(S) NATIONAL RECONNAISSANCE OFFICE

WASHINGTON, D.C.

OFFICE OF THE DIRECTOR

June 22, 1966

MEMORANDUM FOR: DIRECTOR OF RECONNAISSANCE, CIA
DIRECTOR OF SPECIAL PROJECTS, SAF

SUBJECT: CORONA Management Plan and Organizational Responsibilities

The purpose of this memorandum is to set forth the CORONA management arrangements and assignments of system responsibilities which were approved by the NRP Executive Committee on April 26, 1966.

There follow specific instructions and guidance on CORONA management and assignments of system/sub-system responsibilities.

PROGRAM MANAGEMENT:

The Director, [redacted] is designated as the CORONA System Project Director (SPD). In addition, the SPD will direct and supervise the development and production of various sub-systems as defined herein. The Director, [redacted] will establish a CORONA System Project Office (SPO) to discharge assigned functions and responsibilities, and will appoint a Deputy Director, [redacted] for CORONA who, as Deputy System Project Director (DSPD), will manage the day-to-day activities of the SPO.

The Director of Reconnaissance, CIA, will direct and supervise the development and production of the CORONA Payload Sub-Assembly, as defined herein, reporting directly to the DNRO. The Director of Reconnaissance, CIA, will establish a CORONA Payload Sub-Assembly Project Office (PSAPO), and designate a Director thereof, responsive and responsible through him to the DNRO for the total Payload Sub-Assembly development and production and to the SPD for overall system matters, as set forth below.

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PAGE 1 OF 6 PAGES

SPECIFIC SYSTEM RESPONSIBILITIES:

The Director, [redacted], as SPD, is responsible for: overall system engineering (including master system specifications) and system integration (including major sub-system interface specifications); overall system master planning, programming, and budgeting; assembly and check-out of the system at the launch pad; launch and mission operations; capsule recovery; and delivery of film to DNRO-designated processing facilities.

In addition, the SPD is responsible for: the thrust-assisted THOR and THORAD boosters; the AGENA booster/spacecraft; procurement of the DISIC; the acquisition and operation of system assembly facilities (excluding the LMSC-AP facility) and launch facilities; on-orbit command and control facilities; and capsule recovery forces and equipments.

The Director, PSAPO, is responsible through the Director of Reconnaissance, CIA, to the DNRO for the total Payload Sub-Assembly development, production (excluding procurement of the DISIC), assembly and test; operation of the LMSC-AP facility; for adherence to master system specifications, interface specifications, and master project plans established by the SPD in accordance with the provisions of this management plan; and the provision of software support to the NRO Satellite Operations Center before, during, and after missions. By definition, the CORONA Payload Sub-Assembly includes the KH-4 cameras, the SI and/or DISIC, film transport mechanisms, the RV's, supporting structure and shell, and those other items normally installed and tested at the LMSC-AP facility.

In addition, the PSAPO is responsible to the SPD to assist and manage, as appropriate, those Payload Sub-Assembly system assembly and pre-launch activities at Vandenberg AFB, to certify at appropriate times that the Payload Sub-Assembly is ready, and to act as the principal Payload Sub-Assembly assistant to the SPD during pre-mission planning, on-orbit operations, and post-mission analyses.

[redacted]/CIA-OSP RELATIONSHIPS:

It is not possible, at this time, to forecast future engineering/performance trade-offs which may be made as detailed

design and development of the J-3 CORONA proceed. The NRO objective in the CORONA Project is to acquire and operate the overall most effective search and surveillance satellite system possible within the constraints of time, technology, and available resources. The Payload Sub-Assembly contains the key element (i.e., the camera) of the system and, as such, its fundamental basic structural, dynamic, thermal, power, etc., requirements must be given proper weight in determining overall system configuration and characteristics. When the necessity does arise for a trade-off between the Payload Sub-Assembly and another sub-system in terms of total system performance, the SPD will always attempt first to resolve the problem in such a way as to minimize the effect on the sensor. However, such resolutions of interface problems must always be tested to assure that overall system performance is not seriously degraded. Thus, both the SPD and PSAPO must analyze in terms of total system effectiveness when considering interface and trade-off problems.

In this arrangement, the CORONA System Project Director (SPD) responsibilities will not include sub-system engineering, technical direction, or contract supervision for the Payload Sub-Assembly (except for DISIC procurement); the CIA will be responsible to the DNRO for these functions. The following discussion of management relationships is intended to clarify the division of responsibilities:

1. As stated previously, the SPD is responsible for overall system engineering and integration. In this capacity, he also is responsible for all sub-system interfaces. In such matters, the Payload Sub-Assembly Project Office is expected to be responsive to appropriate direction from the SPD. However, the SPD, in the exercise of this interface responsibility, will give special consideration to the basic environmental requirements of the Payload Sub-Assembly as established in consultation with the CIA.

2. On the other hand, the SPD is not expected to accomplish engineering on technical matters pertaining solely to the Payload Sub-Assembly, unless his assistance is requested by the PSAPO. SPD actions elsewhere in the system affecting interfaces with the Payload Sub-Assembly do require the concurrence of the PSAPO. Similarly, PSAPO actions which affect interfaces with other elements of the system do require the concurrence of the SPD.

3. The SPD is responsible for master planning, master programming, and overall budgeting; however, he is not authorized to alter program or budget estimates of the PSAPO. Conversely, the PSAPO is expected to program and budget in accordance with the master schedules issued by the SPD. (Note: CIA-OSP will submit budget estimates in the normal manner direct to the DNRO; however, the SPD will also include payload sub-assembly schedules and budget estimates in the System Project Plan for information purposes).

The most significant area of [redacted]/CIA-OSP relationship is that pertaining to interface between the sensor sub-system and other system elements. I cannot emphasize too strongly the need for close daily rapport between the respective offices. Representatives of both offices are expected to attend all meetings on subjects having possible interface impacts.

The SPD and PSAPO are expected to have free and full access to all information and data pertaining to the system. This includes, as appropriate, access to contractor plants, engineering staffs and test facilities. However, supervision and technical direction of the contractor's activities will be solely by CIA-OSP for elements of the Payload Sub-Assembly and by [redacted] for other system elements.

If either the SPD or PSAPO infers a possible interface effect resulting from an action by the other, he is expected to so advise the other promptly. When a possible problem of this nature is raised, it is to be resolved by the SPD and PSAPO without delay (if resolution in the field is not possible, the matter will be brought to my attention for decision).

Informal and direct communications between appropriate working personnel of both the SPO and PSAPO must be authorized and encouraged (when opposite project office personnel and contractors are involved, prior coordination with the Government Agency supervising the contractors is required).

ON-ORBIT OPERATIONS:

The SPD will operate a CORONA Operations Command Post at the Satellite Test Center, Sunnyvale, continuously during a mission. The Payload Sub-Assembly Project Office will station appropriate

Project Office personnel and contractor representatives there as well as at the LMSC-AP facility during missions. The Satellite Operations Center [redacted] will deal principally and directly with the CORONA Command Post and the LMSC-AP facility, as appropriate, during a mission.

The SPD is the final field authority during a mission operation from launch through recovery. The SPD is expected, in normal situations, to assign responsibility to the senior Payload Sub-Assembly Project Office representative for matters of payload sub-assembly readiness, on-orbit operation, analysis of technical difficulties, etc. The senior Payload Sub-Assembly Project Office representative, in turn, will provide Payload Sub-Assembly status reporting on an agreed-on regular basis or upon request of the SPD. However, when there are differences of opinion in the case of technical difficulties, and when in the judgment of the SPD that mission failure may be imminent, the operational decisions of the SPD shall always be overriding and final.

[redacted]:

[redacted]

[redacted]

[redacted]

[redacted]

GENERAL GUIDANCE:

Despite good intentions on both sides, differences in interpretation of this management directive, the question of whether or not a problem has interface implications, etc., probably will occur periodically. When such an instance arises and cannot be settled in the field, I desire that the problem be called to my attention promptly for resolution.

The successful implementation of this management arrangement will require the whole-hearted cooperation of both CIA and [redacted] I enjoin each of you to insure that your respective subordinates put forth every effort in that vein.

Alexander H. Flax

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