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WASHINGTON, D.C.



THE NRO STAFF

6 June 1974

MEMORANDUM FOR MR. PLUMMER

SUBJECT: Phase-out of Program D

The memorandum at the right for the Chief of Staff outlines the phase-out of Program D. It cites your desires for the continuation of support to the NRO and the specialized management of the U-2 and SR-71 programs and solicits the Chief's thoughts.

I envision the process as proceeding in a step-wise fashion. Following an Air Force acceptance of the memorandum in principle an initial implementation step would be to transmit BYEMAN letters signed by the Chief of Staff to the Commanders of SAC, AFLC, MAC and AFSC. These letters would outline the scope of the phase-out and express the need for continued support of the NRO and the U-2/SR-71 programs through the revised management scheme. Concurrently, normally classified correspondence relating to the U-2/SR-71 realignment would be signed to the various commanders praising the support given to AF/IGJ and requesting continued support. Underlying the correspondence would be the theme that the various activities conducted by AF/IGJ for the NRO and the Air Force will continue as they have in the past, but under different authorities.

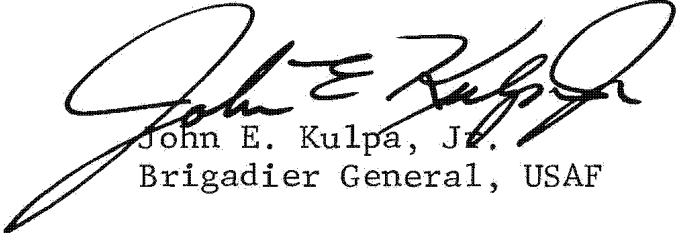
The transition phase should be accomplished over a limited period of time. This period would permit the various relationships to be stabilized both within the NRO and the Air Force for the required levels of support. In addition, the time would be used for assuring a smooth transition of

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the financial activities associated with the phase-out of OSA as well as the realignment of Program D. I suggest the earlier date for completion of the phase-out and transfer of functions be October 1, 1974 and the latest date January 1, 1975.

I have attached comments from Colonel Bailey,   
General Bradburn, and Les Dirks.



John E. Kulpa, Jr.  
Brigadier General, USAF

#### Attachments

1. Col Bailey's comments
2.  comments
3. Request to Brad & Dirks (WHIG 0674)
4. Brad's answer (CHARGE 4228)
5. Dirks' answer (PILOT 8321)

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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.

7 June 1974



MEMORANDUM FOR LT COL COYLE

SUBJECT: Realignment of NRO Program D

Recommend the following changes be incorporated into the Memo for CSAF.

Revise paragraph 4 as follows:

Colonel Bernard L. Bailey, the Director of NRO Program D, also has a second, and openly acknowledged, job title as head of AF/IGJ on the Air Staff. In this capacity he reports directly to me as the Under Secretary of the Air Force. AF/IGJ provides specialized management of the Air Force U-2 and SR-71 programs and is designated officially the OPR for the Air Force U-2 and SR-71 programs. Special Air Staff reviews are conducted for both the U-2 and SR-71 with respect to programming and budgeting. These reviews are tailored along the same line as the specialized management structure which assures rapid response and a high degree of flexibility from both weapon systems. In support of these two specialized management efforts is a U-2 depot at Robins Air Force Base which has 100 people assigned and an SR-71 [redacted] which has 200 people assigned. Both of these depots are administratively assigned to AFLC; however, they fall under the direct management responsibility of AF/IGJ.

Revise paragraph 7 as follows:

As far as realignment of responsibilities and management of the U-2 and SR-71, it is clear that special management arrangements have been advantageous and their retention is necessary if these systems retain their role in national crisis management and intelligence collection. However, I would prefer

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that the direct reporting responsibility be changed from the Office of Under Secretary. The present arrangement under AF/IG has been working very satisfactorily, however, you may want to consider other arrangements. To assure a responsive system and retain the specialized management concept it is essential any realignment be at the senior Air Force office level.

In addition to the two paragraph changes recommended above the following proposal relative to Area 51 support is submitted:

Security interface with the DoD for logistics and airlift activities for CIA programs includes support of [redacted] and the AFSC Have Glib projects. Since NRO presently has no specific interest or programs involving [redacted] recommend this portion of support be transferred from the NRO depot to the SR-71 depot. The majority of support and effort at [redacted] is for Air Force efforts, i.e., U-2, SR-71, and Have Glib. With the advent of AFCOR and the amount of Air Force interest in [redacted] it would appear more feasible to transfer responsibility of [redacted] to the Air Force special projects office along with the U-2 and SR-71. Presently, Air Force support to [redacted] is averaging over 2.5M annually. The specialized management structure and responsibility could be transferred intact with the realignment. AF/IGJ would continue to interface with the CIA and AFSC with respect to support of [redacted]



BERNARD L. BAILEY  
Colonel, USAF  
Director, Program D

*I concur with Col. Bailey's  
comments.*  
*J.E.K.*

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Comments on Proposed Memorandum for the Chief of Staff Re Realignment  
of NRO Program D

1. The opening paragraph has a planning assumption which is not presently factual. CIA has no specific date yet established for an actual transfer, and is relying on "no specific agreements with the Chinese, a new ambassador, etc." as reasons for delays. As of 1 July 74, the budgeting and funding responsibility will transfer, and Mr. Duckett has recently asked that the contracting be transferred, but in the meantime CIA has requested six months of FY 1975 funding for Idealist support (the four aircraft involved) from Air Staff funds, which indicates CIA planning to continue with U-2 operations beyond 1 July, and that when a transfer date is set, there will be months of effort involved. I suggest that "On July 1, 1974" be deleted, and "during FY 1975" be substituted, and that the later "program" management be changed to "budgeting/funding" management.

2. With respect to para. 2, Mr. Plummer said that NRO Staff should be in small letter "staff." Suggest also wording changes from "I have decided\*\*\*" to "I am considering elimination of Program D as an NRO entity," with similar modifications to succeeding phrases. Also, part of the [redacted] supports aircraft and drone considerations, which should be moved out if a transfer is to be effected, and also provides some NSA support, so the statement as a total depot entity is not factually correct as supporting the NRP. *maybe?*

3. Re para. 3, while Attachment 1 is supposedly intended to keep the Air Staff paying for airlift for satellite support, it would not be long before the Air Staff uncovers this, and insists that we pay our own way, at about \$1M per year, plus other normal Air Force support. I estimate we could be faced with \$3 to \$4 million additional costs. *What about...*

4. Re para. 5, add a sentence "These responsibilities will be financed entirely by the Air Force starting in FY 1975." *OK*

5. Not addressed in the memo, but certainly to be considered, are the present responsibilities of Director D for such areas as Oxcart/Tagboard storage, [redacted] sharing, fuel support thru a local detachment [redacted] etc. As I have said before, summary tables should be developed, which summarize each of Director D's present responsibilities, with columns for Budgeting/Funding, Contracting, Audit, Logistics Support, Operations, etc., and another chart or two that indicates what would happen to each under reorganization arrangements. Another facet is the imminent initial fund approvals for FY 1975, presently directed to Director D or IGJ (for U-2's), early contractual actions for Imaging Radar, early instructions to the depots for FY 1975 support, etc., which could be changed significantly by reorganization. In view of all the sort-outs necessary to move logically, *...*

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I suggest an objective date of 1 July 76 (tying in to fiscal years) for effecting reorganizational changes, with concentrated planning and establishment of a firm Idealist aircraft transfer date to be established shortly.



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