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(S) NATIONAL RECONNAISSANCE OFFICE

WASHINGTON, D.C.

THE NRO STAFF

18 July 1974

MEMORANDUM FOR GENERAL KULPA

SUBJECT: Considerations Concerning Program D

With the planned transfer of the U-2s from the NRO to the Air Force and the elimination of Program D from the NRO organization, it is necessary to make provisions for continuation of support previously provided to the NRO by Program D.

In a general sense, Program D was organized to act as a single focal point for all "black" programs to make use of "white" resources. Security was one of the considerations, but another major consideration was the need for streamline management to allow for immediate access to "white" resources because normal channels could not react fast enough. All alternatives considered for continued support to the NRO must provide for this black/white interface.

Over the years, Program D has developed many formal and informal interfaces which allow it to function effectively in its role. It is accepted in the white world today with very few questions asked. More specifically, Program D furnishes a broad spectrum of support to the NRO staff, its program offices, and others, as shown in Attachment 1.

Program D provides support to several elements or programs of the Government. One of which is the NRO. The functions performed cannot be cleanly separated by Government element supported but tend to overlap. An example of this is the [   ] where 90 percent of the effort is NRP support, but 10 percent is for [   ], which is unconnected with the NRO. The airlift provided by the C-118 and C-130 also provide considerable support to non-NRO programs (approximately 50 percent).

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Program D is structured along functional lines as opposed to organizational lines of the elements it supports. Consequently, it is difficult to remove people resources from Program D without effecting support for more than one Governmental element.

There is, by necessity, much overlap between functions and responsibilities within the office. For example, presently [   ] who acts as Director, Logistics, also handles U-2, SR-71 (Air Force responsibility) and NRO budget and financial matters, and is the primary interface between the NRO/CIA and Air Staff on DOD support to the NRO/CIA. Some CIA support is not NRO connected; for details, see Attachment 2.

Alternatives available to the NRO to continue necessary support depends on what the Air Force does with Program D. At the present time, the Air Force is faced with a basic decision to either retain special management techniques for U-2s and SR-71s or to normalize these systems. If the Air Force decides to retain specialized management and transfers Program D intact to a high-level Air Force point of contact, then one alternative available to the NRO is to simply establish a single point of contact between that Air Force Group and the NRO Staff. A Memorandum of Agreement will be necessary to continue the needed support.

Based on latest information, it appears that the Air Staff position will be to retain specialized management for the U-2/SR-71 and transfer the office (AFIGJ) intact to the AFCV or AFCVA for at least one year. Other possible reorganizations and consolidations may be addressed after IDEALIST phaseout is completed, the Navy U-2R EXP Program is well established, and the U-2 documentation is sanitized from BYEMAN to AFR 205-1 classification. This is estimated to take from six months to a year based on OXCART experience.

If Air Force decides to normalize U-2 and SR-71 support, and in the process breaks up old Program D, then the NRO must consider another alternative. In this case, we would require two to three experienced

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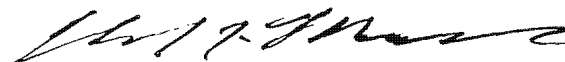
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people from Program D to be assigned to the NRO Staff immediately in order to provide for uninterrupted service to our program offices. Again, a Memorandum of Agreement with the Air Force would be necessary. Of course, this alternative is available even if the Air Force does maintain special management but doesn't appear logical in the near term.

One of the alternatives that appear attractive to prepare for the longer term and still provide uninterrupted support is to assign two or three people from Program D to the NRO Staff but leave them physically located with Colonel Bailey's office until the Air Force (if and when) breaks up the organization. During the next six months, this cadre could pick up responsibility for all NRO support and at the same time assist the Air Force in their efforts. Again, a Memorandum of Agreement would be necessary.

As part of any alternatives selected, the Staff and our Program Office should begin a critical examination of the required support to find out whether it can be eliminated or better performed by transfer to one of the program offices.

At the present time all support provided by Program D is continuing. It appears that this desirable status (full support to NRO) will not be precipitantly terminated which leaves time to consider the best alternatives.

CHARLES L. MURPHY
Deputy Director for
    Satellite Operations

Cy to: Program D
         SS-5
         SS-7

FUNCTIONS AND RESPONSIBILITIES OF PROGRAM D

GENERAL. The functions and responsibilities are reviewed from two aspects: (a) What is done in direct support of NRO/CIA programs, i.e., as Program D in accordance with the April 6, 1968 charter; (b) What is done as Air Staff specialized management office (AF/IGJ). NOTE: Underlined items are not NRO responsibility after transfer of the U-2s.

A. Program D Support to NRO/CIA

KENNEN

West Coast Security Office; all GFP for "Black" programs, OXCART and TAGBOARD Storage; current manning is 73 people.

    2. Arrange for DOD support of NRP efforts assigned to the CIA.

        a. Personnel

        b. Facilities

        c. Logistics

        d. Airlift

        e. Developments

        f. Security

    Examples:

        a. Personnel

          - During recent flooding at _____ Program D arranged for personnel from MAC and TAC to deploy TDY to _____

          - Screen select and justify all Air Force personnel nominations for CIA programs, primarily OEL

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(Area 51, C-130 and C-118 airlift operations) to include OERs.

- Awards and decorations, etc.

b. Facilities

- AEDC support of [   ]

- Warehouse space at Andrews AFB for KENNEN.

25X1

c. Logistics

- Interface for NRO/CIA on all logistics support of [   ] OLIVE HARVEST, etc., including advances surveys, briefings, space allocation, fuel billeting, airspace coordination, escort service, secure storage, badges, etc.

- Negotiate AFR 11-4, Base Support Agreements for NRO/CIA, i.e., with Project COMPASS TRIP at McCoy AFB, Florida.

- Briefings to AFLC and various air logistic centers as well as Air Force and other DOD activities to obtain support for NRO/CIA programs.

- Interface between NRO, CIA and Air Force on funding and support to [   ]

-- Arrange Air Force funding and transfer of funds to CIA.

-- Coordinate Air Force tests, projects, manning requirements, i.e., [   ] SAC BULLCREEK support, Air Force COMBAT ANGEL drone tests, SR-71, U-2 EWS tests, AFCOR, etc.

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-- Arrange for assignment of aircraft, i.e., ⬚⬚⬚⬚⬚⬚⬚⬚⬚ for support of NRO/CIA overhead programs.

-- Arrange for loan and/or transfer of equipment and supplies from DOD activities to support NRO programs, i.e., aircraft, and Army equipment for Imagery Radar Technology Program, vehicles and vans for ⬚⬚⬚⬚⬚ KENNEN.

-- Logistics support and technical interface with processing centers and capabilities, i.e., Eastman Kodak, OPICs, Westover, etc., in support of NRO programs.

    d. Airlift

- Provide all special assigned airlift missions (SAAM) support for the NRP/CIA programs.

      -- Averages 35-50 missions annually.

      -- Prepares, submits and justifies budget to Air Force.

      -- Arrange special missions, i.e., aerial fuel delivery to ⬚⬚⬚⬚⬚⬚⬚⬚ during floods.

      -- Interface with MAC HQ and MAC subelements to insure support to NRO.

- Provide information to NRO/CIA on improvements in airlift capabilities, i.e., aircraft configuration, cargo handling and loading systems.

- Coordinate with Air Force allocations on flying hours and assignment of C-130 and C-118 for NRO movements of take and cargo in support of overhead programs.

- C-130 and C-118 support as follows:

Airlift in pounds provided by C-130 and C-118 for five-month period - January through May 1974.

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Program	C-130	C-118
IDEALIST	198,061	31,500
GAMBIT	8	52,486
HEXAGON	46,919	178,760
KENNEN	7,125	2,400
SENIOR CROWN	23,973	10,339
SENIOR LANCE	4,255	0
SENIOR PINE	24,000	0
AIR FORCE	20,118	0
BUSY PILOT	0	10,120
OSA	10,899	730
OSP	0	0
SPS	31,815	475
OTHER	37,930	5,123

		C-130		C-118
TOTALS GROSS		599,593		323,336
	%		%	
NON-NRO	(64)	383,948	(19)	60,874
NRO	(36)	215,645	(81)	262,462

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e. Developments

- U-2R test bed aircraft for side look-
ing radar portion of the imagery radar technology pro-
gram and for continued EWS improvements through OEL.

f. Security

-- AEDC chamber testing for [   ]

system

-- Project [   ]

-- Andrews AFB support for KENNEN

- Coordination and liaison between NRO
and CIA on security matters pertaining to [   ] West
Coast Security Office, Project Support Office, other
NRO program offices, including site access, clearances,
etc.

B. AF/IGJ, Air Staff Specialized Management of the U-2 and SR-71 Programs (Non-NRO Support)

As Chief of the Special Projects Office (AF/IGJ),
reporting directly to the Under Secretary of the Air
Force, duties and responsibilities include:

1. Management of the U-2 program, 23 active air-
craft, all areas except operational control and tasking
(assumes termination of IDEALIST program in FY 75).

a. Programming and budgeting, FY 75 budget
projected at $45.0M.

b. Aircraft allocation and mission assign-
ments, i.e., SAC, AFSC, NASA, Navy.

c. PME, sensors and equipments.

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  d. Blue Suit manpower, review and justification.

  e. Life support equipments.

  f. TSJF, special fuel management.

  g. EWS equipments, in conjunction with OEL R&D recommendations.

  h. Direct management of U-2 depot at Warner Robins, 99 people, logistics, systems engineering and contracting.

 2. Management of the SR-71/YF-12 program. (Eight active SAC) (four in Depot) (two assigned NASA) (one trainer - SAC) (seven in storage) operational control and tasking.

  a. Program and budgeting, FY 75 budget projected at $92.4 million.

  b. Aircraft allocations and mission assignment, i.e., SAC, NASA.

  c. PME, sensors and equipment.

  d. Manpower reviews and justification.

  e. Life support equipment.

  f. Ground reduction and exploitation equipment.

  g. JP-7, special fuels management.

  h. Direct management of System Project Office at ASD for development of EWS and sensor equipment.

  i. Direct management of SR-71/YF-12 depot, flight test at ⬚ and Palmdale facility 200 people, logistics, system engineering, contracts, configuration control, financial management, flight test and modification center.

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     j.   Manages DARPA and NRL associated R&D

C.   "Gray Areas" - Program D and/or AF/IGJ

    1.   Frank Rand LMSC Study

    2.   <u>SENIOR PINE Drone Study</u>

D.   Program D/AFIGJ Organization and Manning.

    (See attached chart).

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CONTRACT ORGANIZATION

AF BUDGET SECRETARIAT & 0739

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AF/AS

GENERAL MANAGER PROGRAM D

ADMIN/SECRETARIAL
VACANT
VACANT

DIRECTOR PROGRAM "D"
(AF/AOJ)

DEP DIRECTOR PROGRAM "D"
(AF/AOJ)

SR-71 PROGRAM	OPERATIONS	CONTRACTS	MATERIEL	SECURITY	PROGRAMS
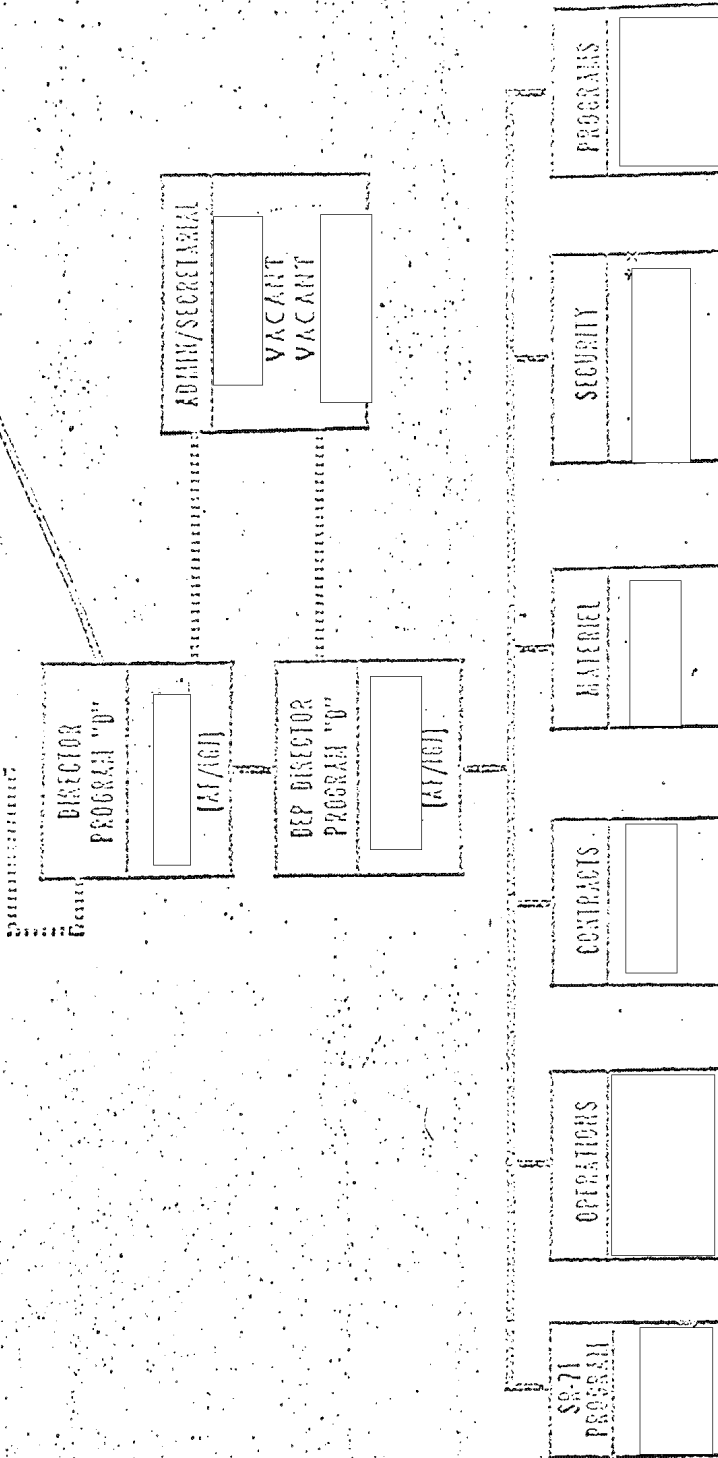
LOCKHEED BURBANK OFFICE. PLAN TO CLOSE OFFICE, 2 SPACE REDUCTION IN MANNING, SEP '74, UNLESS MAJOR NEW PROGRAM/PROCUREMENT WITH LOCKHEED DEVELOPS.

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PROGRAM D - OVERLAPPING FUNCTIONS

Due to Director D/AFIGJ integration of functions and small number of personnel, there is not a clearcut definition of duties and responsibilities within Program D.

There is, by necessity, much overlap between functions and responsibilities within the office. Presently [_____] who acts as Director, Logisitics, also handles U-2, SR-71 and NRO budget and financial matters, and is the primary interface between the NRO/CIA and Air Staff on DOD support to the NRO/CIA. Likewise the security representative, Captain [_____] has devoted a considerable amount of time to arranging MAC airlift, coordination of theater support to OLIVE HARVEST, coordination with CIA and AFSC on [_____] support, etc., in addition to his duties as security representative. Basically, the same applies to the other personnel in the office. Although in the case of operations and programs the duties and responsibilities are more clearly defined there is still considerable overlap and integration of functions. By managing the office in this manner Program D has been able to perform an extremely vital function for the Air Staff and the NRO with a very small, selective group of personnel.

A division of responsibilities between NRO and Air Staff functions will be extremely difficult and will undoubtedly require an overall increase in personnel. Additionally, duplication and inefficiency will result. A few of the reasons for this are illustrated by following examples:

The airlift support element which provides support to the NRO, i.e., the C-118, C-130, and Special MAC airlifts also provides support to the U-2, SR-71, and [_____] By handling the total airlift requirement, both NRO and Air Force, Program D has been able to economize on total airlift required by combining various airlift missions.

By splitting this function, duplication will occur since airlift support is required in all of the programs. There will undoubtedly be an increase in manpower required to man two separate functions which are now being handled from one central office.

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Logistics support is in the same category. Presently, the three (3) Specialized Depots, i.e., U-2, SR-71, and NRO depot are being monitored and managed from one office. By divorcing this management, duplication is created since the management will not be split between two offices.

Budgeting and financial management is another aspect where duplication will result. The same individual who manages the budget for the U-2 is also handling the budget for the NRO depot. Divorcing these functions will require additional manpower.

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