

Senior Review of the Future of the National Reconnaissance Office

17 April 1996

TERMS OF REFERENCE

1.0 AUTHORITY:

This review is formed in response to the request of the Deputy Director, National Reconnaissance office, under the authorities of the Director of Central Intelligence, for a senior panel to review the major factors bearing on the future of the NRO as an effective organization of the U.S. Government.

2.0 PURPOSE:

The purpose of this review is to assess the NRO and to make recommendations for the next Director of the NRO on the mission and responsibilities of the NRO in the 21st Century.

The NRO is in the midst of significant, multiple transitions. The post-Cold War environment of greater openness has resulted in a change in the NRO security environment. Consolidations in the defense industry at large have continued to impact the NRO industrial base. Significant NRO program and management changes and the major changes in the NRO environment have made a fundamental review appropriate at this time. Individual NRO programs are in the process of transitioning to new and integrated architectures by early in the next decade. Last, but not least, recent events concerning the financial management have contributed to the erosion of the historical credibility of the NRO with Congress.

More complex management challenges face the NRO with the transition to an integrated architecture, the expansion of Congressional and OSD staff oversight, and increasing attempts to standardize DoD and NRO budget and acquisition processes. The move away from a highly compartmented security environment and the pressures from operational military users for increased support and declassification and sharing with coalition partners also present new challenges. At the same time, new non-military customers for NRO data continue to develop novel applications for NRO derived products.

The recent publication of the Commission on the Roles and Capabilities of the United States Intelligence Community (Brown Commission) and the report of the House Permanent Select Committee on Intelligence on The Intelligence Community in the 21st Century (IC-21) have the potential to make a significant impact on the NRO of the 21st Century. Both studies have recommended significant modifications to Intelligence Community structures and relationships.

3.0 OBJECTIVES:

The review is to accomplish a comprehensive evaluation of the mission and responsibilities of the NRO. This will include assessing its mission and responsibilities in the 21st century; describing how the NRO should relate to new organizations (e.g., DUSD(Space), DoD Space Architect, the Joint Space Management Board, the JROC, and National Imagery and Mapping Agency); and recommending changes to NRO organizational structure and business practices. The review will not include an assessment of specific program content or status of NRO programs. The review will provide a basis for recommendations to the next Director, National Reconnaissance Office on ways to enhance providing unique intelligence on priority U.S. intelligence needs associated with the planning and operational cycles of U.S. Government departments and agencies.

4.0 APPROACH:

The review will evaluate each of the following areas. It will include a description of relevant factors (e.g., Brown Commission and IC-21 recommendations), decision criteria, assessment of alternatives, and recommendations.

- 21st Century Mission and Strategic Vision
- Customers--Definition and Relationships
- Organizational Structure and Infrastructure
- Benchmarking and Business Processes
- Relations with New Organizations

5.0 REVIEW STRUCTURE

This review will be conducted by a Panel composed of individuals from government and industry at the personal invitation of the DDNRO (See Annex 1). An Executive Secretary for the Panel will be named by the DDNRO. The Panel will be supported by a Support Group composed of Working Groups, administrative activities, and other support activities as required by the Panel. The Panel Executive Secretary will be responsible for managing Support Group activities, to include selecting members for any such Working Groups.

6.0 DELIVERABLES

The results of all assessments and recommendations of the Panel will be presented in a final report and summary briefing to the Acting Director, NRO. The Panel may also be required to brief their recommendations to other senior members of the DoD and the Intelligence Community.

ANNEX 1--Panel Members

- Admiral David E. Jeremiah (USN, Ret.)--Chairman
- General Larry D. Welch (USAF, Ret.)
- Martin Faga
- Stephen Friedman

- Anthony J. Iorillo
- John N. McMahon

Mike Munson will be the Executive Secretary.