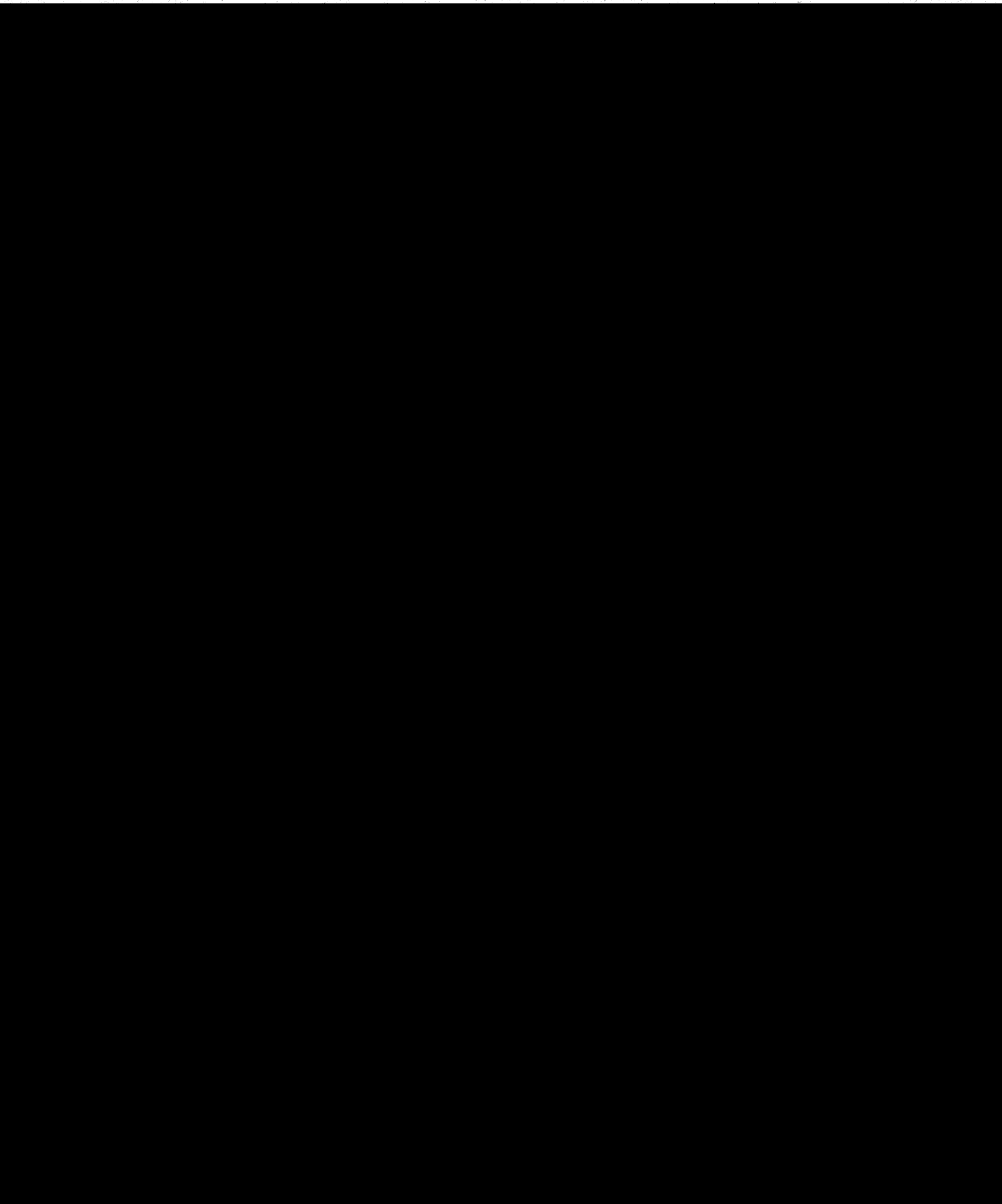


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27 September 1952

MEMORANDUM FOR: Deputy Director of Central Intelligence
Deputy Director (Plans)
Deputy Director (Intelligence)
Recording Secretary, DDC
Inspector General

SUBJECT: Amendment to Section [] of the Agency's Regulations Relating to the Projects Review Committee 25X1

1. Attached is a proposed change in Section [] of the Agency's Regulations relating to the Projects Review Committee. 25X1

2. The matter of amending Section [] was discussed at a DDC meeting held on 19 September 1952, and the attached is a revised version of the recommended change. The new wording (inclosed in []) covers the granting of additional authorities to the Projects Review Committee and members of the Committee. 25X1

3. Since this is a substantive change in Regulation [] the signature of the Director will be required. 25X1

4. Please return with your concurrence and/or recommendations.

L. K. WHITE
Acting Deputy Director
(Administration)

Attachment

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

3. PROJECT REVIEW COMMITTEE (See Regulation)

25X1

A. (1) The Project Review Committee is established consisting of:

Deputy Director	-	Chairman
Deputy Director (Plans)	-	Member
Deputy Director (Intelligence)	-	Member
Deputy Director (Administration)	-	Member
Executive Assistant to Director	-	Recording Secretary

Members or sponsoring official may designate advisors

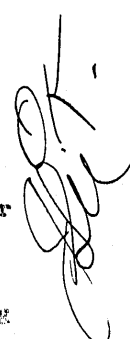
(2) The Project Review Committee will review all area or activity projects:

- (a) which involve deviations from and/or additions to detailed budget presentations.
- (b) which are described in the budget under broad general authorizations without specific supporting project details.
- (c) For research and development projects involving contracts within the United States prior to execution.

B. Office heads sponsoring such projects will obtain from the appropriate Deputy Director a preliminary determination of propriety and desirability of the project. Thereafter documentary presentation will be made to the Project Review Committee in accordance with prescribed procedures.

C. (1) The Committee or any appropriate member may act finally on projects and any amendments thereto so long as the total of any given project and amendments does not exceed \$25,000 and will recommend action to the Director on projects in excess of this amount.

(2) The Committee or any appropriate member may also approve amendments to any project previously approved by the Director in excess of \$25,000 provided that the total of such amendments for a project do not exceed ten per cent of the amount initially approved and provided further that the total of such amendments for a project do not exceed \$25,000. All such amendments approved under this authority shall be reported to the Recording Secretary who will furnish copies of the amendment(s) to the appropriate offices.


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- D. (1) No official of CIA will make commitments to an outside agency involving the possible transfer of funds from CIA until prior project approval has been obtained.
- (2) All financial arrangements involving transfers of funds shall be made by the Deputy Director (Administration), the Comptroller or his authorized representative.
- E. Members may designate immediate assistants to act for them as Committee members when appropriate. In cases where no Deputy Director sits as a Committee member, the Committee will not take final action but will submit its recommendations to the appropriate Deputy Director who will be governed by paragraph C., above.
- F. The Committee will establish procedures for processing projects.

Director of Central
Intelligence

Effective:
Rescind :

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26 September 1952

MEMORANDUM FOR: Acting Deputy Director (Administration)

THROUGH : Comptroller
Chief, Organization and Methods Service

SUBJECT : Proposed Addition to [] of the CIA Manual 25X1

1. Copies of a proposed change in [] of the CIA Manual are forwarded herewith. This amendment was discussed and agreed to in a Project Review Committee meeting held on 19 September 1952 and the minutes of the meeting will so reflect. 25X1

2. As you know, a Deputy Director has authority to act finally in any event on projects not exceeding \$25,000. The amendment was believed by the Committee to be within the spirit of the regulation and to be desirable in the interest of reasonable operational flexibility. The limitation of 10% of the amount initially approved was imposed to prevent drastic change in the authorized ceiling.

3. The requested revision will not affect any other regulation.

4. No special restriction is recommended as to distribution.

5. Since this is a substantive change in Regulation [], the signature of the Director will be required. 25X1

[]

25X1

JOHN S. WARNER
Acting General Counsel

Attachment

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

3. PROJECT REVIEW COMMITTEE (See Regulation [redacted])

25X1

A. (1) The Project Review Committee is established consisting of:

Deputy Director	-	Chairman
Deputy Director (Plans)	-	Member
Deputy Director (Intelligence)	-	Member
Deputy Director (Administration)	-	Member
Executive Assistant to Director	-	Recording Secretary
Members or sponsoring official may designate advisors		

(2) The Project Review Committee will review all area or activity projects:

- (a) Which involve deviations from and/or additions to detailed budget presentations.
- (b) Which are described in the budget under broad general authorizations without specific supporting project details.
- (c) For research and development projects involving contracts within the United States prior to execution.

B. Office heads sponsoring such projects will obtain from the appropriate Deputy Director a preliminary determination of propriety and desirability of the project. Thereafter documentary presentation will be made to the Project Review Committee in accordance with prescribed procedures.

C. (1) The Committee or any appropriate member may act finally on projects [and any amendments thereto so long as the total of any given project and amendments does not exceed \$25,000] and will recommend action to the Director on projects in excess of this amount.

[2) The Committee or any appropriate member may also approve amendments to any project previously approved by the Projects Review Committee in excess of \$25,000 provided that the total of such amendments for a project do not exceed ten percent of the amount initially approved and provided further that the total of such amendments for a project do not exceed \$25,000. All such amendments approved under this authority shall be reported to the Recording Secretary who will furnish copies of the amendment(s) to the appropriate offices.]

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- E. Members may designate immediate assistants to act for them as Committee members when appropriate. In cases where no Deputy Director sits as a Committee member, the Committee will not take final action but will submit its recommendations to the appropriate Deputy Director who will be governed by paragraph C., above.
- F. The Committee will establish procedures for processing projects.

Director of Central
Intelligence

Effective:
Rescind :

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ER-2-6102

Office Memorandum • UNITED STATES GOVERNMENT

TO : Asst. Deputy Director (Administration)

DATE: 19 February 1952

FROM : Chief, General Services

SUBJECT:

25X1

1. I have read and have had read Mr. [redacted] staff study re Program and Project approval. It is an excellent piece of thinking, but relates to the basic question of what should be brought before the Project Review Committee rather than to how projects should be worked up for presentation to that Committee.

2. The subject of what should or should not be brought before the Project Review Committee is of great importance and raises quite a number of complex questions and should be studied very thoroughly.

3. I therefore recommend

25X1

a. Approval of the procedure regulation [redacted] at [redacted] tached hereto.

substantially developed by us

25X1

25X1

b. Appointment of a committee composed of Mr. [redacted] a representative of the Comptroller's office and a representative of this office to study and draft a new regulation

25X1

[redacted]

[redacted]

25X1

W. L. PEEL

Attachment

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17 March 1952

MEMORANDUM FOR: Mr. Wolf

25X1

[redacted] denovo PRC procedure was, in my opinion, inadequate. In brief, the suggestions made at our meeting were as follows:

25X1

1. We should indicate that funds may be expended only in connection with the specific project for which they were approved. (In my opinion, this more appropriately goes in the revision of [redacted] in lieu of [redacted])

25X1

2. It was suggested that a caution concerning negotiations be made to insure that the Agency was neither morally nor legally committed prior to project approval. (I think this also should go in [redacted])

25X1

3. Differentiation between a project and a program. (I think this should go in [redacted])

25X1

4. In Paragraph D. (2) (h) it was suggested we add something which would require the sponsoring office to indicate liabilities that might be incurred either now or in the future. (I have attempted to do this in Subparagraph (6) thereunder.)

5. The question of projects which were submitted as an idea and which were approved but still had to go through the CCC, etc., was raised. Where does the CCC fit in? (I do not believe it is desirable to bring the CCC or Commercial Division into this particular paper. I have tried to provide for this in Paragraph D. (2) (g). What I had in mind is this: If a project is approved, subject to CCC or other specific approval, that can be stated at the Committee meeting; otherwise, it seems to me that it should come back for a final review after the detailed support plans are developed.)

6. The question was also raised as to whether we should not comment specifically on proprietary and subsidiary projects. (I do not believe it is necessary to do that in this paper.)

25X1

25X1

7. In discussing this with the other members of the PRC, I suggest that it be emphasized that we believe [redacted] should be revised. However, [redacted] will spell out more clearly the difference between a program and a project, what should come before the PRC, etc., whereas this procedure spells out how those projects which do come before the PRC will be handled. Personally, I think it is important that we get this regulation out and not hold it up for a revision of [redacted]

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CENTRAL INTELLIGENCE AGENCY REGULATION

PROJECT REVIEW COMMITTEE PROCEDURES

25X1

A. The procedural and presentation requirements stated in this Regulation are intended primarily to assure the Project Review Committee of sufficient information concerning any project to judge the following basic questions:

(1) As to Policy:

(a) Does the project profitably contribute to the accomplishment of a previously approved policy and program objective; or,

(b) If approval of the project is, in effect, authorization of a new policy and program objective,

(1) Have others concerned, within or outside CIA, been sufficiently consulted?

(2) Is approval now justified as a matter of policy?

(2) As to Support:

(a) Does the project presentation affirmatively show that adequate support plans are tentatively established and ready for execution upon approval of the project? or,

(b) If the project presentation shows in detail the prospect of support deficiencies which subordinate planning has been unable to provide for, what action, if any, is necessary to overcome such deficiencies?

B. Initial action by sponsoring Offices

(1) Determine whether Project Review Committee action is required by CIA Regulation . In case of doubt, consult the Comptroller.

(2) If Project Review Committee action is required, the Office head concerned will arrange for preliminary consultation with the appropriate Deputy Director.

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C. Preliminary action by Deputy Director

- (1) Provide preliminary determination of propriety and desirability of the proposed Project.
- (2) Inform sponsoring Office head of this determination.

D. Action to be taken by sponsoring Office upon preliminary approval of Deputy Director

- (1) The sponsoring Office will prepare the Project for presentation to the Project Review Committee in staff study form (see Regulation No.) so that the Project can be approved or disapproved on the basis of staff study presentation.
- (2) The following points, as appropriate, and such other information as any particular Project may demand should be covered:
 - (a) Description of the Project and its purpose. Is the Project a new one, or an augmentation or a re-direction of an old Project? Timing for implementation and completion with phasing indicated.
 - (b) Nature and extent of policy and program approval relied upon as authorization for the detailed action proposed in the Project.
 - (c) If prior policy and program approval has not been established, what policy and program objective, if any, will be established by approval of this project?
 - (d) Congressional implications, if any, and action recommended with regard thereto.
 - (e) Administrative and Operational support requirements, such as personnel, facilities, cover, communications, technical services, money, etc., indicating quantities, dates required, and phasing.

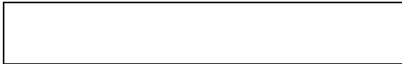
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(c) As an alternative to (e) or (f), why operational or administrative support has not been planned? Recommendations with regard thereto. Normally, Projects should be submitted without such plans only when, in the opinion of the appropriate Deputy Director, it is desirable to obtain Committee approval in principle prior to undertaking staff work to develop detailed plans. In such cases if the Project is approved in principle, it shall again be reviewed by the Committee when proper support plans have been developed unless otherwise specified in the Project approval.

(h) Total cost, phased by fiscal year if appropriate, and whether use of vouchered or unvouchered funds is recommended. Estimates should be supported by detailed costs to include, as appropriate:


- (1) Personnel.
- (2) Items and services to be procured through facilities other than Government agencies.
- (3) 
- (4) Acquisition or rental of real estate and construction of facilities.
- (5) Other expenses.

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(6) Where possible, other liabilities which may be incurred now or in the future.

(3) Obtain the concurrence or comment of other Offices which will have any responsibility for implementation or support of the Project if it is approved, including, where appropriate, the General Counsel, Inspection and Security, and the Comptroller.

(4) Submit the original and six copies of the Project to the appropriate Deputy Director.

E. The Deputy Director as an individual member of the Project Review Committee may, under the provisions of Regulation No.  approve the Project, if it does not exceed \$25,000, in which case he shall forward his approval to the Recording Secretary of the Project Review Committee. Projects not approved by the Deputy Director but which he desires to have reviewed by the Committee shall also be forwarded to the Recording Secretary.

F. When the Project has not already been approved by an individual member of the Committee, the Recording Secretary of the Project Review Committee, after coordinating any additional staff review deemed appropriate, will see that each regular member of the Committee and the Comptroller receives a copy of the Project at least forty-eight hours prior to the meeting at which it will be reviewed. He will also make the necessary arrangements for the Project Review Committee meeting and the attendance of appropriate personnel.

G. The Project Review Committee will:

- (1) Recommend approval or disapproval with exceptions, limitations, etc., when appropriate.
- (2) Approve or disapprove the project with exceptions, limitations, etc.,

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when appropriate if it does not exceed \$25,000, or

(3) Return to sponsoring Office for modification and ~~reconsideration.~~

- H. The Recording Secretary of the Project Review Committee will advise the sponsoring Office of final action taken on all projects forwarded to him by a Deputy Director. When a project is approved, he shall also give appropriate notice to other Offices and activities having any responsibility for implementation or support of the project.
- I. Projects submitted which do not comply with this Regulation will be returned to the sponsoring Office without action.
- J. A quarterly report shall be submitted to the Deputy Director (Administration) by the Comptroller, showing the financial status of projects.
- K. The Comptroller will report to the Project Review Committee any obligation of funds without approval of the Director or the Committee which, in his opinion, are improper without such approval.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

Deputy Director _____ Effective:
(Administration)

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GROUP 1

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13 March 1952

MEMORANDUM FOR: COLONEL LAWRENCE K. WHITE
ASSISTANT DEPUTY DIRECTOR/ADMINISTRATION

SUBJECT: Regulations [redacted]

25X1

1. Attached are the two drafts of Regulation [redacted] and Regulation [redacted]. Both have been created out of whole cloth and both very largely denovo. This will account for inadequate reference to your lucid notes taken at our meeting last week.

25X1

25X1

2. I am attaching also Mr. [redacted]'s very helpful memorandum which you can see was very useful to me.

25X1

3. My thought is that the draft of [redacted] is yours to do with what you will and is offered gratuitously. On the other one, I have more than a passing interest.

25X1

[redacted]

25X1

Assistant to the Director

Enclosures -
Draft Reg [redacted]
Draft Reg [redacted]
Copy memo dtd 7 Feb 52

25X1

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13 March 1952

MEMORANDUM FOR: COLONEL LAWRENCE K. WHITE
ASSISTANT DEPUTY DIRECTOR/ADMINISTRATION

SUBJECT: Regulations [redacted] 25X1

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[redacted] 25X1
Assistant to the Director

Enclosures -
Draft Reg [redacted]
Draft Reg [redacted] 25X1
Copy memo dtd 7 Feb 52

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25X1

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2-5811
A A-D-0039

7 February 1952

TO: Deputy Director for Administration
FROM: Chief, Administrative Staff (Special)
SUBJECT: Program and Project Approval

1. PROBLEM. -- Agency Regulations governing program and project approval are inadequate.

2. DESCRIPTION. -- The level of policy approval required for operational undertakings is a matter of fundamental Agency concern, and as such, should not be subject to widely-varying interpretations within the Agency.

3. FACTS. --

a. The Operations offices have developed, and are now employing, different methods for approving operational undertakings. OCO activates projects upon authorization of the ADSD, and his approval of a project is final. OPC projects, in contrast, are approved by the ADPC up to a dollar limitation of \$10,000; by the PRC or an individual member thereof for projects between \$10,000-\$25,000; and by the Director if over \$25,000. Correspondingly, program approval in OCO rests with the ADSD, while OPC submits all programs to the PRC and DCI for approval.

b. Agency Regulations make no distinction between OCO- and OPC-type activity, and as a result, do not prescribe a different method of approval for each office. The contrasting levels of approval in use are presently justified by the respective offices by differing interpretations of Agency Regulations.

4. DISCUSSION. --

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a. The Project Review Committee was established to provide top-level review and approval for programs and projects involving matters of Agency policy sensitivity. Fulfillment of this function, however, is jeopardized by the fact that the PRC's role is not uniformly interpreted throughout the Agency.

b. Further, the supplementation of PRC procedure providing for approval by an individual Deputy Director on behalf of the PRC has had the effect of nullifying the intent of "committee" action and procedurally has meant that many projects have not been reflected in PRC records.

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c. The terms "program" and "project" have become unusable for distinguishing; the level and scope of planning encompassed by undertakings bearing these designations. There is no uniform interpretation of what is a program or project, and therefore, no uniform interpretation of what approval of these signifies in terms of implementing the activity under them.

d. It is recognized, for example, that OSO operations involving routine contact with agents and informants for general collection purposes probably receive adequate PRC and DCI approval through approval of area budget estimates. However, projects definable as autonomous operational entities which mount specially designed, planned, cohesive operations for designated, limited, appraisable purposes, whether sponsored by OSO or OPC, very often involve factors of direct Agency policy concern which were not appraised in budget estimates. There is no provision in existing regulations for differentiating between the levels of policy-sensitivity inherent in such operational undertakings.

e. It is axiomatic that there are multiple factors or principles which should determine the level of policy approval, yet, under current Agency practice, OSO determines that level on the basis of non-formalized criteria, while OPC uses a criterion based solely on the dollar-amount of the funds employed in each undertaking.

f. Agency regulatory material governing program and project approval cannot be adhered to uniformly, cannot be interpreted accurately, and therefore, cannot be used as a satisfactory guide to prescribe proper action under varying circumstances. The guide to action has consistently fallen back onto custom and practice.

5. ACTION RECOMMENDED. --

a. Revise existing Regulations to provide logical usable criteria on the basis of which programs and projects may be evaluated to determine the degree of policy sensitivity involved, thereby establishing the level at which final approval must be obtained prior to implementation. (Suggested criteria of this type are included as Tab A.)

b. A determination should be made whether OSO- and OPC-type activity are sufficiently different in terms of sensitivity, and political and policy significance, to warrant and require different criteria and procedures to be used for each office as bases for submission of projects and programs for Agency-level policy consideration and approval.

c. A general redefinition of terminology should be incorporated into Agency regulatory material governing project and program approval. Those redefinitions most needed are for the terms: "project" and "program", together with a clarification of what is encompassed by "approval" in its different forms; i.e., approval of a project, of a

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budget estimates, of a program, etc. (suggested definitions of this type are included as Tab 5.)

Chief, Administrative
Staff (Special)

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TAB A

A. Criteria of Significance and Level of Approval

1. Approval of the Director shall be required:

a. When the means or ends of any project have a potential for:

(1) altering the overt foreign policy of the United States;

(2) implicating the United States Government to the point of inciting a foreign power to positive punitive action;

(3) jeopardizing the position of the Agency in the United States Government structure through inciting the wrath of Congress or other government agencies, or the American public;

(4) becoming a national or international political issue;

(5) involving serious competition with any American or foreign business activity;

(6) altering any NSC policy or requiring the issuance of a new NSC policy;

(7) negating or seriously interfering with the conduct or effect of other Agency programs or projects, or;

b. When the project necessitates or implies a major revision of Agency mission or policy, or;

c. When the project requires a reapportionment of funds between major components of the Agency, or;

d. When the project involves \$200,000 or more in any one fiscal year.

2. Approval of the PSC shall be required:

a. When the means or ends of any project have a potential for:

(1) influencing the overt foreign policy of the United States Government or any foreign power;

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(2) Implicating the United States Government to the point of jeopardizing diplomatic relations with any foreign power;

(3) embarrassing this Agency before Congress or other government agencies;

(4) serious political embarrassment with domestic political parties or labor organizations, or;

b. When the project involves \$50,000-\$200,000 in any one fiscal year.

3. When implications in either the means or the ends of any project have a potential for conflict between or duplication of the operations of components of this Agency, or the project involves \$25,000-\$50,000 in any one fiscal year, the project shall be referred to the DD/P for consideration and approval prior to implementation.

4. Any project which has none of the implications mentioned in categories 1-3 above, and involves less than \$25,000 may be approved and implemented by the Assistant Director concerned.

B. In the event of any doubt in determining the significance of any project, detailed information including reasons for referral, shall be submitted to the next higher authority for consideration.

C. The highest level of significance of any single factor shall determine the authority required for approval and implementation of a project, and it shall be reviewed by all intermediate authorities.

1. Projects may be disapproved at any intermediate level of authority.

2. Whenever any reviewing official estimates the significance of any single factor to be higher than the original classification, he shall prepare written support of his position in regard to each contested factor, whether positive or negative, and submit it together with the project to the next higher authority.

D. The attached Chart A should be used as a mechanical device to ensure that all factors in any project have been evaluated.

1. For purposes of this device the term "Domestic" shall be interpreted to mean "entirely within the United States."

2. The term "Foreign Domestic" shall be interpreted to mean "entirely within any single foreign country."

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3. The term "International" shall be interpreted to mean "entirely within each of two or more countries" or, "any resultant interrelationship between two or more countries."

25X1



6. Other terms are believed to be self-explanatory.

2. In applying this device it is expected that each of the eighteen factors shall be individually evaluated in relation to the established criteria of significance. For purposes of simplicity in the initial evaluation, it is suggested that each factor be assigned a value on the basis of the criteria in somewhat the following manner:

1. Factors of the highest significance requiring DCI approval may be assigned a value of 1

2. Factors of serious significance requiring PRC action and approval may be assigned a value of 2

3. Factors of moderate significance requiring AD/P action and approval may be assigned a value of 3

4. Factors which may be approved and implemented by Assistant Directors may be assigned a value of 4

F. Each evaluation, whether positive or negative, shall be justified or explained and included as a part of the project presentation.

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TAB B

1. Program:

A program is an outline of proposed action for the attainment of a general objective. It contains sufficient description of objectives, means, support requirements, and sensitivity, to permit its evaluation and approval as a charter for individual project planning.

2. Project:

A project is a detailed outline proposing a specific operational undertaking designed to assist in the accomplishment of a previously approved program. It describes in detail the specific objectives, the means to be employed, the support requirements, and appraises the sensitivity, risk and likelihood of success.

3. Budget Estimate Approval:

Insofar as projects are concerned, approval of a budget estimate is only an authoritative endorsement of the proposed magnitude of operations and the distribution of Agency effort implied in the area and activity estimates. Approval of an estimate does not constitute authorization for implementation of projects nor expenditure of funds therefor without subjecting them to other established Agency procedures.

4. Program approval:

Approval of a program is not only an endorsement of the proposals contained therein, but constitutes a directive to office staffs to carry out detailed project planning. Program approval constitutes approval to use funds for exploratory purposes in the development of proposed projects only when specifically provided in the program approval. Program approval is not approval to obligate and expend funds in the implementation of the proposed project unless such is specifically set forth at the time of program approval.

5. Project approval:

Final project approval is contingent upon subjection of detailed completed project plans to all administrative and control procedures prescribed in Agency Regulations. When final approval is given it constitutes approval to obligate and expend allocated funds for the implementation of the project concerned, and is a directive to carry out the detailed activity specified in the approved project plan.

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

4 May 1951

3. PROJECT REVIEW COMMITTEE (See Regulation No.)

25X1

A. (1) The Project Review Committee is established consisting of:

Deputy Director - Chairman
 Deputy Director (Plans) - Member
 Deputy Director (Administration) - Member
 Executive Assistant to Director - Recording Secretary
 Members or sponsoring official may designate advisors

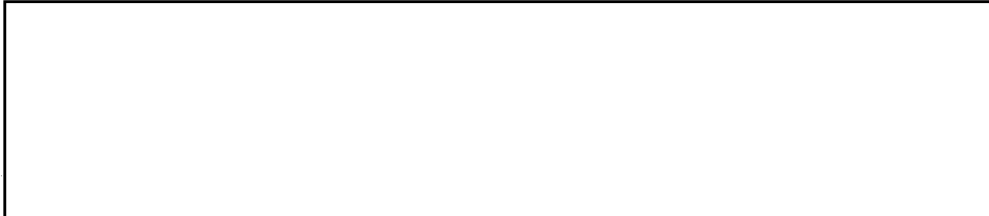
(2) The Project Review Committee will review all area or activity projects:

- (a) Which involve deviations from and/or additions to detailed budget presentations.
- (b) Which are described in the budget under broad general authorizations without specific supporting project details.
- (c) For research and development projects involving contracts within the United States prior to execution.

B. Office heads sponsoring such projects will obtain from the appropriate Deputy Director a preliminary determination of propriety and desirability of the project. Thereafter documentary presentation will be made to the Project Review Committee in accordance with prescribed procedures.

C. The Committee or any appropriate member may act finally on projects not exceeding \$25,000 and will recommend action to the Director on projects in excess of this amount.

D.



25X1

E. Members may designate immediate assistants to act for them as Committee members when appropriate. In cases where no Deputy Director sits as a Committee member, the Committee will not take final action but will submit its recommendations to the appropriate Deputy Director who will be governed by paragraph C., above.

*Returned from Reproduction
14 May '51*

25X1

CENTRAL INTELLIGENCE AGENCY REGULATION

4 May 1951

F. The Committee will establish procedures for processing projects.

Director of Central
Intelligence

Effective: 4 May 1951
Rescind: Pages 1-3 of
3 May 1951

25X1

-2-

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

4 May 1951

3. PROJECT REVIEW COMMITTEE (See Regulation No.)

25X1

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B. Office heads sponsoring such projects will obtain from the appropriate Deputy Director a preliminary determination of propriety and desirability of the project. Thereafter documentary presentation will be made to the Project Review Committee in accordance with prescribed procedures.

C. The Committee or any appropriate member may act finally on projects not exceeding \$25,000 and will recommend action to the Director on projects in excess of this amount.

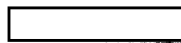
D.

25X1

E. Members may designate immediate assistants to act for them as Committee members when appropriate. In cases where no Deputy Director sits as a Committee member, the Committee will not take final action but will submit its recommendations to the appropriate Deputy Director who will be governed by paragraph C., above.

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CENTRAL INTELLIGENCE AGENCY REGULATION




25X1

4 May 1951

F. The Committee will establish procedures for processing projects.

Director of Central
Intelligence

Effective: 4 May 1951

Rescind: Pages 1-3 of 
3 May 1951

25X1

-2-

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Approved For Release 2006/12/04 : CIA-RDP81-00728R000100130004-6

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Approved For Release 2006/12/04 : CIA-RDP81-00728R000100130004-6

SECRET**Office Memorandum • UNITED STATES GOVERNMENT**

TO : Management Officer

DATE: 9 March 1950

FROM : Budget Officer

SUBJECT: Recommended revision of Administrative Instruction [] "Projects"
for incorporation into Agency Manual of Operating Regulations

25X1

1. The subject draft is transmitted to you in conformance with the verbal request of Mr. [] of your office.

25X1

2. It will be noted that some changes have been made in the wording and positioning of several sections of the previous instruction toward clarification of requirements.

3. The following additional provisions are given and for reason as shown:

- a. Item A 3 -- "When doubt exists as to whether or not a prospective expenditure of CIA funds requires PRC action under "2" above, the question will be directed to the Budget Officer for informal assistance and guidance."

Reason: Since it is assumed that problems may arise of a "borderline" nature such as to make difficult the question as to whether or not PRC action is required, the Budget Officer's "informal advice and assistance" may be helpful to Assistant Directors and Staff Chiefs at the inception of such action.

- b. Item B 3 -- "Assistant Directors and Staff Chiefs may obtain assistance in the preparation required by "a" above from assigned budget analysts."

Reason: On the basis of their several responsibilities in connection with the budgetary structure of Office and Staff Sections to which they are assigned, it is believed that Budget Analysts are in an excellent position to render assistance and advice with regard to Project Review Committee actions.

- c. Item B1c -- "Submit the project, in original and one copy, to the Chairman of the Projects Review Committee, through the Budget Officer."

Reason: As it is presently written the cited instruction does not provide the Budget Officer an opportunity for review of Project Review Committee submissions prior to Committee action. Since determinations resulting from Project Review Committee meetings have direct implication to scheduling of the budget, it is believed that preliminary review by the Budget Officer of such actions will be productive in the saving of Committee time when in session because of pre-clearance of --

MAP. 13 1950

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- a. Completeness of all data, symbols, and references in relation to the existing budget structure;
- b. Availability of funds;
- c. Cases in which the existing budgetary status of approved activities is sufficient so as to obviate the necessity of referring a project for PRC action.
- d. Item D 2 -- "All financial arrangements involving transfers of funds shall be made by the Budget Officer or his authorized representative."

Reason: It is believed that mention of the functional responsibility at this point is appropriate to the information of the paragraph.



25X1

E. R. SAUNDERS

Attachment

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 9 August 1950

FROM : Budget Officer

SUBJECT: Draft submission for Manual of Agency Regulations [redacted] 25X1
titled, "Projects Review Committee"

1. Since the Manual of Agency Regulations has not as yet been released it is requested that the following changes be effected in the subject draft:

a. Citation A 2 d

Former Reading: "Which involved major deviations from budget presentations necessitating possible requirements for additional funds in excess of budget allocations."

Revised to: "Which involve major deviations from budget presentations."

b. Citation D 3 b

[redacted] 25X1
will be submitted in writing to the Executive with sufficient detail to enable a recommendation to be made, either for final action or reference to the Projects Review Committee for preliminary review."

[redacted] 25X1
will be submitted in writing to the Executive through the Budget Officer with sufficient detail to enable a recommendation to be made, either for final action or reference to the Projects Review Committee for preliminary review."

2. It is requested that the particulars of the attachment receive Agency distribution as soon as possible since information is involved of importance to the current budget execution year.

[redacted] 25X1
E. R. SAUNDERS

Attachment

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CENTRAL INTELLIGENCE AGENCY REGULATION

4 August 1950

I. PROJECTS REVIEW COMMITTEE

- A. 1. The Projects Review Committee was established effective 1 January 1949 with the following committee membership:
- a. Executive - Chairman
 - b. Budget Officer - Member
 - c. Assistant Director or Staff Chief
sponsoring project - Member
 - d. General Counsel - Legal advisor and recorder without vote
 - e. Such advisory personnel as required by the Chairman or the sponsoring official (without vote).
2. The purpose of the Projects Review Committee is to review and make recommendations to the Director in connection with all administrative and operational projects involving the expenditure of CIA funds:
- a. Of a vouchered nature for purposes other than those which would be deemed appropriate to the pursuance of normal activities as described in the budget document and for which funds are available.
 - b. Of a vouchered nature which are described in the budget document under broad general authorizations. (example: \$200,000 is allocated for communications development or research purposes. A specific project is planned under this authorization which will require obligation of \$75,000. Prior PRC action is required.)
 - c. For research and development projects involving contracts within the United States prior to execution.
 - d. Which involve major deviations from budget presentations.
 - e. Of an unvouchered nature which are to be included in the Agency budget estimate for operation of covert activities during a fiscal year for which estimates have not been submitted, or for covert expense coming within the purview of paragraphs c and d above.
3. When doubt exists as to whether or not a prospective expenditure of CIA funds requires PRC action under "2" above, the question will be directed to the Budget Officer for informal assistance and guidance.

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

4 August 1950

- B. 1. Assistant Directors and Staff Chiefs desiring to implement projects involving the expenditure of CIA funds will:
- a. Prepare a detailed project description, including:
 - (1) Necessity for project.
 - (2) Additional personnel requirements and/or organizational changes, if any.
 - (3) Estimate of time required to implement or complete the project, including urgency.
 - (4) Whether vouchered or unvouchered funds are recommended, and basis for recommending unvouchered funds.
 - (5) Estimated cost, by purpose, separately for vouchered and unvouchered funds if both are requested; current status of any previous authorizations for same or similar project will be shown separately.
-
- b. Coordinate the project with each interested other CIA activity and obtain written concurrence or non-concurrence from each for submission with the project, including written reasons for non-concurrences.
 - c. Submit the project, in original and one copy, to the Chairman of the Projects Review Committee, through the Budget Officer.
2. Covert projects may be modified in presentation to the extent commensurate with essential security factors.
3. Assistant Directors and Staff Chiefs may obtain assistance in the preparation required by "a" above from assigned budget analysts.
- C. 1. The committee will meet at ⁺ call of the chairman, review projects submitted, and make recommendations to the Director, who will take final action on each project.
2. The sponsoring officer, if he so desires, may submit a minority report to the Director, and such minority report will be added to the report of the committee as an appendix to the report.
3. The Recorder will record the meeting, including the action of the Director, and distribute one copy each to:

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CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

4 August 1950

- a. Assistant Director or Staff Chief who initiated the project
 - b. Executive, who will issue necessary instructions to implement the action of the Director.
- D. 1. No official of CIA will make commitments to an outside agency in connection with the development of any contemplated project involving the possible transfer of funds from CIA to such outside agency until the prior approval for the project has been obtained from the Director.
2. All financial arrangements involving transfers of funds shall be made by the Budget Officer or his authorized representative.



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CENTRAL INTELLIGENCE AGENCY REGULATION

10. MANAGEMENT IMPROVEMENT ACTIVITIES

- A. In accordance with expressed desire of the President to improve the operational efficiency of government agencies, a statement of management improvement activities for CIA must be submitted to the Bureau of the Budget with each annual budget estimate.
- B. Such statement will be published as operating policy of CIA. Each office head will cooperate fully to the end that the spirit of these programs will be effectively implemented.

"STATEMENT OF MANAGEMENT IMPROVEMENT ACTIVITIES
FOR FISCAL YEARS 1950 AND 1951



25X1

II. Management Improvement Activities

- 1. Management improvement schedule for substantive matters for the current and budget year:
 - a. Reorganization of covert activities in accordance with instructions from the National Security Council.
 - b. Development of an integrated intelligence production program, interdepartmental in scope, including:
 - (1) Establishment of priorities in areas and subjects.
 - (2) More adequate allocation of responsibilities between CIA and IAC agencies to prevent unnecessary duplication in either research or production.

Page Denied

CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

2. Management improvement schedule in overall support of substantive matters for the current and budget year:
 - a. Continuing survey of reproduction needs and facilities to:
 - (1) Establish priorities.
 - (2) Determine and establish better and more economical means and methods, including supply, techniques and machines.
 - (3) Eliminate unnecessary projects and multiple duplication in several agencies of the same material.
 - (4) Reduce numbers of copies to a minimum to meet actual current needs.
 - b. Research into and implementation of improvements in budget development, review, presentation and control.
 - c. Development and implementation of improved machine methods for handling records and reporting in connection with:
 - (1) Personnel matters
 - (2) Supply accounts
 - (3) Payrolls
 - d. Program for the maximum standardization of equipment and other supply items.
 - e. Continuing the forms control program.
 - f. Identification and reduction of backlogs in both substantive and support activities.
 - g. Improvement of the records management program.
 - h. Development and implementation of a career management program for CIA personnel.
 - i. Continuing survey of the distribution system to increase the speed of delivery of both administrative and intelligence material and reduce delays incident to improper routing.
 - j. Continuing survey of the organization and review of functions, personnel requirements, methods and procedures to increase efficiency and effect possible economies.

CENTRAL INTELLIGENCE AGENCY REGULATION

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"III. Responsibility for Action

1. The "top official" designated to supervise the management improvement program in CIA is the Deputy Director ~~for~~ (Administration).
2. An Office of Intelligence Coordination has been established to supervise interdepartmental relationships and substantive intelligence programs to the end that:
 - a. Intelligence services of common concern will be continually more centralized.
 - b. Overlaps and duplications in the collection, production and dissemination of intelligence and unevaluated information will be reduced or eliminated.
 - c. Effectiveness of the collection effort and the substance of production will be continually improved.
3. A Management Analysis staff is engaged in constant studies and surveys within the Agency to determine and recommend possible improvements and economies. Improved methods and programs at a minimum cost is its primary objective.
4. Office heads receive indoctrination in the principles of, and the necessity and personal responsibility for, strong executive action toward management improvement activities within their sphere of operations, both administratively and substantively from a program viewpoint.
5. Budget controls are exercised with strong, central supervision to insure flexibility of operations without waste, and to the utmost possible extent without non-productive work.
6. An inspection staff attached to the Inspection and Security Office performs special investigations of operating and administrative activities in response to directives from the Director of ~~CI~~ ^{Central Intelligence} and the recommendations submitted are coordinated from a management viewpoint to the end that deficiencies may be rectified and improvements achieved.

- 21 -

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CENTRAL INTELLIGENCE AGENCY REGULATION

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"IV. Anticipated Progress of the Program of Management Improvement Activities

1. In a new agency of this nature, the functions of which are based on interdepartmental relationships and mutual support programs, with changing missions and responsibilities, and with the peculiar and unique function of covert activities abroad, it is not yet practicable to schedule management improvement activities on a set time schedule basis.

"V. General Statement

1. Each of the improvement program activities listed in Section II above requires current and continuing attention. Most of the problems are dependent to some extent on a factor or factors which cannot be directly controlled by the Agency and are subject to delays and interdepartmental discussions and agreements which require varying periods of time for completion. Even the apparently purely administrative problems are affected by this situation.
2. a. The Office of Intelligence Coordination, in carrying out its responsibilities for interdepartmental coordination in conjunction with the IAC agencies, must remain abreast of difficulties and problems arising in this field, and is charged with responsibility for recommending CIA action to solve such problems in the most efficient and economical manner possible to obtain. Policy and program inadequacies detected in surveys are also referred to the Office of Intelligence Coordination for action and proper resolution.

CENTRAL INTELLIGENCE AGENCY REGULATION

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- b. The Management Analysis Division, in carrying out its broad responsibilities for developing and recommending the organizational structure, assignment of functions, and personnel staffing of the Agency, with the attendant problems of administrative procedures and support, is engaged in daily constant surveys of some portion or portions of the Agency. Problems involving lack of adequate policy guidance or programs determinations are detected at their source in these surveys and placed in proper channels for solution.
- c. The two staffs referred to above, together with the Comptroller and the Inspection and Security Office, will be required to coordinate closely to the extent that the Deputy Director for (Administration) in conducting the overall Management Improvement Program, will be in a position to render the greatest possible assistance to the Director in carrying out the desires of the Bureau of the Budget and the President. "

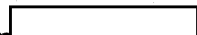
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CENTRAL INTELLIGENCE AGENCY REGULATION



11. DESIGNATION OF CIA OFFICIALS

A. The following is a current listing of CIA officials:

Director

Walter B. Smith

Executive Assistants

Lyman B. Kirkpatrick



Chester B. Hansen



Director of Training

Matthew Baird

Deputy Director

William H. Jackson

Assistant Directors

James M. Andrews, Collection and Dissemination
[Redacted] Deputy

25X1

H. Marshall Chadwell, Scientific Intelligence
[Redacted] Deputy

Kingman Douglass, Current Intelligence
[Redacted], Deputy

William L. Langer, National Estimates
[Redacted] Deputy

Max Franklin Millikan, Research and Reports

James Q. Reber, Intelligence Coordination (Acting)

Deputy Director (Plans)

Allen W. Dulles

MAY 10 1961

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CENTRAL INTELLIGENCE AGENCY REGULATION



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John R. Tietjen, Chief, Medical Staff
[Redacted] Deputy

Andrew E. Van Ezzo, Chief of Procurement
[Redacted], Deputy

25X1

[Redacted] Auditor

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Director of Central
Intelligence

Effective: 18 Apr 51
Rescind: Pgs 1-3 of [Redacted]
1 Apr 51

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CONFIDENTIAL
Security Information

Killed.
Issued as a
Personnel Notice.
P.

CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

17 March 1952

12. DESIGNATION OF OFFICERS

A. Top Secret Control Officer

25X1

Mr. [redacted], Office of Collection and Dissemination, is designated as Top Secret Control Officer.

B. Custodian of Registered Documents

25X1

(1) Mr. [redacted] Office of Collection and Dissemination, is designated as Custodian of Registered Documents.

25X1

(2) [redacted], Office of Collection and Dissemination, is designated as Alternate Custodian of Registered Documents.

C. CIA Fair Employment Officer

Mr. Wilfred L. Peel, Chief, Organization and Methods Service, is designated as CIA Fair Employment Officer.

D. CIA Records Officer

25X1

Mr. [redacted] General Services Office, Administrative Service, is designated as CIA Records Officer.]

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

~~Deputy Director Effective: 17 March 1952
(Administration) Rescind : Page 1 of [redacted]
4 June 1951~~

25X1

*Issued as a
Personnel Notice.*

1952 MAR 30 12 55

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CONFIDENTIAL
Security Information

CONFIDENTIAL
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Office Memorandum • UNITED STATES GOVERNMENT

TO : Acting Chief, Organization and Methods Service
FROM : Chief, Administrative Service
SUBJECT: Designation of CIA Records Officer

DATE: 13 March 1952

1. It is requested that CIA Regulation Number [redacted], dated 4 June 1951, be amended to include the following:

25X1

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D. CIA Records Officer

Mr. [redacted] Administrative Service, Office of General Services, is designated as CIA Records Officer.

2. Mr. [redacted] will take over these duties effective as of Monday, 17 March 1952.

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1952 MAR 17 52 JR SS

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Security Information

MAR 17 1952

CONFIDENTIAL

CENTRAL INTELLIGENCE AGENCY REGULATION

[Redacted]

25X1

~~2 April 1951~~
4 June 1951

12. DESIGNATION OF OFFICERS

A. Top Secret Control Officer

Mr. [Redacted], Office of Collection and Dissemination, is designated as Top Secret Control Officer.

25X1

B. Custodian of Registered Documents

(1) Mr. [Redacted], Office of Collection and Dissemination, is designated as Custodian of Registered Documents.

(2) [Redacted] Office of Collection and Dissemination, is designated as Alternate Custodian of Registered Documents.

C. CIA Fair Employment Officer

Mr. Wilfred L. Peel, Special Assistant to Deputy Director (Administration), is designated as CIA Fair Employment Officer.

Handwritten: Note
Revised notes

25X1

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see [Redacted]

[Redacted]

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Deputy Director (Administration) Directive: ~~2 April 1951~~
Rescind: Page 1 of [Redacted]
4 June 1951
2 April 1951

- 1 -

CONFIDENTIAL

*Returned from
Reproduction
15 June 51*

CENTRAL INTELLIGENCE AGENCY REGULATION

[Redacted]

2 April 1951

12. DESIGNATION OF OFFICERS

A. Top Secret Control Officer

25X1

Mr. [Redacted] Office of Collection and Dissemination, is designated as Top Secret Control Officer.

B. Custodian of Registered Documents

25X1

(1) Mr. [Redacted], Office of Collection and Dissemination, is designated as Custodian of Registered Documents.

25X1

(2) [Redacted] Office of Collection and Dissemination, is designated as Alternate Custodian of Registered Documents.

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[Redacted]

Deputy Director Effective: 2 April 1951
(Administration)

- 1 -

CONFIDENTIAL

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MEMORANDUM FOR: ACTING EXECUTIVE

25X1

SUBJECT: Proposed Regulation No. subject "Form Control and Standardization".

1. The first sentence of paragraph G in the subject draft regulation provides that: "The printing, reproduction, procurement or use of forms within the Agency without the prior approval of the Management Officer is prohibited".

2. The above prohibition, if fully implemented, would work to the serious disadvantage of all Offices. It would strangle initiative on the part of operating personnel, who should be encouraged to improvise and try out simple forms for ditto or mimeograph reproduction whenever it appears to them that such attempts might result in less typing, speedier production, or more uniform output.

3. The proposal fails to distinguish between (a) formal type-set forms designed for Agency-wide use, and (b) the simple working forms which all Offices occasionally must produce in order to deal with day-to-day problems of non-recurrent or short-term nature. It is a major advantage of ditto, mimeograph, and similar devices that they enable such forms to be produced with negligible cost and effort, and this advantage should not be jettisoned.

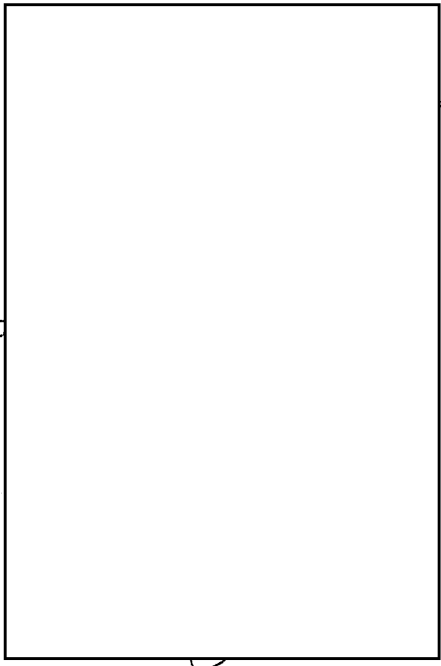
4. It is requested that the sentence referred to be qualified with the wording shown below before final publication as an Agency Regulation:

"The printing, reproduction, procurement or use of forms within the Agency without prior approval of the Management Officer is prohibited, except that this prohibition shall not apply to forms produced within individual Offices and Staffs to meet experimental or emergency needs."

25X1

*In Regs according to PEA & EMB
HSM
10/11/50*

act



29 SEP 1950

Approved:

Russell
Director of Central Intelligence

SECRET

OCT 2 1950

RESTRICTED
Security Information

3 December 1951

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: CIA Regulation No. [redacted]

25X1

1. The attached Regulation is now in effect as an Agency Notice.

2. In accordance with Agency Regulation [redacted], all current Notices will either be destroyed or dropped if at the end of the year they are no longer applicable, or re-instated if still in effect for 1952. If any are expected to remain in continuing effect, they will be picked up in Agency Regulations.

25X1

3. The attached is the first of several Notices which will be picked up in Agency Regulations.

4. Request signature.

[redacted signature box]

25X1

Advisor for Management

1 Attach.

DEC 11 1951

DEC 8 1951

RESTRICTED
Security Information

RESTRICTED
Security Information

CENTRAL INTELLIGENCE AGENCY REGULATION

25X1

[Redacted]

11/20/51

13. CIA PATENT BOARD

A. There is established a CIA Patent Board which is responsible for clarifying the respective rights of the individual concerned and the Government. The board will be governed largely by Executive Order 10096 which establishes Federal policy and procedures concerning inventions made by Federal employees and by Agency security policies. This Board shall be composed of the following officials:

[Redacted]

- Chairman
- Member
- Member
- Member
- Member
- Advisory Non-voting Member

25X1

B. CIA employees who have made inventions on or after 23 January 1950 and who may make inventions while employees of this Agency should submit all pertinent facts to the Chairman of the CIA Patent Board in accordance with procedures outlined in CIA Regulation No. [Redacted]

25X1

[Redacted]

25X1

Deputy Director Effective:
(Administration)

RESTRICTED
Security Information

SECURITY INFORMATION

18 December 1951

MEMORANDUM FOR: DEPUTY DIRECTOR (ADMINISTRATION)

25X1

Attention: Mr. [redacted]

FROM : Special Assistant to the Acting Chief, TSS/DD/P

SUBJECT : CIA Patent Board

REFERENCE : CIA Notice No. [redacted]

25X1

1. Among the members of the CIA Patent Board named in the reference is [redacted] who, at the time of the issuance of the Notice, was Chief, CAD. Under reorganization he later became Acting Deputy Chief, TSS. He is now transferring from TSS. We request that the Chief of the Research & Development Division/TSS be made a member of the Board to replace [redacted]

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2. You will note that we are not naming an individual as we feel that one of the particular points on which the work of this Board will be is in the Research & Development Division, whether the patents come from that division or other divisions of CIA. For that reason it is our feeling that the Chief of the Research & Development Division/TSS should automatically be a member of the Patent Board.

25X1

3. At the present moment [redacted] is Acting Chief, Research & Development/TSS.

25X1

[redacted signature box]

Special Assistant
Acting Chief, TSS/DD/P

RESTRICTED

Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Peel

DATE: 19 Dec 51

FROM : [redacted]

25X1

SUBJECT:

A CIA Regulation to replace Notice [redacted] referred to in attached has been approved by the DD/A and is in process of publication. It was not coordinated with various Offices as the Regulation is the routine end-of-year incorporation of notices into Regulations where such is to remain in effect. Mr. [redacted] wrote the DD/A as follows when recommending signature: "Mr. [redacted] was selected as a result of his personal qualifications for the committee rather than because of his assignment." For your information, the committee consists of -

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[redacted], Chairman (now on annual leave)

25X1

[redacted] (advisory non-voting member)


RESTRICTED

CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

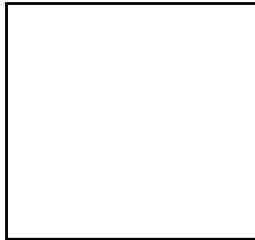
18 April 1951



SUBJECT: CIA Patent Board

RESCISSION: Notice No.  dated 20 February 1951.

1. The following are named members of the CIA Patent Board:



- Chairman
- Member
- Member
- Member
- Advisory Non-voting Member

2. Individuals employed by this Agency who have made inventions on or after 23 January 1950 and who may make inventions hereafter while employees of this Agency, should submit all pertinent facts to the Chairman of the CIA Patent Board. The Board is charged with responsibility for clarifying the respective rights of the individual concerned and the Government. In so doing the Board will be governed largely by Executive Order 10096, which establishes Federal policy and procedures concerning inventions made by Federal employees, and by Agency security policies.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:



WALTER REID WOLF
Deputy Director
(Administration)

25X1

DISTRIBUTION: No. 2.

RESTRICTED

CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

25X1



SUBJECT: CIA Board of Contract Appeals

1. The following are designated members of the CIA Board of Contract Appeals:

25X1



- Chairman
- Member
- Member

2. Additional or alternate designations will be made when the exigency of the situation so dictates.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF
Deputy Director
(Administration)

9 June 1952

TO: Director of Central Intelligence
 THRU: Deputy Director (Administration)
 FROM: Chief, Organization and Methods Service
 SUBJECT: Staff Study Re Establishment of a Board of Contract Appeals.

1. PROBLEMS

- a. Necessity for establishment of a Board of Contract Appeals.
- b. If established, what should be the make-up of its membership.

2. ASSUMPTIONS

- a. The growth of the Agency will bring about a larger number of contracts.
- b. Some of these contracts will involve disputes between the Agency and contractors.

3. FACTS BEARING ON THE PROBLEM

The majority of Government departments and agencies, including the Armed Services, have boards of Contract Appeals which are the authorized representatives of the heads of the respective Departments or Agencies.

4. DISCUSSION

- a. The CIA standard "disputes" clause (see Tab A for full clause) provides for a "written appeal addressed to the Director" and further states "the decision of the Director or his duly authorized representative for the hearing of such appeals shall be final and conclusive". Under the present arrangements, unless the Director or his designated representative gave personal attention to appealable issues from the Contracting Officer, a contractor might claim the right to seek direct relief in the courts for our failure to provide the prescribed administrative remedies.
- b. Most Departments or Agencies have standing Boards of Contract Appeals which are the authorized representatives of the heads of such Departments or Agencies. CIA has no such Board.
- c. The General Counsel advises that the term "or his duly authorized representative" means, in Government parlance, a board of contract appeals. The validity of this administrative procedure has been established in court decisions.

- d. A standing Board properly constituted would furnish an ever-ready forum to hear appeals and would in due course have a background of experience as a guide. It would be an advantage for the membership of such a Board to include an industrialist, a person with legal background, and a person with financial background. Mr. [] was consulted regarding the advisability of establishing a Board of Contract Appeals, and stated that he felt it advisable.

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5. CONCLUSIONS

- a. The establishment of a Board of Contract Appeals is highly desirable.
- b. The members of the Board should not be incumbents of certain positions but selected because of their background and experience.

6. ACTION RECOMMENDED

- a. The Director authorize the establishment of a Board of Contract Appeals.
- b. That the Board be constituted not by position, but by persons named by the Deputy Director (Administration).
- c. That the membership of the Board be made up of
 - (1) Person with industrial background
 - (2) Person with legal background
 - (3) Person with financial background
- d. That the attached Regulation and Rules of Procedure be approved for publication.

W. L. PEEL
Chief,
Organization & Methods Service

ANNEXES:

- 1. Disputes Clause
- 2. Proposed CIA Regulation []
- 3. Rules of Procedure

25X1

CONCURRENCE: _____
General Counsel Date

ACTION BY APPROVING AUTHORITY: _____ Date _____

Approved (disapproved), exceptions, if any.

DIRECTOR

11. BOARD OF CONTRACT APPEALS**A. Establishment of the Board**

There is hereby established a Board of Contract Appeals for the Central Intelligence Agency.

B. Membership

The Board shall be comprised of a Chairman and at least two other members, all of whom shall be designated by the Deputy Director (Administration). A representative of the Office of General Counsel shall be a nonvoting member of the Board.

C. Jurisdiction

- (1) The Board of Contract Appeals is the authorized representative of the Director of Central Intelligence to hear, consider, and determine, as fully and finally as might the Director, in any of the following instances:
 - (a) Appeals by Contractors from decisions on disputed questions by Contracting Officers or their authorized representatives or by other authorities pursuant to the provisions of Central Intelligence Agency contracts requiring the determination of appeals by the Agency head or by his duly authorized representative.
 - (b) Appeals pursuant to the provisions of any directive whereby the Director of Central Intelligence has granted a right of appeal not contained in the contract.
 - (c) Appeals from decisions of the Contracting Officer or his authorized representatives on disputes as to the allowability of items of costs.
 - (d) Appeals by Central Intelligence Agency Contractors from decisions on termination claims pursuant to Section 13 (c) (1) and Section 17 (c) of the Contract Settlement Act of 1944.
- (2) When an appeal is taken from the decision of the Contracting Officer or his authorized representative on a question of fact, the Board may in its discretion hear, consider, and determine all questions necessary for the complete adjudication of the issue.

D. Procedure

The proceedings before the Board shall be conducted in accordance with the Rules of Procedure of the Board. Offices having a need therefor may obtain copies of the Rules of Procedure from the Organization and Methods Service.

WALTER B. SMITH
Director

BOARD OF CONTRACT APPEALS

RULES OF PROCEDURE

A. General

(1) Initial Decision and Furnishing Copy of Rules

When a contract dispute cannot be resolved by mutual agreement, the Contracting Officer shall furnish directly to the Contractor a written statement of his decision, together with specific findings of fact, and a copy of these Rules of Procedure.

(2) Appeal

An appeal from the decision of the Contracting Officer shall be taken by filing a written Notice of Appeal and three copies thereof with the Contracting Officer within thirty (30) days after receipt by the Contractor of the Contracting Officer's decision, unless otherwise specified in the contract or allowed by the applicable provisions of a directive or law.

(3) Form of Appeal

The Notice of Appeal need not follow any prescribed form and a letter addressed to the Contracting Officer will suffice. Such appeal, however, should include the following minimum information: contract number, the particular provisions of the contract out of which the dispute arises, the exact nature of the dispute and the decision from which the appeal is taken and the date thereof, together with a statement of specific facts claimed by the appellant to sustain his appeal. The Notice of Appeal should be dated and signed by the Contractor and if a hearing is desired, a request therefor should be specifically made.

(4) Transmittal of Notice of Appeal

Upon receipt of the Notice, the Contracting Officer will endorse the date of receipt on the original, and promptly send to the Board of Contract Appeals the original and three copies of decisions, findings of fact, supporting data, necessary copies of correspondence, and other relevant data as the Board may require.

B. Hearings

(1) Consideration by Board without Hearing

Where neither party has requested a hearing, the Board shall proceed to take action on the basis of the record before it, together with such brief as the Contractor may desire to submit and a reply brief submitted by the Contracting Officer. The Board of Contract Appeals shall instruct the parties with respect to the time within which such briefs shall be submitted and served upon the opposing party.

(2) Request for Hearing by Contracting Officer

Where the Contractor has not requested a hearing, the Contracting Officer upon his own initiative may request that a hearing be held by forwarding such request in writing to the Board of Contract Appeals.

(3) Notice of Hearing

Hearings will ordinarily be held in Washington, D. C. Hearings may be held elsewhere at the discretion of the Board upon the request of the Contractor based on good cause therefor. The Board shall give the opposing parties fifteen days notice of the time and place of hearing.

(4) Absence of Parties or Counsel

In the event of the unexcused absence of a party or his authorized representative at the time and place set for hearing, the Board shall proceed in the same manner as though the appeal had been submitted without oral testimony or argument on behalf of the absent party.

(5) The Recording of Hearings

The proceedings may be recorded and transcribed. In such event one copy of the transcript shall be furnished the Contractor upon request or, if security prevents release of the record, he or his cleared representatives may have access to it during working hours.

(6) Scope of the Proceedings

The Board shall receive evidence and arguments presented upon behalf of the parties. The Board will weigh such evidence as it considers to be relevant to the issues involved.

- (a) It shall be discretionary with the Board, after hearing arguments on both sides, to exclude collateral and/or irrelevant matters not pertinent to the issue.

(7) Conduct of Hearings

Hearings shall be as informal as may be reasonably allowable and appropriate under all of the circumstances considered. There shall be no fixed form of procedure and, as stated in the preceding paragraph, the manner in which facts are founded and conclusions reached shall be a matter for the discretion of the Board. However, the following general rules shall apply:

- (a) Unless the facts are stipulated, or the Board shall otherwise order, all testimony offered shall be received under oath. Attention of witnesses shall be directed to Title 18, U. S. C. Sections 287, 1001; Section 19 of the Contract Settlement Act of 1944 (41 U.S.C. Section 119) and any other provisions of law imposing penalties for knowingly making false representations in connection with claims against the United States.
- (b) The parties may present to the Board a signed stipulation setting forth any agreed facts or stating the matters in dispute. The Contractor ordinarily shall have the burden of proceeding with the affirmative presentation.

(c) All witnesses shall be subject to cross-examination and also examination by the Board.

(d)

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(e) A Contractor may appear before the Board in person, or normally may be represented by counsel or by any other duly authorized person.

(f) All briefs shall be filed within 20 days after conclusion of the hearing or within such other period of time as may be allowed by the Board.

(8) Motion to Dismiss

Since the Board can take valid action only within limits of its authority, the question of lack of authority may be raised, by motion to dismiss, by either party or by the Board upon its own initiative.

C. Decisions

The Board shall make the necessary findings and conclusions with the basis therefor in writing, and authenticated copies thereof shall be forwarded simultaneously to both parties.

D. Construction

These rules shall be construed liberally so as to insure expeditious settlement of disputes in the interests of justice and to eliminate unnecessary expense in connection with the contract appeal procedures set forth herein.

TO: Director of Central Intelligence
THROUGH: Deputy Director (Administration)
FROM: Chief, Organization and Methods Service
SUBJECT: Board of Contract Appeals.

1. PROBLEMS

- a. Necessity for establishment of a Board of Contract Appeals.
- b. If established, what should be the make-up of its membership.

2. ASSUMPTIONS

- a. The growth of the Agency will bring about a larger number of contracts.
- b. Some of these contracts will involve disputes between the Agency and contractors.

3. FACTS BEARING ON THE PROBLEM.

The majority of Government departments and agencies, including the Armed Services, have Boards of Contract Appeals which are the authorized representatives of the heads of the respective Departments or Agencies.

4. DISCUSSION

- a. The CIA standard "disputes" clause (see Tab A for full clause) provides for a "written appeal addressed to the Director" and further states "the decision of the Director or his duly authorized representative for the hearing of such appeals shall be final and conclusive". "Under the present arrangements, unless the Director or his designated representative gave personal attention to appealable issues from the Contracting Officer, a contractor might claim the right to seek direct relief in the courts for our failure to provide the prescribed administrative remedies."
- b. Most Departments or Agencies have standing Boards of Contract Appeals which are the authorized representatives of the heads of such Departments or Agencies. CIA has no such Board.
- c. The General Counsel advises that the term "or his duly authorized representative" means, in Government parlance, a board of contract appeals. The validity of this administrative procedure has been established in court decisions.

- d. A standing Board properly constituted would furnish an ever-ready forum to hear appeals and would in due course have a background of experience as a guide. It would be an advantage for the membership of such a Board to include an industrialist, a person with legal background, and a person with financial background. Mr. [] was consulted regarding the advisability of establishing a Board of Contract Appeals, and stated that he felt it advisable.

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5. CONCLUSIONS

- a. The establishment of a Board of Contract Appeals is highly desirable.
- b. The members of the Board should not be incumbents of certain positions but selected because of their background and experience.

6. ACTION RECOMMENDED

- a. The Director authorize the establishment of a Board of Contract Appeals.
- b. That the Board be constituted not by position, but by persons named by the Deputy Director (Administration).
- c. That the membership of the Board be made up of
 - (1) Person with industrial background
 - (2) Person with legal background
 - (3) Person with financial background
- d. That the attached Regulation and Rules of Procedure be approved for publication.

W. L. PEEL
Chief,
Organization & Methods Service

ANNEXES:

- 1. Disputes Clause
- 2. Proposed CIA Regulation []
- 3. Rules of Procedure

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CONCURRENCE:

_____ Date
General Counsel

ACTION BY APPROVING AUTHORITY: _____ Date _____

Approved (~~disapproved~~), exceptions, if any.

DIRECTOR

CENTRAL INTELLIGENCE AGENCY REGULATION

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11. BOARD OF CONTRACT APPEALS

A. Establishment of the Board

There is hereby established a Board of Contract Appeals for the Central Intelligence Agency.

B. Membership

The Board shall be comprised of a Chairman, and at least two other members as may be designated by the Deputy Director (Administration). A representative of the Office of General Counsel shall be a non-voting member of the Board.

C. Jurisdiction

- (1) The Board of Contract Appeals is the authorized representative of the Director of Central Intelligence to hear, consider, and determine, as fully and finally as might the Director, in any of the following instances:
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 - (d) Appeals by Central Intelligence Agency Contractors from decisions on termination claims pursuant to Section 13 (c) (1) and Section 17 (c) of the Contract Settlement Act of 1944.
- (2) When an appeal is taken from the decision of the Contracting Officer or his authorized representative on a question of fact, the Board may in its discretion hear, consider, and determine all questions necessary for the complete adjudication of the issue.

BOARD OF CONTRACT APPEALS

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A. General

(1) Initial Decision and Furnishing Copy of Rules

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(3) Form of Appeal

The Notice of Appeal need not follow any prescribed form and a letter addressed to the Contracting Officer will suffice. Such appeal, however, should include the following minimum information: contract number, the particular provisions of the contract out of which the dispute arises, the exact nature of the dispute and the decision from which the appeal is taken and the date thereof, together with a statement of specific facts claimed by the appellant to sustain his appeal. The Notice of Appeal should be dated and signed by the Contractor and if a hearing is desired, a request therefor should be specifically made.

(4) Transmittal of Notice of Appeal

Upon receipt of the Notice, the Contracting Officer will endorse the date of receipt on the original, and promptly send to the Board of Contract Appeals the original and three copies of decisions, findings of fact, supporting data, necessary copies of correspondence, and other relevant data as the Board may require.

B. Hearings

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Where neither party has requested a hearing, the Board shall proceed to take action on the basis of the record before it, together with such brief as the Contractor may desire to submit and a reply brief submitted by the Contracting Officer. The Board of Contract Appeals shall instruct the parties with respect to the time within which such briefs shall be submitted and served upon the opposing party.

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In the event of the unexcused absence of a party or his authorized representative at the time and place set for hearing, the Board shall proceed in the same manner as though the appeal had been submitted without oral testimony or argument on behalf of the absent party.

(5) The Recording of Hearings

The proceedings may be recorded and transcribed. In such event one copy of the transcript shall be furnished the Contractor upon request or, if security prevents release of the record, he or his cleared representatives may have access to it during working hours.

(6) Scope of the Proceedings

The Board shall receive evidence and arguments presented upon behalf of the parties. The Board will weigh such evidence as it considers to be relevant to the issues involved.

(a) It shall be discretionary with the Board, after hearing arguments on both sides, to exclude collateral and/or irrelevant matters not pertinent to the issue.

(7) Conduct of Hearings

Hearings shall be as informal as may be reasonably allowable and appropriate under all of the circumstances considered. There shall be no fixed form of procedure and, as stated in the preceding paragraph, the manner in which facts are founded and conclusions reached shall be a matter for the discretion of the Board. However, the following general rules shall apply:

(a) Unless the facts are stipulated, or the Board shall otherwise order, all testimony offered shall be received under oath. Attention of witnesses shall be directed to Title 18, U. S. C. Sections 287, 1001; Section 19 of the Contract Settlement Act of 1944 (41 U.S.C. Section 119) and any other provisions of law imposing penalties for knowingly making false representations in connection with claims against the United States.

(b) The parties may present to the Board a signed stipulation setting forth any agreed facts or stating the matters in dispute. The Contractor ordinarily shall have the burden of proceeding with the affirmative presentation.

(c) All witnesses shall be subject to cross-examination and also examination by the Board.

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(d)



(e) A Contractor may appear before the Board in person, or normally may be represented by counsel or by any other duly authorized person.

(f) All briefs shall be filed within 20 days after conclusion of the hearing or within such other period of time as may be allowed by the Board.

(8) Motion to Dismiss

Since the Board can take valid action only within limits of its authority, the question of lack of authority may be raised, by motion to dismiss, by either party or by the Board upon its own initiative.

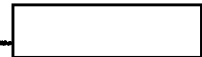
C. Decisions

The Board shall make the necessary findings and conclusions with the basis therefor in writing, and authenticated copies thereof shall be forwarded simultaneously to both parties.

D. Construction

These rules shall be construed liberally so as to insure expeditious settlement of disputes in the interests of justice and to eliminate unnecessary expense in connection with the contract appeal procedures set forth herein.

CENTRAL INTELLIGENCE AGENCY REGULATION



D. Procedure

The proceedings before the Board shall be conducted in accordance with the Rules of Procedure of the Board. Offices having a need therefor may obtain copies of the Rules of Procedure from the Organization and Methods Service.

WALTER B. SMITH
Director

13 May 1952

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Staff Study Re-establishing the Board of Contract Appeals.

PROBLEMS

1. Is it necessary to establish a Board of Contract Appeals.
2. If established, what should be the make-up of its membership.

ASSUMPTIONS

1. The growth of the Agency will bring about a larger number of contracts.
2. Some of these contracts will involve disputes between the Agency and contractors.

FACTS

The majority of Government departments and agencies including the Armed Services have Boards of Contract Appeals, which are the authorized representatives of the heads of the respective Departments or Agencies.

DISCUSSIONS

1. The CIA standard "disputes" clause (see Tab A for full clause) provides for "a written appeal addressed to the Director" and further states "the decision of the Director or his duly authorized representative for the hearing of such appeals shall be final and conclusive".
2. Most Departments or Agencies have standing Boards of Contract Appeals which are the authorized representatives of the heads of such Departments or Agencies. CIA has no such Board and a representative of the Director will have to be appointed for each dispute.
3. The General Counsel advises that the term "or his duly authorized representative" means, in Government parlance, a board of contract appeals. The validity of this administrative procedure has been established in court decisions.
4. A standing Board properly constituted would furnish an ever-ready forum to hear appeals and would in due course have a background of experience

as a guide. It would be an advantage for the membership of such a Board to include an industrialist, a person with legal background, and a person with financial background. Mr. [redacted] was consulted regarding the advisability of establishing a Board of Contract Appeals, and stated that he felt it advisable, and furthermore if so requested, he would have no objection to the chairing of such a Board.

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CONCLUSIONS

1. The establishment of a Board of Contract Appeals is highly desirable.
2. Such a Board should be a named board, consisting of at least three persons, such persons should have a combined experience in legal, business and financial affairs.

RECOMMENDATIONS

1. The Director authorize the establishment of a Board of Contract Appeals.
2. That the Board be constituted not by position, but by persons named by the Director.
3. That the membership of the Board be made up of
 - a. a person with industrial background
 - b. a person with legal background
 - c. a person with financial background.
4. That the attached Regulation and Procedural Regulation be approved.

W. L. PEEL
Chief,
Organization & Methods Service

WLF/bpt
1 concur
Distribution: General Counsel

- 1 - Deputy Director (Admin.)
- 1 - Subject File
- 1 - Chrono File

13 May 1952

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT: Staff Study Re-establishing the Board of Contract Appeals.

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as a guide. It would be an advantage for the membership of such a Board to include an industrialist, a person with legal background, and a person with financial background. Mr. [redacted] was consulted regarding the advisability of establishing a Board of Contract Appeals, and stated that he felt it advisable, and furthermore if so requested, he would have no objection to the chairing of such a Board.

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CONCLUSIONS

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RECOMMENDATIONS

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2. That the Board be constituted not by position, but by persons named by the Director.
3. That the membership of the Board be made up of
 - a. a person with industrial background
 - b. a person with legal background
 - c. a person with financial background.
4. That the attached Regulation and Procedural Regulation be approved.

W. I. PEEL
Chief,
Organization & Methods Service

WLP/bbf ^{I concur}
General Counsel

Distribution:

- 1 - Deputy Director (Admin.)
- 1 - Subject File
- 1 - Chrono File

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TO : Chief, Organization and Methods Service

DATE: 9 April 1952

FROM : Office of General Counsel

SUBJECT: "Disputes" Clause



1. Confirming our conversation of yesterday, there is quoted below the current "disputes" clause used in CIA contracts.

"Except as otherwise provided in this contract, any dispute concerning a question of fact arising under this contract which is not disposed of by agreement, shall be decided by the Contracting Officer who shall reduce his decision to writing and mail, or otherwise furnish a copy thereof, to the Contractor. Within thirty days from the date of receipt of such copy, the Contractor may appeal by mailing or otherwise furnishing to the Contracting Officer, a written appeal addressed to the Director, and the decision of the Director or his duly authorized representative for the hearing of such appeals shall be final and conclusive; provided that, if no such appeal is taken, the decision of the Contracting Officer shall be final and conclusive. In connection with any appeal proceeding under this clause, the Contractor shall be afforded an opportunity to be heard and to offer evidence in support of its appeal. Pending final decision of a dispute hereunder, the Contractor shall proceed diligently with the performance of the contract and in accordance with the Contracting Officer's decision."

2. The above clause is customary in Government contracts and provides that certain questions shall be finally determined at the administrative level. The term "or his duly authorized representative" means, in Government parlance, a board of contract appeals. The validity of this administrative procedure has been established in court decisions. The "disputes" clause in Government contracts ordinarily furnishes the sole avenues of relief for those matters falling within its scope. As indicated in the clause, the findings and decisions of a Contracting Officer are final and conclusive if not appealed. If appealed, the next administrative level is the Board of Contract Appeals which is authorized to reconsider the entire disputed matter.

3. If you wish any further information on this subject for your staff study, please do not hesitate to call on me.



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SECURITY INFORMATION

27 May 1952

MEMORANDUM FOR: Deputy Director/Administration
FROM : General Counsel
SUBJECT : Legal Aspects of Failure to Provide Adequate Administrative Remedy

1. In addition to concurring with the recommendations of the Chief, O & M S, with respect to establishing a Board of Contract Appeals for CIA, I should like to make the following observation which is prompted by strict legal considerations.

2. As indicated in the staff study, CIA contracts contain a standard disputes clause providing for immediate appeal to the Contracting Officer and final appeal to the head of the Agency or his authorized representative if the aggrieved contractor is not satisfied with the decision of the Contracting Officer. (Under the present arrangements, unless the Director or his designated representative gave personal attention to appealable issues from the Contracting Officer, a contractor might claim the right to seek direct relief in the courts for our failure to provide the prescribed administrative remedies.)

3. It is apparent that neither the Director nor any immediate subordinates have sufficient time or opportunity to be constituted a "Board of Contract Appeals" for which reason this proposed Board of Contract Appeals is highly desirable.

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LAWRENCE R. HOUSTON
General Counsel

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SECURITY INFORMATION

~~CONFIDENTIAL~~

Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Organization and Methods Service
General Services Office

FROM : General Counsel

SUBJECT: Board of Contract Appeals

DATE: 3 June 1952

1. To get this matter squared away, let's start afresh. If you agree with the conclusions of Mr. [redacted] memorandum of 3 June, would you revise the proposed regulation so that paragraph B provides for designation by the Deputy Director for Administration. (No need to put DCI in here as the signer of the order can always do his own designating.) The regulation should, of course, be for the DCI's signature.

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2. Then would you prepare a designation for the DD/A's signature naming Mr. [redacted] as Chairman and Mr. [redacted] and [redacted] as members.

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3. You then may wish to re-do your Staff Study to include the point made in our memorandum of 27 May. This could be done, I think, by adding to paragraph 1 in your Discussion Section, the second sentence of our paragraph 2 about how a contractor might try to take a case to court on the ground that we had not provided adequate administrative recourse. On this basis we will concur in your revised Staff Study and eliminate some of the extra papers that have grown up around this recommendation.

[redacted]

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LAWRENCE R. HOUSTON

Encl:

OGC memo to Mr. Houston fr [redacted] dtd 3 June 52
OGC memo to DD/A fr Mr. Houston, dtd 27 May 52
O&MS Staff Study to DD/A, dtd 13 May 52
O&MS Proposed Regulation [redacted]
Rules of Procedure - Board of Contract Appeals

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OGC/LRH:mls

Distribution:

Orig-Addressee
2-OGC

~~CONFIDENTIAL~~
SECURITY INFORMATION

Office Memorandum • UNITED STATES GOVERNMENT

TO : Mr. Lawrence R. Houston

DATE: 3 June 1952

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FROM : Mr.

SUBJECT: Proposed Establishment of Board of Contract Appeals

1. Reference is made to the attached file calling for the establishment of a Board of Contract Appeals for CIA. Some collateral matters have been raised in connection with the establishment of such a board: (1) Appropriate signing authority for the proposed regulation and (2) Composition of board by name or position.

2. With respect to (1), we would probably be correct in holding that the DDA is empowered to sign the proposed regulation. This is given additional support in connection with procurement effected under the authorities contained in certain sections of the Armed Services Procurement Act in connection with which the term "agency" includes the DDA. However, in connection with procurement not effected pursuant to those sections of the Armed Services Procurement Act, a possible question arises as to whether agency "head" or "director" includes the DDA. In order to avoid any possible challenge of a legally constituted board, it would seem preferable to have the Director sign the initial regulation. This would be consistent with the Armed Services Board of Contract Appeals which was created by a joint directive of the Secretaries of the Army, Navy and Air Force. Members of the Board are assigned and designated by the Assistant Secretaries of the respective services. It is therefore suggested that the Director sign proposed regulation and that the DDA designate the members of the Board. The following amendment to paragraph B of the proposed regulation would appear appropriate: Delete the period following "Intelligence" and insert "or the Deputy Director, Administration."

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3. With respect to (2) above, Mr. Peel expresses some preference for designation by name rather than by position. The reason for this preference is that the Board should be composed of individuals whose backgrounds and professional attainments are in harmony with the type of matters which might arise in a Board proceeding. Hence, if the designation is by position, the background and professional attainments of the incumbent might not be suitable based on a standard of desired qualifications. As noted above, designations and replacements to the Board of Contract Appeals in Army, Navy and Air Force are made by the Undersecretaries. Pursuant to my conversation with Mr. Robert Sproul, Chairman, Navy Panel, Board of Contract Appeals, the opinion of Navy is that this procedure would not be questioned in court.

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OGC/JBK:mb

Distribution:
Orig - Addressee
Chrono

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