

PRESIDENTIAL DOCUMENTS

THE WHITE HOUSE
WASHINGTON

~~CONFIDENTIAL~~

September 24, 1965

MEMORANDUM FOR

The Director of Central Intelligence

SUBJECT: Coordination of the United States
Foreign Intelligence Effort

Our Government is making a substantial effort and is expending large sums of money to obtain timely intelligence vital to our national defense and security. This effort requires the most efficient possible organization of the activities of the various departments and agencies concerned. It is essential that these activities be conducted as an integrated endeavor best suited to meet both current and longer-term national intelligence needs. One of the essential objectives of this integrated effort is to give timely notice to me and to other officials of critical developments which have an important bearing on our national security.

In view of the urgent necessity for maintaining effective coordination of all U.S. foreign intelligence functions, I request that you serve as the Government's chief intelligence officer, and that you pursue as a primary responsibility the task of coordinating and guiding the total U.S. foreign intelligence effort in accordance with National Security Council Intelligence Directive Number One of March 4, 1964.

In the performance of your responsibility I shall expect you to work closely with the heads of U.S. Government departments and agencies having foreign intelligence responsibilities, with a view to assuring the proper coordination, correlation, evaluation and prompt dissemination of intelligence obtained from all sources. You are authorized and directed to establish in consultation with member agencies of the intelligence community, such arrangements and guide lines as are necessary for this purpose. It is my wish that you receive from the departments and agencies concerned the full cooperation and assistance which are essential to the success of your coordinating responsibility.

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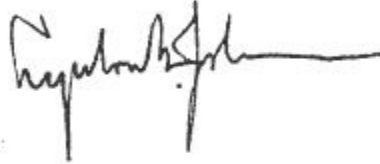
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Authority NLT RAC 010-006-3-5
By SD NARA, Date 1/31/03

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I will continue to look to your efforts as a means of achieving significant improvements in the organization, management, and effectiveness of our over-all foreign intelligence system.



Copies to:

The Secretary of State
The Secretary of Defense
The Chairman, President's Foreign
Intelligence Advisory Board

~~CONFIDENTIAL~~

Executive Registry
71-5637~~SECRET~~THE WHITE HOUSE
WASHINGTON

November 1, 1971

Dear Dick:

The need for improving the intelligence product and for increased efficiency in the allocation of resources devoted to the intelligence effort is urgent. In order to achieve these improvements, I will look to you to provide the intelligence community with the strengthened and responsible leadership it needs. I have decided upon some changes that I feel will provide you with the enhanced status and support needed to do the job. They are described in my memorandum to the Intelligence Principals which shall be your guide for implementation.

You should give the role of community leadership your primary attention and delegate, as much as is possible, the day-to-day management of the CIA. Four major responsibilities will require your priority attention.

- Planning and reviewing all intelligence activities including tactical intelligence and the allocation of all intelligence resources.
- Producing national intelligence required by the President and other national consumers.
- Chairing and staffing all intelligence community advisory boards or committees.
- Reconciling intelligence requirements and priorities with budgetary constraints.

While the formal changes I have directed are limited, I hope and expect additional changes in the functioning and management of the intelligence community. I particularly expect that you will work toward the attainment of three goals:

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- A more efficient use of resources in the collection of intelligence information.
- A more effective assignment of functions within the community.
- Improvement in the quality and scope of the substantive product.

In your efforts to attain these goals, you will have my strong support. Should, in your opinion, further changes in the management and organization of the intelligence community be needed, they will receive prompt and sympathetic attention from me.

Sincerely,



Honorable Richard M. Helms
Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

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100-73-1954

Executive Registry
73-6056

DCI/IC 73-1104

THE WHITE HOUSE
WASHINGTON

September 25, 1973

Dear Bill:

Your response to my April request for a summary of the goals and objectives of the Intelligence Community was quite thoughtful.

I am confident that their achievement will contribute substantially to more effective management of the Intelligence Community.

I am particularly pleased that your objectives clearly comprise a program to accomplish the long-term goals I outlined in my directive of November 1971. I have been informed that you intend to supplement these process-oriented objectives with several of a more substantive nature, and I approve of this augmentation. I look forward to reviewing your progress.

I appreciate your cooperation with OMB in the effort we are making to improve the management of the Federal Government. I want to reemphasize the importance of this effort in helping to give Americans the responsive and effective Government they deserve.

With warmest regards,

Sincerely,



The Honorable William E. Colby
Director
Central Intelligence Agency
Washington, D.C. 20505

Expenditure Registry
74-428

Noted by OCS
3/28/74

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THE WHITE HOUSE
WASHINGTON

March 22, 1974

Dear Bill:

The management program that we launched a year ago is off to an encouraging start. I am anxious now for the entire Federal Government to press toward meeting the goals for fiscal year 1974 and to determine a new set of objectives for fiscal year 1975.

It is particularly important that during the remainder of this fiscal year you continue to strengthen your role as leader of the intelligence community. You have made considerable progress during the last six months in strengthening your personal staff, in redirecting intelligence production to be more sensitive to consumer needs, and in restructuring intelligence organizations and processes. Your success in achieving these objectives should have a lasting impact on the responsiveness and quality of our intelligence activities.

Looking ahead, I would appreciate it if you would send me your recommendations for fiscal year 1975 by early June.

I recognize that, in many instances, the objectives will be a further refinement and elaboration of the long-term goals I enunciated for the intelligence community in 1971.

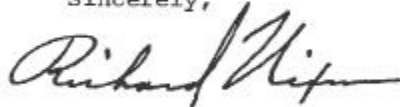
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It will be critical during the coming fiscal year to solidify and reinforce the groundwork laid by the successful accomplishment of your fiscal year 1974 goals. I am particularly concerned that the link between substantive intelligence needs and intelligence resources be clearly understood and evaluated. You should also continue your efforts to advise me of the needs of the intelligence community by submitting through OMB an annual consolidated intelligence program budget including tactical intelligence. I also hope that you will consider ways to ensure that all intelligence, regardless of the level at which it is collected or used, is properly integrated to produce the best possible results.

Managing toward specific goals is a rather new concept for many people within the Federal Government, but I think it can be a highly effective tool for improving our services to the American people, and I want to thank you for your continuing efforts to carry it forward.

With warmest personal regards,

Sincerely,



The Honorable William E. Colby
Director of Central Intelligence
Washington, D.C. 20505

THE WHITE HOUSE
WASHINGTON

June 29, 1974

Dear Bill:

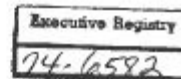
I want to commend you and your associates for the initiative you have shown in adopting new management directions for the Central Intelligence Agency. The steps described in your Agency's Annual Report for Fiscal Year 1973 and subsequent developments support my directives of November 1971 and my expectation that you can produce better intelligence at less cost.

I realize that you face problems and budgetary pressures, but you have started on the right path. I want to encourage you to continue to make the CIA more responsive, to improve its product, and to insure that resources are applied to priority needs. I also support your efforts to extend these same goals to the rest of the intelligence community.

Sincerely,

A handwritten signature in black ink, appearing to be "J. Carter", written in a cursive style with a long horizontal flourish extending to the right.

Honorable William E. Colby
Director of Central Intelligence
Washington, D. C. 20505



THE WHITE HOUSE
WASHINGTON

October 9, 1974

MEMORANDUM FOR: THE DIRECTOR OF CENTRAL
INTELLIGENCE

SUBJECT: Leadership and Management of the
U.S. Foreign Intelligence Community

I hereby affirm the responsibilities and authority charged to you as leader of the Intelligence Community in the Presidential memorandum of November 5, 1971. Much has been accomplished, but much remains to be done.

Intelligence is of vital importance to our national security and interests. In your role as the Director of Central Intelligence, you should insure that our intelligence is of the highest quality attainable and that it supports the planning for and conduct of U.S. foreign policies and military operations. You should continue to exercise leadership in maintaining a proper balance among intelligence activities by planning and reviewing all intelligence programs and resources. Your views on intelligence activities, including tactical intelligence, should be incorporated in an annual consolidated program budget which considers the comparative effectiveness of collection programs and relative priorities among intelligence targets. Should you feel that new technology or new substantive needs make alterations in management or organization desirable, your recommendations will receive my prompt and careful attention.

I shall expect that the heads of the departments and agencies having foreign intelligence responsibilities will cooperate with you and provide you with every assistance in fulfilling your responsibilities.

Richard R. Fuld

cc:

The Secretary of State
The Secretary of the Treasury
The Secretary of Defense
The Chairman, Joint Chiefs of Staff
The Chairman, President's Foreign Intelligence
Advisory Board
The Director, Office of Management and Budget
The Assistant to the President for National
Security Affairs
Commissioner, Atomic Energy Commission
Attorney General