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14 February 1966

MEMORANDUM FOR: Mr. Bross

SUBJECT : The Problem of Coordination

1. This is in response to your 9 February 1966 request for suggestions as to possible problems to discuss with members of the PFIAB or its Secretary,

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2. You indicated your intention to discuss candidly:

- a. A measure of the problem of coordination.
- b. Achievements to date.
- c. Remaining problems:
 - 1) Situations, or relationships.
 - 2) Caps, and areas of ineffectiveness.

As examples of possible matters to discuss specifically, you informally offered the following:

a. Duplicating bulletins.

c. ELINT coordination.

d. Achieving visibility, together with conflicting considerations, e. g., political and security.

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- e. Early warning.
- f. Military manpower turnover.
- g. DCI-PFIAB relationships, including channeling of reporting, pressure in meetings, etc.
- h. Items from prior papers submitted by the DCI.

3. Identification of coordination problems and constructive effort toward solutions to them will always be the heart of the NIPE Staff responsibility. Because of the fundamental character of this responsibility and the quantitatively complex nature of the entire set of these problems, I am reluctant to quickly tick-off my own "top-3" suggestions from a list of at least "5000 and 1" possibilities.

Each time this recurrent problem comes up, I personally feel uneasy that I do not have a frame of reference to form a judgment as to the relative significance of the several problems facing us. I am mindful that each one of us in the NIPE Staff deals with this question every day, and particularly yourself.

Accordingly, I thought my contribution this time might be the drafting of a scheme for identifying the possible sources of "Coordination Problem Areas." The primary questions I (we or someone) need to answer are:

- a. What are the most significant problems?
- b. How would one go about solving them?
- c. How big a "slice" shall we take?
- d. Are the circumstances and conditions right at this time to apply the known remedies to a selected problem?
- e. Who, in addition to the DCI, is required in developing and applying the remedy (in this case, is it the PFIAB???)

4. Attached, then, is another attempt to draft a scheme for the identification of possible "Coordination Problem Areas." It consists of three separately stated matrices of relationships. This part is clearly evident. What is not so clear, or evident, is the "tri-dimensional" relationship, i. e., each matrix to each of the other.

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Within the 2nd and 3rd dimension relationships, I can find a home for every intelligence coordination problem I have heard of.

Within this scheme, I have not had time since your request to isolate clearly the most significant problems, particularly those which should involve PFIAB. Careful consideration of the options identifiable in these matrices, I think, would indicate those which should be identified as key. By key, I mean that if one were to obtain solutions for these problems, others would be taken care of without explicit or separate attention.

5. In the meanwhile, perhaps these matrices will give you some basis for a selection if you use them as a check list.

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A/D/DCI/NIPE

Attachments: a/s

cc:

[Redacted]

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