

DEPARTMENT OF THE AIR FORCE
OFFICE OF THE SECRETARY

MEMORANDUM

29 November 1977

NOTE FOR DEPUTY DIRECTORS

SUBJECT: Comments on Functional Statements

As we discussed:

- Personal and private.
- Deliver to General Shields or a separate version privately to Dr. Mark

Provide not later than Friday, 2 December.

Major

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~~(S)~~ NATIONAL RECONNAISSANCE OFFICE

WASHINGTON, D. C.

THE NRO STAFF

28 November 1977

MEMORANDUM FOR DEPUTY DIRECTORS (*personal*)

Dr. Mark has provided his write-up of the functions of the Staff elements which I have discussed with you in general terms. To interpret the headings note that: (1) Liaison and Administration is an amalgamation of what I referred to as administration, security, and interface, and (2) Concepts and Applications corresponds to technical liaison.

↓ Your comments are requested, not only on what is included, but what is not included as well. Let's be sure nothing falls in a crack. Note that these are preliminary working documents—a first cut, ~~so use your discretion in showing them to other people.~~

The Program Managers are also being asked to comment.

[REDACTED]
WILLIAM L. SHIELDS, JR.
Brigadier General, USAF
Director

* *per Dr. Marks request, don't show them to anyone.*

MANDATED VIA [REDACTED]

CLASSIFIED BY [REDACTED] FROM [REDACTED] BY [REDACTED]
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LIAISON AND ADMINISTRATION BRANCH

o Serves as the primary non-technical interface between NRO and various intelligence organizations. Members of the Branch would have contacts in CIA, DIA, NSA and the Defense Mapping Agencies as well as the various military intelligence units. They would maintain these contacts on a day-to-day basis to provide necessary information to the NRO management.

o Serves as the primary interface between NRO and other organizations that have important relationships with the NRO. These include (but are not limited to) the following:

National Security Council

Office of Science and Technology Policy

Arms Control and Disarmament Agency

Department of State

Department of Interior

National Aeronautics and Space Administration

Department of the Army

National Oceanic and Atmospheric Administration

o Serves to deal with special administrative and liaison problems with the Department of the Navy and the Department of the Air Force, each of which have special relationships with the NRO.

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o Assists the DNRO and members of the NRO staff in preparing Congressional testimony for the House and Senate Select Intelligence Committees and the House and Senate Military Authorization Committees.

o The Branch is responsible for formulating and updating all the Memoranda of Agreement and Understanding that the NRO has with all other agencies.

o The Branch is responsible for developing security policy and practices for the NRO.

o The Branch is responsible for providing the necessary administrative support for NRO Headquarters. This function includes military and civilian personnel, travel funds, and other administrative matters.

o The Branch is responsible for overseeing all secure communications for NRO Headquarters.

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CONCEPTS AND APPLICATIONS BRANCH

o Works with the program offices (A, B and C) to help formulate each of the programs. Members of the Branch should be thoroughly familiar with each of the programs and should assist the three Program Directors in developing the rationale for their proposals.

o Acts as technical consultants and technical monitors for the program offices. Members of the Branch should be able to answer day-to-day technical questions posed by the DNRO. They should be up-to-date on the technical status of the various programs. They should also communicate the day-to-day views of the DNRO and the NRO staff to the program offices.

o Provide NRO representatives to the COMIREX and the SIGINT Committees. Members of this Branch should also provide the primary technical interface with the National Intelligence Tasking Center. The Branch will serve as the conduit between the program offices and the various intelligence tasking authorities.

o Members of the Branch will provide the NRO representatives on the various studies conducted by the intelligence community.

Examples of this would be the recently completed COPE study and the SIGINT mix study now in progress.

- o Members of the Branch would deal with the technical issues that are raised by such problems as the tactical military use of "national" intelligence systems.

- o The Branch would be responsible for the monitoring and coordination of the basic research and development program conducted by the NRO. This task would consist of working with the program offices to make sure that all possible future directions are adequately supported by basic research. The Branch may also sponsor a small Headquarters basic research program.

- o The Branch would be responsible for carrying out relatively small in-house technical trade-off analyses when required. It would constitute the Headquarters analytical capability of the NRO. Members of the Branch may act as monitors for systems studies carried out by outside contractors.

PROGRAMS AND BUDGET BRANCH

- o Performs the primary analytical work in formulating the NRO budget. In order to perform this function, the Branch will have some technical people who can perform limited technical analyses to support the budget work.

- o Serves as the primary interface between the NRO and members of the Office of Management and Budget.

- o Aids the DNRO and the NRO staff in developing testimony for the Congressional Appropriations Committees. Members of the Branch are responsible for maintaining the appropriate interface between the NRO and the Congressional Appropriations Committees.

- o Provides program and fiscal guidance to the three program offices.

- o Prepares the Annual NRO Director's Report.

- o Prepares the budget book for Congress and for the OMB.

This will require the preparation of data for Zero Base Budgeting and for other techniques of this kind that may be required.

PROGRAM "A" WASHINGTON OFFICE

o Serves as the Washington representative of Program "A".
The Director of the Office reports directly to the Program "A"
Director.

o Provides the Director of Program "A" with day-to-day
information about relevant events in Washington.