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THE SECRETARY OF DEFENSE

WASHINGTON



DRAFT

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NRO file

MEMORANDUM FOR The Director, National Reconnaissance Office

SUBJECT: Policy Guidance on Management Control over Reconnaissance Programs

As a result of discussions which you, Dr. Fubini, the Director of Central Intelligence, and I have severally had among ourselves, I have concluded that additional policy guidance, aimed at strengthening your management control over the NRO reconnaissance programs, should be given. I emphasize that this additional guidance reflects no change in the Agreement of March 13, 1963, concerning the scope of the functions and responsibilities of the NRO and its Director.

This memorandum is concerned primarily with technical management of systems in being or of new system developments; authorized basic studies, research and development are not directly affected. At the present time, CIA elements of the NRO have responsibility for technical management of the U-2 and A-12 aircraft programs, and give contracting support to the DoD on the drone and [redacted] programs. I see no reason to change these assignments. Aircraft programs authorized in the future will continue to require our best judgment as to the appropriate action agency.

Technical management of the [redacted] satellite system is the responsibility of Air Force elements of the NRO, with minor contracting support from the CIA; these arrangements also appear to be working well, and I see no reason to change them.

In the CORONA system, contracting for the payload and payload section of the system is done by the CIA; technical management for this part of the system is vested by terms of the contracts in a Configuration Control Board (CCB). Procurement and technical management of the remainder

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of the system is the responsibility of Air Force elements of the NRO. I understand that the total direct CORONA effort is shared essentially as follows in FY 64: the CIA utilizes about 13 personnel, and holds 14 contracts with an estimated cost of [REDACTED] dollars; the USAF utilizes 17 personnel at SSD, and holds 21 contracts with an estimated cost of [REDACTED] dollars.

I consider that this split of technical responsibilities, which puts part of the system under control of a committee, is unsatisfactory, and that the CORONA program will benefit in achievement of full operational potential by placing all functions under a single management. Accordingly, I direct you to establish, under the authority assigned you by paragraph IV, subparagraph C, of the NRO agreement of March 13, 1963, a single authoritative CORONA project director, to whom you can assign personal responsibility for successful and efficient technical management of the CORONA system. Contracts should be amended to eliminate the decision making powers of the CCB and to establish your project director as the single source of technical direction for all elements of the system. You should ensure that your project director is supported by a systems engineering contract of adequate scope, assigned to a competent contractor. Your director must set up adequate supervision over his contractors, stationing his representatives at their plants as necessary.

You, as the Director, NRO, are charged with the responsibility of conducting the CORONA program in a responsive and efficient manner. You are directed to establish a management structure, along the lines indicated, fully and directly responsible to you, to discharge your responsibility. I will continue to hold you responsible for the success of this project, and I expect you to show improvements in its performance and efficiency as a result of your actions.

In carrying out your responsibilities for the planning, research, development, and operation of all satellite reconnaissance systems, you are to pay particular attention to two important prospective developments - the first, of a high resolution system having coverage adequate to supplant or supplement the present CORONA M/J system, and the second, [REDACTED]. Here, as elsewhere throughout the NRP, it is essential that the best resources of the CIA and of the DoD be brought to bear in the planning and conduct of developments.

With respect to the first-mentioned prospective development, in view of the broad background of intelligence experience of the CIA, and in view of studies already being conducted by the CIA under your direction, I consider it essential that you assign to appropriate elements of the CIA, under the authority given you by paragraph IV, subparagraph C, of the NRO agreement of March 13, 1963, responsibility for defining the balance between coverage and resolution characteristics that best serves intelligence needs.

Assuming that studies of this kind define and justify a development program, the principle of making maximum use of the resources of the CIA and of the DoD must again be observed. You are directed to assign to the CIA responsibility for those parts of this development which they are especially qualified by experience and background to accomplish. In particular, these considerations point to assignment to the CIA of the responsibility for development of a new payload system, provided the development plan meets your criteria, according to your guidance and under your direction. Overall systems engineering, systems development, and integration shall be assigned as you may direct.

I consider it essential that any new system developed for general search and/or surveillance be one which can be installed in vehicles of an operational nature and maintained by military units. You will ensure that all development plans, and your overall engineering direction, give adequate emphasis to this important feature. Once such a system has in your judgment successfully passed its early flight test phase and has demonstrated operational readiness, responsibility for the complete system and for its operation will be assumed by the USAF, acting for the DoD. Your direction in this program is to include the option of CIA participation through the operational readiness test phase.

You should assign the responsibility for the second system, [REDACTED] [REDACTED] to the USAF for the DoD. The USAF should be directed to prepare, for your review and approval, technical and management plans, using DoD resources and capabilities for the orderly research, design, development, test and engineering through operational readiness certification of this system, which is to achieve the maximum resolution, realisable with current technology and with acceptable coverage, attainable in contemporary vehicles and which is to be operated and maintained

by military type units.

Preparation of plans for these two follow-on systems is to be in accordance with your general guidance and instructions; please review with the Director of Central Intelligence and me your guidance and instructions prior to initiating formal preparation of the implementing plans by the CIA and the USAF.

I consider that the achievement of improved CORONA management and the sound definition and development of these two new programs depend critically in each instance on the establishment of strong project leadership which is directly responsible to you as the Director of the NRO. I wish to emphasize that I see no reason to depart substantially in other programs from the present management guidance given to you in the CORONA program. Therefore, individual project managers should be named in each instance who are individually and directly responsible to you for the effective conduct of each of the programs so assigned, backed by a single integrated organizational structure; in particular, your arrangements should be such that the unique capabilities of the CIA can be fully utilized by you, and are responsive to your direction, for payload system development for the CORONA follow-on system and other appropriate tasks that you assign to them.

I should like to have as early as possible a report from you advising me what actions you have taken in organization, management, and control of the CORONA program and the two follow-on programs as assigned in accordance with this memorandum, including your guidance and instructions to properly direct the implementing planning of the CIA and the USAF in the two follow-on systems proposed. I further expect that, following the preparation of implementing planning by the CIA and the USAF, which is to provide technical and management plans for the orderly research, development, design, engineering, integration and bringing into operational readiness of these follow-on systems, and when you have given your approval to these plans, the Director of Central Intelligence and I will be briefed by you on these programs for final review and authorization.

cc:
DCI

[REDACTED]

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PROGRAM COSTS - FY 1963, 1964, 1965 [REDACTED]

SUMMARY

	<u>F.Y. 1963</u>	<u>F.Y. 1964</u>	<u>F.Y. 1965</u>
Aircraft Programs (Except [REDACTED])	[REDACTED]	[REDACTED]	[REDACTED]
Satellite Programs	[REDACTED]	[REDACTED]	[REDACTED]
Other Recon Related Programs	[REDACTED]	[REDACTED]	[REDACTED]
Sub-total, Recon Programs	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED] Programs	[REDACTED]	[REDACTED]	[REDACTED]
Total NRO Programs	[REDACTED]	[REDACTED]	[REDACTED]
OSD Accounts	[REDACTED]	[REDACTED]	[REDACTED]
Total NRP	[REDACTED]	[REDACTED]	[REDACTED]

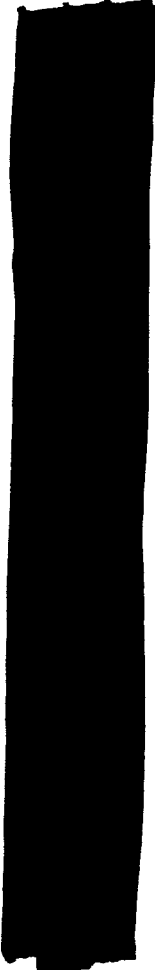
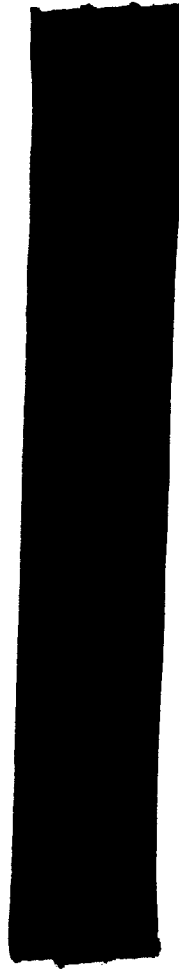
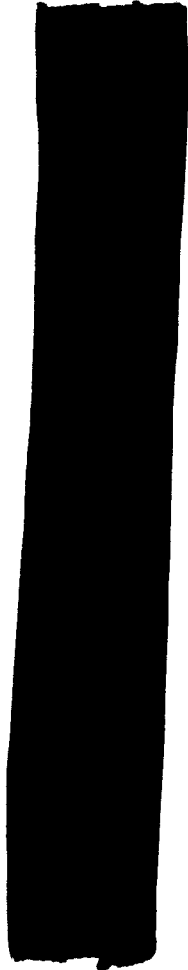



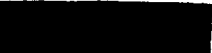
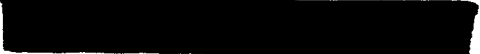
* The F.Y. 1964 Program is consistent with the DNRO Minimum Recommendation, but is [REDACTED] higher than the total presently-authorized by Sec Def.

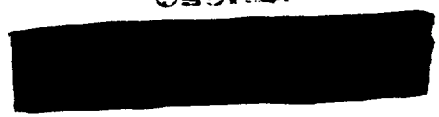
[REDACTED]



AIRCRAFT PROGRAMS (Except )

Program Costs - FY 1963, 1964, 1965 (Million \$)

	<u>F.Y. 1963</u>	<u>F.Y. 1964</u>	<u>F.Y. 1965</u>
Oxcart (A-12)			
 (A-12 Follow-on)			
 (AF-12)			
Idealist (U-2)			
 (P-3)			
Tagboard Drone (AQ-12)			
Countermeasures			
Photographic			
Dragon Lady (U-2 Support)			
 (A-12 Support)			
			
Advanced Aircraft &			
Other Studies			
Miscellaneous			
"Aircraft" Total			



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[REDACTED]

SATELLITE PROGRAMS

Program Costs - FY 1963, 1964, 1965 [REDACTED]

<u>Program</u>	<u>F.Y. 1963</u>	<u>F.Y. 1964</u>	<u>F.Y. 1965</u>
[REDACTED] (Old "Discoverer")			
C-Mural	[REDACTED]	-	-
C-Mural Standby	[REDACTED]	[REDACTED]	-
C-J	[REDACTED]	[REDACTED]	[REDACTED]
C-J Spare Systems	-	[REDACTED]	-
Lanyard	[REDACTED]	[REDACTED]	-
Lanyard Spare Payloads	-	[REDACTED]	-
Argon	[REDACTED]	[REDACTED]	[REDACTED]
Argon Spare Payloads	-	[REDACTED]	-
Spare Thor/Agena	-	[REDACTED]	-
Total, Program [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]





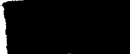

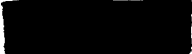




























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SATELLITE PROGRAMS

Program Costs - FY 1963, 1964, 1965



	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
<u>Advanced Space Technology and Components (Program</u>			
			
 Standby	-		-
	-		
			
			
			
E-6		-	-
New System	-	-	
Vulnerability-Common			
Land Recovery			-
Other			
Total, Program 			



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PROGRAMS

Program Costs - FY 1963, 1964, 1965

	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
6 Aircraft			
25 Aircraft	-		
Total			

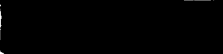
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OTHER RECONNAISSANCE PROGRAMS

Program Costs - FY 1963, 1964, 1965



	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
Classified Construction -			
Military Construction			
Appn. - Black			
Missile Procurement -			
Black			
Total Other			



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OSD ACCOUNTS (Non-NRO)

Program Costs - FY 1963, 1964, 1965



	<u>FY 1963</u>	<u>FY 1964</u>	<u>FY 1965</u>
Program			

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SPECIAL HANDLING



F. Y. 1965 BUDGET ESTIMATE



SUMMARY

	<u>Aircraft Appn</u>	<u>Missile Appn</u>	<u>RDT&E Appn</u>	<u>Constr. Appn</u>	<u>Total</u>
<u>Aircraft Programs (Except [redacted]):</u>					
Oxcart	[redacted]		[redacted]		[redacted]
[redacted]	[redacted]		[redacted]		[redacted]
Idealist	[redacted]				[redacted]
[redacted]	[redacted]				[redacted]
AQ-12 Drone	[redacted]				[redacted]
Aircraft Related	[redacted]		[redacted]		[redacted]
Advanced A/C &	[redacted]		[redacted]		[redacted]
Other Studies	[redacted]		[redacted]		[redacted]
Sub-total	[redacted]		[redacted]		[redacted]
<u>Satellite Programs:</u>					
Program [redacted]		[redacted]			[redacted]
Program [redacted]		[redacted]	[redacted]		[redacted]
Project [redacted]		[redacted]	[redacted]		[redacted]
Sub-total		[redacted]	[redacted]		[redacted]
<u>Classified Construction</u>					
				[redacted]	[redacted]
Total, Recon Programs	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
<u>[redacted] Programs:</u>					
6 Aircraft			[redacted]		[redacted]
25 Aircraft	[redacted]		[redacted]		[redacted]
Sub-total	[redacted]		[redacted]		[redacted]
Total, NRO	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
OSD Accounts	[redacted]	[redacted]			[redacted]
Total, NRP	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

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