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12 MAY 1966

DD/S&T Staff Meeting

*Dr. Wheelon  
DD/S&T*

1. Nearly three years ago that I was asked to take on this responsibility. Great deal has happened since then, and felt need to gather round to see where we stand.

2. In 1963, DD/R was composed of:

OSA - Much the same as today, but trying to accommodate itself to a new management and fiscal deal which left much to be clarified - and having just taken the first important steps to step out of this satellite reconnaissance group.

OEL - Recent amalgamation of Commo and OSI. [redacted] people learning to work together and stake out a useful claim on which to contribute.

ORD - [redacted] with some projects TSD felt were more properly placed elsewhere and a downpayment on [redacted]

Scoville - Had left in fundamental disagreement with McCone on the reconnaissance management scheme and the lack of positive forward motion on creating a real S&T capability in the CIA.

[redacted] - A seconded officer on a fifth year extension of his basic military tour.

3. You should not wonder that I thought long and hard about accepting this assignment.

4. I did so because -

a. The basic idea of bringing Science and Technology to bear massively on the intelligence element of our national security.

b. The demonstrable contribution of CIA to the reconnaissance program was an essential national asset - and one was rapidly going down the drain in a climate of confusion and comprehension. OX go in one year's time.

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Excluded from automatic  
downgrading and  
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c. My own respect for the able people then on board who were focused then on the tough business of intelligence and who deserved a witting champion to insulate them from raging words.

5. We have come a very long way in these three years, to a point where this group is the envy of the rest of government and a respected partner in CIA itself. We have done this by the quality of our people and their hard work and by the evident success of our endeavors on behalf of the U.S. I do not presume to take credit for this accomplishment. I am simply proud to have played a role with all of you in bringing it about. Ting Sheldon climbed this mountain with me.

6. Having climbed a difficult mountain, there is a strong tendency to spend the rest of one's year on the Chautaugua circuit of lecture engagements. Rather, it seems that the real job of realizing the creative, contributory potential of DD/S&T is only just begun.

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7. To think about the future in an organizational way, the senior officers of this Directorate spent several days  examining our common Directorate problems of Recruiting and Training, Procurement and Contracting, Security, Staffing and Organization. Out of this came a clear need to focus at the Directorate level on these areas in a continuous, energetic way. A series of special assistants was suggested. Rather, it seems to me that these and other problems are properly lodged in the command chain - which reminded me that it has been two years since the job of A/DD/S&T was filled.

8. To fill this position and need simultaneously, we felt that we needed an officer with substantial intelligence experience IN THE several aspects of our enterprise - not an outsider. We felt that it called for a man with considerable management skill. The man we have selected is Carl Duckett. Carl has been in the intelligence game since 1957, and at the CIA since 1963, having built first the Army's S&T intelligence capability and then FMSAC. He has had both R&D operational experience. He is well known throughout the CIA. He is known and respected throughout the community and other branches of government. It was a straightforward choice, and we hope that it will provide a very considerable strengthening of the DD/S&T management.

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9. This creates a need for a new Director of FMSAC and Dave Brandwein will assume that position on 16 May 1966 when Carl takes on his official duties as my deputy.

10. Carl Duckett will continue to serve as Chairman of the USIB Committee: GMAIC.

11. At the same time, we are moving to fill other key positions which have been vacant for some time.

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25X1 12. [ ] is coming from State to serve as George Miller's Deputy on 1 June 1966--a man with FSO and EE experience, who has previously been engaged in the operational aspects of OEL business, but was more recently responsible for establishing the State R&D capability.

25X1 13. [ ] will assume the Deputy post in OCS on the 18th of May, having worked within the organization for some years on CHIVE.

14. Joe Becker is moving up to Red White's Staff on 1 June 1966 to coordinate all of the CIA ADP activities, a staff job which has proven most difficult to do effectively from one of the line organizations.

15. Chuck Briggs from DDI will take over as Director of OCS on 1 June 1966 and work with Joe and Doug to accelerate the application of ADP to CIA needs.

16. The penultimate announcement is not a change in names, but rather a most pleasant confirmation of the CIA role in the satellite reconnaissance program. At one point in 1963 and again in 1964, CIA was very nearly out of this program. For the past nine months we have been working under a new and different arrangement with the DOD on reconnaissance matters--different mostly in spirit. We now find a climate in which CIA participation in satellite reconnaissance is both appreciated and welcomed. CIA participation in two photographic systems has now been assured and overall program responsibility for a new dimension in this whole enterprise has been assigned to CIA. This nails down the floor boards under our Office of Special Projects and means that we can now move rapidly to fleshing out the skeleton of this organization which has been so long in confusion. We can look forward to making a major contribution to the development and operation of space reconnaissance systems, a picture which has not been this clear since 1961.

17. Having spoken of these changes, it is only fair to speak to the rumors which have circulated so freely in this and other Directorates at all levels during the past weeks. Barring unforeseen developments, I expect to be in my present position as DD/S&T at least through June of 1967, and I hope that we can now turn our attention to more productive matters.

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18. Now that we have covered these matters, it is time to look forward:

A.

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B. Replacement for Photo Sat./Aircraft Mix.

C. Large technical collection/cost effectiveness

D. Miniature Electronics--Audio, Devices, Commo.

Implications for our own security

E. Processing and Understanding

F. Basic Intelligence Base

G. Analysis and Projection

G. Relentless Impact

[Redacted]

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