

B. CHRON



19 May 1969

FOR GENERAL BERG

Dr. McLucas would like to know if we can reissue the attached document after revising it in accordance with the revisions proposed in the letter from Mr. Crowley.

[Handwritten signature]
Deputy Director of Defense Research and Engineering

Attachment

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WASHINGTON, D.C.

OFFICE OF THE DIRECTOR

April 21, 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Analysis of NRO Program

In the past, if I understand the situation, the NRO has been operated on the basis that it accepts requirements and develops systems to meet those requirements.

Recently the ExCom seems to be more aware of the need to be more critical of requirements in the sense that we should trade off possible changes in requirements against potential cost savings and risks. We also need to be more sure that our programs do not overlap or duplicate within themselves and with programs of other agencies.

This is made even more necessary as we expand space-based systems. The intelligence community must be able to compare ground-based, air-borne and space systems, in terms of their effectiveness, and we in turn need to be able to play a part in such examinations.

I have discussed the general thought of increasing the in-house analysis capability of NRO with Packard, Seamans, Foster, Selin and my own staff. They are all sympathetic to the need for more analysis, in-house or otherwise, of NRO programs.

Several suggestions have been made:

- a. Let Systems Analysis get into our program (recommended by ASD/SA).
- b. Borrow some people from ASD/SA (Packard suggestion).

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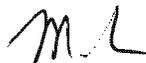
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- c. Let our own people do it (my staff recommendation).
- d. Let IDA help us (Foster suggestion).
- e. Let CIA hire one or two key analysts and assign them to us (Harry Davis' suggestion).

I would like to maintain the integrity of the NRO function as a streamlined management organization without a lot of outside reviews. Nonetheless, I feel strongly that we must scrub down our programs and be prepared to justify each part of the overall program. Hence, I want to increase our in-house analysis capability, through a combination of reassignment of duties of current staff, bringing in outside people and by farming out selected studies to be done under our direction.

It is clear that the DOD member of ExCom needs his own independent staff review. Our proposed increase in analytic capability is not meant to take the place of that function but to get our own house in order.

At the same time, I will try to establish close working relations with so that they have confidence that we are doing a good job of internal self-analysis and control.



John L. McLucas

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