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WASHINGTON, D.C.

THE NRO STAFF

January 5, 1971

MEMORANDUM FOR THE NRO STAFF

SUBJECT: Functional Responsibilities of the Staff

PURPOSE:

This memorandum outlines the major functions and responsibilities of the NRO Staff. Its purpose is twofold:

1. To refine understanding and cooperation within the Staff by defining the major functional responsibilities of each Staff element.
2. To encourage a cooperative, effective relationship with elements outside the Staff by stating single points of contact for major Staff functions.

GENERAL MISSION OF THE STAFF:

A. The NRO Staff is charged with providing staff support to the DNRO/DDNRO in the implementation of the National Reconnaissance Program. The Staff provides such information, assistance, and services regarding the conduct of the NRP as the DNRO/DDNRO may require. To this end, the Staff has full access to information on all programs, projects, studies and activities within the NRP.

B. The NRO Staff also assists the various NRP participants in fulfilling their assigned responsibilities. This includes assistance in securing non-NRP resources from DOD elements, the coordination of NRO plans and activities with non-covert DOD programs and liaison with various government agencies.

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C. With the exception of the Satellite Operation Center translating USIB requirements into operational direction and the scheduling of film processing and production the staff exercises no direct line or management responsibilities.

D. The NRO Staff has no contracting authority nor does it exercise technical direction over contractors. Any contracts let on behalf of the DNRO or the NRO Staff are negotiated, administered, and technically directed for them by one of the NRP Program Directors.

MANNING CONCEPT:

A. The NRO Staff is a national group composed of personnel from participating departments and agencies in the National Reconnaissance Program. Manpower space authorizations for the Staff are provided by the department or agency from which the individual is assigned.

B. Personnel assigned to the Staff are responsible to the Director, NRO Staff, and are responsive to his direction. Evaluation reports on Staff personnel are written by the Director, NRO Staff, or his designee. These reports became a part of the permanent file in the parent organization from which the individual is assigned.

C. In manning the NRO Staff, an attempt is made to maintain a reasonable balance of professional personnel drawn from all of the NRP participants. Occupants of specific positions will be selected from the NRP participants on the basis of the particular skills needed, the capability of the various NRP participants to provide these skills, and the balance of representation of the NRP participants on the Staff.

D. The NRO Staff, as a security cover, operates as the Office of Space Systems on the Staff of the

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Secretary of the Air Force. The OSAF provides office space and administrative support, the bulk of the support personnel, and travel/temporary duty funds, except where other arrangements are mutually agreed to by the principal parties concerned.

ORGANIZATION AND MANPOWER:

A. The NRO Staff is organized into six major elements including the Executive, the Assistant for Security, the Deputy for Satellite Operations, the Deputy for Plans and Policy, the Deputy for Analysis and the Deputy for Programs. Manpower generally authorized is set forth in Attachment 1.

B. In fulfillment of the Staff mission, the elements of the NRO Staff perform the general functions set forth in Attachment 2.

EDWIN F. SWEENEY
Colonel, USAF

2 Attachments

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DIRECTOR (SS-1)
1-0-1

EXECUTIVE (SS-2)
1-5-1

ASSIST FOR SECURITY (SS-3)
1-0-2

DEPUTY FOR OPERATIONS (SS-4)
9-10-9

DEPUTY FOR PROGRAMS (SS-7)
6-0-4

DEPUTY FOR PLANS AND
POLICY (SS-5)
3-0-2

DEPUTY FOR ANALYSIS (SS-6)
3-0-3

LEGEND: AUTHORIZATIONS
OFFICERS - ENLISTED - CIVILIAN

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~~TOP SECRET~~HANDLE VIA
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Director, NRO Staff (SS-1)

Responsible to the DNRO/DDNRO for all activities of the NRO Staff.

Executive Officer (SS-2)

Responsible for the establishment of administrative practices and procedures and the provision of administrative services to the NRO Staff. Responsible for NRO Staff manpower and personnel actions. Also provides assistance to the Director, SAFSP, for the acquisition and for control of necessary USAF manpower resources.

Assistant for Security (SS-3)

Responsible for insuring that DCI security policies, established for the protection of sources and methods, are properly implemented by the NRO. Acts for the Staff as required on all matters involving the investigative and security facilities of the OSD, Military Departments, CIA, and NRO Program Directors. Provides Secretariat services for the Inter-Agency Contingency Planning Committee and serves as the NRO Staff member of the ICPC Working Group.

Deputy for Operations (SS-4)

Responsible for operation of the Satellite Operations Center (SOC).

Provides NRO representation to the Committee on Imagry Requirements and Exploitation (COMIREX) and SIGINT Overhead

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Reconnaissance Sub-Committee (SORS). Responsible for defining current collection capabilities to the USIB, assisting in the formulation of collection criteria for new systems, interpreting all collection requirements and translating them into specific collection tasks and into specific relative priorities, recommending the overall number of required successful collection missions, and selecting optimum mission profile from data generated by the System Program Directors. Maintains a data file of all satellite actions and compiles reports to apprise the DNRO and the USIB of the status of tasks and performance levels of satellite missions.

Responsible for selecting satellite orbits for particular missions in order to satisfy USIB requirements and for maintaining a library of orbits attainable within the hardware limits of a system.

Responsible for operating a 24-hour Operations Center for certain missions and for modifying ongoing mission objectives and collection criteria in order to optimize USIB requirement satisfaction.

Prepares the DNRO's Monthly Forecast of NRP Activities for submission to the 40 Committee and maintains a cumulative record of requests for overflight approval including the monitoring of overall results of aircraft and drone activities.

Prepares and disseminates the NRO Reports Control Manuals to exchange information regarding the operation of individual satellites. Develops and maintains the NRO Satellite Contingency Plan to be used in the event of overt and covert acts against NRP satellites.

Deputy for Plans and Policy (SS-5)

Responsible for all general planning, policy and management matters of concern to the NRO except for DCI security

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policy which protects sources and methods. Acts as intra-staff policy interface, briefs incoming Staff and high level officers on prevailing policy, acts as focal point for Staff and Program Offices on NRO policy matters and serves as office of record.

Maintains the principal interface with the Executive Department, Congress, DOD and NASA on matters pertaining to the NRO. Serves as the NRO focal point on SALT matters. Responsible for monitoring all public information matters of concern to the NRO consistent with DCI security policy. Coordinates and provides input data for the UN Space Registry, provides synchronous satellite parameters to ODDR&E.

Responsible for preparing the Director's Reports for the DNRO's submission to the Executive Committee, preparing reports to the President's Foreign Intelligence Advisory Board, monitoring and disseminating NRP reports prepared by the Program Directors, and preparing reports as required pertaining to contracts, such as the K-23 Report. Prepares letters appointing new Program Directors and staffs letters of delegation of procurement authority from the DNRO to Program Directors and staff actions pertaining to Determinations and Findings.

Obtains black contract numbers, military and industrial priority assistance requests; coordinates actions on labor disputes which interface with NRO programs; and prepares, coordinates and monitors interagency management and operating agreements. Serves as management focal point within the Staff for outside agencies.

Responsible for assisting the Director in managing the NRO communications network.

Deputy for Analysis (SS-6)

Responsible for analyzing and assessing new and long range requirements for overhead collection activities,

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determining the impact of requirements on existing and proposed NRO systems and advising the DNRO on the technical feasibility of new collection systems, including those program options presented by organizations external to the Staff.

Responsible for developing plans and system mix studies for the DNRO and, as required, for the Executive Committee. The studies include rational objectives, trade-offs, alternate courses of action, and financial considerations in coordination with the Comptroller.

Interfaces with the NRO Staff and collection requirement organizations to contextualize requirements, to assess potential duplication of effort, and to address system consolidation efforts. Interfaces with Government committees, contractors and scientific committees as required. Represents the NRO on the Intelligence Requirements Ad Hoc Working Group, the COMIREX Ad Hoc Crisis Analysis Task Group and the DIA/SAC Crises Simulation Group.

Deputy for Programs (SS-7)

Responsible for monitoring and coordinating all NRO Program matters, preparing programming directions and guidance, defining operational capabilities for systems necessary to support USIB tasking, translating future needs into preferred options or proposals, and providing technical information and guidance to the DNRO and the Staff. Interfaces with other agencies to obtain and provide information on research and technology and other program matters. Conducts short range analyses, studies, and evaluations.

Serves as liaison with NRO Comptroller on budget estimates and financial plans, prepares justification data and advocates selected options to the DNRO. Prepares annual Consolidation Intelligence Resource Information System (CIRIS) data for the ASD(A). Evaluates program projections for balance and feasibility in relation to anticipated availability of resources and for compatibility with DNRO policy and guidance.

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Responsible for monitoring NRO advanced technology and R&D programs, for providing program guidance, coordinating and issuing program approvals and recommending priorities on R&D programs. Performs definitive analyses of new R&D programs determining need, technical feasibility and cost effectiveness of each. Identifies potential technological applications which will resolve operational deficiencies and provides guidance to the Program Directors for their development. Insures that systems throughout the development, acquisition, operational testing, and operational cycles meet capabilities defined in requirements documents are met or that acceptable trade-offs are made.

Responsible for film procurement, processing and production as well as associated research and development. Provides the NRO representative to the Contractor Coordination Board, the COMIREX Committee for Exploitation Research and Development, COMIREX Mapping, Charting and Geodesy Working Group and the ARGO Committee of the President's Office of Science and Technology.

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