the Task Force concept was less clear-cut than the old contribution system; the former, unlike the latter, did not have clear cut internal procedures for handling material. He said that he was not receiving the support he would have received if only contributions were involved, and that the overall effort being applied by OSR was less than in the past.

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4. I sat around in June, having postponed my vacation, waiting for material to be fed to me. This was to be in chunks as they became available, and not in a complete package, since I hoped that my ONE colleagues and I could influence the process of drafting as it proceeded. (The two Deputy Directors had agreed that I could get material in this way.) Attached is a chronology showing what happened through 19 August.

5. Also attached is a chronology of the Life and Times of Sections XI and XII from 19 August on.

6. The original Task Force draft of Part XII, as I recall it, did not have a SALT case. On 21 August the full Board asked for one, including numerical projections to be developed in a fashion similar to those for the other cases included in Part XII. On 22 August, [REDACTED] said he would have to clear this request with D/OSR, the DDI and the DDS&T. On 25 August he argued that it was not possible to come up with meaningful numbers. On 21 September Bob said that the Task Force had worked out a new and better SALT case but still without numbers. He said that he appreciated that he had one point of view and I another. On the same day, he drafted a memorandum to the two Deputy Directors, arguing for not quantifying the SALT case, sending me a copy. A Board meeting on 28 September repeated the request for a SALT case with numbers (Huizenga prominently included). On 13 October the Board agreed to go ahead with a SALT case lacking numbers, and [REDACTED] was asked to prepare it.

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11-8-70 Chronology to 19 August 1970

- 1 June (o/a) Drafting began.
- 15 June Contributions due .
- 25X1 16 June [REDACTED] said that I would get copies of drafts at the same time Clarke and Brandwein did -- none were yet ready.
- 25X1 24 June [REDACTED] said nothing was yet ready - maybe in a couple of days.
- 25X1 30 June [REDACTED] said I might get the History Section today. He was then revising the Deployment Section.
- 1 July All first drafts due .
- 25X1 6 July [REDACTED] said that Section I (History) would be available today, and Sections VII and VIII tomorrow. Others soon, except XI and XII.
- 25X1 9 July Called [REDACTED] since nothing received. He said tomorrow.
- 25X1 13 July Called [REDACTED] He promised package today. He claimed he understood that I wanted a package, not individual parts. A Draft of Sections I - X was delivered, not yet finally approved by DDI-DDS&T. [REDACTED] apologized, saying that he did understand that I wanted chunks as they became available, not a package.
- 25X1 27 July Revision of Sections I - X delivered -- not yet finally approved in DDI and DDS&T.
- 31 July Draft of Sections XI and XII delivered -- not yet formally approved by DDI/DDS&T, and not yet ready for Board action.

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10 August [Redacted] said the task force was now prepared to meet with the Board on Parts XI and XII. Received revisions to Parts of Sections I - X.

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17 August [Redacted] said a meeting on 19 August on Parts XI - XII was OK and that they would try to get their revisions to us beforehand.

19 August Task Force revisions of Sections XI and XII received the day of the Board meeting, which had to be postponed. Some on Task Force had not read ONE [Redacted] revision of Part XII.

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Selected Milestones in The Life and Times of
Sections XI and XII Subsequent to 19 August 1970

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21 August	Board meeting to consider Section XI and Task Force and ONE [] versions of Section XII. Latter shot down.	
31 August	Revised Section XI delivered by Task Force.	
11 September	Revised Section XII delivered by the Task Force.	
15 September	Meeting on revised Section XII.	
21 September	Revised draft of Section XII delivered by Task Force.	
28 September	Board meeting on ONE draft, Section XI, and revised Section XII. Decision made that ONE do the next draft Section XII.	
30 September	Revised Tables for Section XII delivered by Task Force.	
5 October	Further revised Tables for Section XII delivered by Task Force.	
8 October	ONE revised version of Section XII completed in time for Mettler Panel Meeting on 9 October.	
12 October	Received preliminary and generally favorable (if reluctant) comments on Section XII from []	25X1
13 October	ONE re-write of Section XI completed by []	25X1
14 October	Board and Task Force meeting on Section XII. [] called before meeting and said they were not fully ready - no alternate texts to match criticisms.	25X1
16 October	Written Task Force comments on Section XII received.	
21 October	Meeting with Task Force to consider their suggestions on ONE draft of Section XII.	
22 October	Board met with Task Force on revised Section XI (ONE version)	

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3 November [] sent some proposed changes to Section XI which
"OER had belatedly surfaced".

4-5 November Met with Representatives on Section XI and XII.

20 November Met with Representatives to consider change sheets on
SS-9 MOD 4.

24 November NIE 11-8-70 approved by the USIB.

MEMORANDUM FOR: ✓
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*Notes on history
of Hill Cat production 1970*

(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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Next 1 Page(s) In Document Exempt

1. The Board chairman of the Estimate is clearly in charge of aspects of the preparation of the Estimate from the formulation of the outline, identification of the issues, preparation of the draft, and guidance through coordination to presentation to USIB.
2. The head of the DDI/DDS&T task force works for the Board chairman of the Estimate. All the pertinent resources of the DDI, DDS&T and ONE Staff are at the disposal of the task force head and thus responsive to the direction of the Board chairman.
3. The responsibilities of the DDI and DDS&T components are to respond to the needs of the Board chairman through the head of the task force who must see that the CIA views are clearly represented (at least as alternative explanations) in the draft of the Estimate.
4. The Task force will prepare that part of the estimate which lays out and interprets the evidence and technical detail, going into the future only to the extent that the evidence permits (i.e., one or two years). It will also formulate optional projections under the direction of the Board chairman.