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CONTROL SYSTEM**ISI NATIONAL RECONNAISSANCE OFFICE**
WASHINGTON, D.C.

THE NRO STAFF

March 3, 1970

MEMORANDUM FOR DR. McLUCAS

SUBJECT: Program D Study

General

At your request a study has been made of Program D, reviewing the tasks performed by the Program Office and the management structure to perform them.

Program D is conducted under a charter to provide for support to the Director, CIA Reconnaissance Programs; specialized depot activities to support NRP efforts; management of the TAGBOARD development; and U-2 program participation and support. The charter is at Tab 1. The organization and manning of the Program Office is shown at Tab 2.

Program D is undergoing a transition period with a consequent change in mission emphasis. From an environment of participation in new system development and operation, the tasks are becoming more oriented toward logistic support. There are no new major aircraft or drone systems programmed and the study has tried to assess changes in the management structure needed to compensate for this changing emphasis.

Discussion

The decision was made to transfer the OXCART aircraft to the Air Force, and all are now in storage. Program D has provided the storage contract and funds through FY 70, and is prepared to continue the storage contracting function

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on a reimbursable basis for the Air Force. Should the Air Force identify a need to use the aircraft or spares, effort could be needed to sanitize the equipment and data. These would be primarily logistics, rather than operations, functions.

The TAGBOARD development program is nearing completion. The ExCom has agreed to reconsider a storage option following additional flight tests, or alternately the reduction of planned operational flights. This indicates that Program Office functions may soon shift from the active role of system developer toward an added effort in logistic support.

The future responsibility for operation of the U-2 fleet is uncertain, and consolidation of the NRO and SAC fleets could further reduce the workload of the Program Office. There are now no funds programmed for additional U-2R equipping, and countermeasures R&D effort is to be reduced. These factors all tend to reduce the support requirements levied on Program D.

Another major factor in the changing role of Program D is the ExCom decision to terminate the SANDY HOOK drone and the advanced aircraft programs. This leaves the Program Office without a new development program to manage or support.

There are several activities in process which could have an impact on the future workload of the office. Examples are the U-2 side-looking radar experiment and tests using the [REDACTED]

[REDACTED] The workloads generated by these and similar activities is generally not predictable but must be determined on an individual basis.

Conclusions

The manning of the Program D Staff appears more than adequate to accomplish its mission within present and projected workloads. In consideration of the present austere manpower environment, a reduction in personnel could be made which,

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in conjunction with a realignment of functions, could continue to provide the support required.

Recommendations

1. The Procurement Management Staff Officer (Major, vacant) position be deleted. This was one of two spaces the Program Director agreed to eliminate -- the other was not identified.

2. One Security Officer (Captain) position should be released to the OSI when the incumbent leaves, about mid-April 1970. The remaining Security Officer should be assisted administratively, as needed, by one of the present secretarial positions.

3. The functions of a Deputy Director, now performed by the Director of Operations, should be eliminated by realignment among other elements of the Program Office staff. With the decreasing operational workload the Colonel position, Director of Operations, should be deleted. This is also supported by the observation that the Director of Materiel presently performs the functions of a Deputy in the absence of the Program Director and Director of Operations.

4. When the TAGBOARD development program ends, the position of System Program Staff Officer should be deleted. The incumbent serves as both the TAGBOARD project officer and the Financial Programs officer. The Financial Programs function should be absorbed by the Material and Contracts offices, both presently involved in financial programming actions.

On completion of the TAGBOARD development program, one position, primarily involved in tests, may be eliminated from the TAGBOARD project office in Burbank.

Because of the changing role of the Program Office a follow-on study in greater depth is recommended. Such a study could be started when a major decision is made, such as to store the TAGBOARD drones or consolidate the U-2 fleet.

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Recommended actions could be implemented immediately or when a significant event occurs, as you may choose.

The further study of the role of Program D, which I have recommended, could best follow a significant decision, such as to store the TAGBOARD drones or consolidate the U-2 fleet.

Frederick L. Hofmann
FREDERICK L. HOFMANN
Major, USAF

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