

~~TOP SECRET~~

(Security Classification)

ROUTING			
TO:	NAME AND ADDRESS	DATE	INITIALS
1	DDCI		
2			
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4			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
REMARKS:			
Combined <input type="text"/> SIGINT Satellite			
FROM: NAME, ADDRESS, AND PHONE NO.			DATE
VADM E. A. Burkhalter, Jr., USN			7/19/85
D/ICS			

CONTROL NO. BYE 1902-85

COPY 2 OF 3

*w/BYE 1874-85/1 Series C*  
*BYE 1901-85 Series B*

(b)(1)  
(b)(3)

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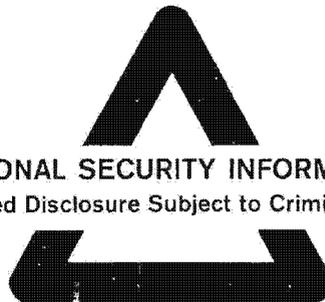
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Unauthorized Disclosure Subject to Criminal Sanctions



~~TOP SECRET~~

(Security Classification)

*C-738*

~~TOP SECRET~~

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(b)(3)

19 July 1985

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM: VADM E. A. Burkhalter, Jr., USN  
Director, Intelligence Community Staff

SUBJECT: Combined [redacted] SIGINT Satellite ~~(S/BYE/CCO)~~

(b)(1)  
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1. One final thought as you prepare for the meeting with Pete this afternoon. We have repeatedly asked Pete for sufficient information regarding system trade-offs in the following four areas:

PERFORMANCE      SCHEDULE      TECHNICAL RISKS      COSTS

On the 4th of June you disseminated this request in a formal letter to Pete (BYE 1874-85), which is attached. After Pete's meeting last Tuesday, Bill Lackman prepared a Memorandum for the Record in which he discussed what we know and don't know in these four areas of concern (BYE 1901-85), also attached. The fundamental issue is still that Pete has not shared sufficient information in these four fundamental areas to allow you, along with the rest of the concerned Intelligence Community leadership, to have confidence in the judgments that he has made. Unfortunately the issue has resolved into a Program A versus Program B emotional and sometimes heated debate, rather than an objective look at the problem.

2. Since the decision in this area will have such a major impact on our future SIGINT Satellite Mix, I recommend that your strategy with Pete today should be to again request that sufficient information in the areas of performance, schedule, risks, and costs, be shared with you and the other key players.

CL BY BYE-1  
DECL OADR  
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BYE 1902-85  
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(b)(3)

SUBJECT: Combined  Satellite ~~(TS/B)~~

ICS/PBS/WFLackman, Jr.:pg x33-1114 (17 July 1985)

Distribution: BYE 1901-85

- Cy 1 - DCI (EYES ONLY)
- Cy 2 - DDCI (EYES ONLY)
- Cy 3 - D/ICS, DD/ICS (EYES ONLY)
- Cy 4 - D/PBS (EYES ONLY)(Subject Copy)
- Cy 5 - ER (Blind Copy)
- Cy 6 - IC Registry (Blind Copy)

BYE 1901-85

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(b)(3)

EYES ONLY

~~TOP SECRET~~(b)(1)  
(b)(3)

17 July 1985

## MEMORANDUM FOR THE RECORD

SUBJECT: Combined [ ] Satellite ~~(TS/B)~~

1. On 17 July, Admiral Burkhalter and I attended a dry run of the briefing the NRO will present to the DCI and Community leaders on 19 July 1985. It is designed as a decision briefing and the D/NRO clearly structured the briefing to lead to an approval of his recommendation to proceed with a new satellite development derived from [ ] ~~(TS)~~ [ ]

2. Essentially, the briefing is structured to make a choice between an evolutionary approach (based on [ ] and a new development (based on [ ]). Stress is placed on the "lack-of-point designs" for the spacecraft. However, the briefing is biased by limiting the amount of change described for the evolutionary approach, while allowing the new development approach to have any desired capability and growth potential (because it is not designed yet). Only limited data is presented on performance and schedule, virtually nothing is said about risk, and cost data was only provided grudgingly at a level of aggregation as to be meaningless. ~~(TS)~~ [ ]

(b)(1)  
(b)(3)

3. No discussion of trade-offs was provided and in the discussion period the D/NRO took the view that the DIRNSA (or the Community) provides the requirements and he designs the spacecraft and establishes the cost. There was no acknowledgment that anyone be he DCI, DIRNSA, or the Community at large has any role in evaluating trade-offs of requirements for cost savings. Discussions with NRO staff afterwards confirmed that attempts to get into greater detail are viewed as an invasion of the Program Managers prerogatives and an attempt to design spacecraft for the D/NRO. ~~(TS/BYE)~~

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BYE 1901-85  
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\*SERIES B, COPY 1

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C05398003

~~TOP SECRET~~  
[Redacted]  
EYES ONLY

(b)(1)  
(b)(3)

SUBJECT: Combined [Redacted] SIGINT Satellite ~~(S/BYE/CCU)~~

DCI/ICS/EABURKHALTER:is [Redacted]

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Distribution:

- Copy #1 - DCI ) together w/one set of attachments
- Copy #2 - DDCI ) " " " "
- Copy #3 - D/ICS chrono

BYE 1902-85

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(Security Classification)

ROUTING			
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	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
REMARKS:			
FROM: NAME, ADDRESS, AND PHONE NO.		DATE	
D/ICS			

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SERIES B,  
COPY 1 OF 1

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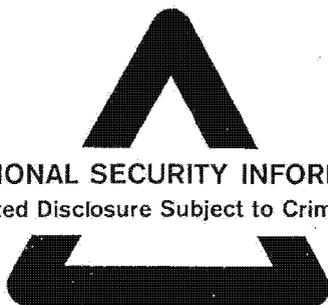
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C05398003

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31 May 1985

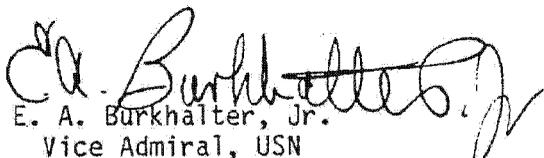
MEMORANDUM FOR: Director of Central Intelligence  
VIA: Deputy Director of Central Intelligence  
FROM: Director, Intelligence Community Staff  
SUBJECT: Combined [redacted] SIGINT Satellite ~~(S/BYE/CCO)~~

1. Action Required. Begin process of review of options to combine the [redacted] programs. ~~(TS/BYE)~~

(b)(1)  
(b)(3)

2. Background. Now that FSCS Phase II has been completed, it is appropriate to undertake a review of the specific direction to be taken in combining the missions of [redacted] in a common [redacted] satellite. Thus far, no one in the Community has been briefed on the options available or the tradeoffs possible between performance, technical risk, schedule, and cost. Significant variations are thought to exist in all four of these categories. ~~(TS/BYE/CCO)~~

~~(S)~~ 3. Action Requested. That you sign the attached letter to the D/NRO.

  
E. A. Burkhalter, Jr.  
Vice Admiral, USN

Attachment  
Memo to D/NRO ~~(S)~~  
(BYE 1874-85)

CL BY BYE-1  
DECL OADR  
DERIVED FROM BYE-1

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C05398003

~~SECRET~~

The Director of Central Intelligence

Washington, D.C. 20505

4 June 1985

MEMORANDUM FOR: Mr. E. C. Aldridge, Jr.  
Director, National Reconnaissance Office

SUBJECT: Combined  SIGINT Satellite ~~(S/BYE/CCO)~~

(b)(1)  
(b)(3)

1. As we discussed briefly at the Program Managers meeting, I believe it is time to examine in depth the issue of a combined  satellite with our key Community leaders. Although I know you are anxious to move out on this issue, I view this decision as the most far-reaching decision we have ever made regarding our future SIGINT satellites. Therefore, I believe it is necessary to thoroughly evaluate all available alternatives with the same care with which we review other major investment decisions. You are fully aware of the intense interest by the Congress, as well as our senior intelligence leadership, on this subject. (I, therefore feel that particular attention must be given to the tradeoffs in performance, schedule, technical risk, and cost for each proposed system. The results of this examination should be made available to our senior leadership and be subject to NFIC review and advice to the DCI.) ~~(S/BYE/CCO)~~

2. Consequently, I desire to arrange with you for appropriate briefings by your staff and the program offices to the DDCI and me, as well as the Director, NSA; Executive Director, CIA; Director, DIA; Director, ICS; and their staffs as soon as possible. As review of the alternatives proceeds, a precise schedule of actions as they might affect the budget in FY 1987 and beyond will be developed. (U)

*Casey*  
William J. Casey

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*Series C Copy 1 of 1*

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ROUTING			
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1	<del>VADM E. A. Burkhalter, Jr.</del>		
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3	DCI		
4			
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	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
REMARKS:			
FROM: NAME, ADDRESS, AND PHONE NO.			DATE
VADM E. A. Burkhalter, Jr., USN			
Director, Intelligence Community Staff			

CONTROL NO. BYE 1874-85/1

Series C,

COPY 1 OF 1

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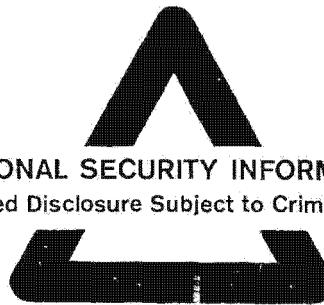
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[Redacted]

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(b)(3)

SUBJECT:

Combined

[Redacted]

SIGINT Satellite ~~(S/BYE/CCO)~~

3. In a discussion with Pete yesterday afternoon, his own view is that he has considered these factors and has made the best decision that he can as Program Manager, and "if you don't like my decision, go get another Program Manager." I consider this a somewhat sophomoric approach to a decision as vital as this.



E. A. Burkhalter, Jr.  
Vice Admiral, USN

Enclosures As Stated:

BYE 1874-85/1, w/BYE 1874-85 (Series C)

BYE 1901-85, EYES ONLY, (Series B)

BYE 1902-85

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[Redacted]

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(b)(3)

EYES ONLY  
~~TOP SECRET~~

[Redacted]

(b)(1)  
(b)(3)

4. From information we have been able to garner back-channel from the two program offices, there is considerable data of unevaluated quality developed by the program offices on their respective proposals which have not been released to anyone outside the NRO and, based on our sources, which have not been vigorously analyzed by the NRO staff. From what we have been able to gather, it is clear that there are significant differences in performance, schedule, risk, and cost which could be explicitly laid out and debated in the Community before a choice is made to proceed down either path. In general terms, the following is known: ~~(TS)~~ [Redacted]

Performance:

[Redacted]

Schedule:

Risk

Inferentially, a new development is inherently more risky than an evolutionary design. Some claimed advantages of [Redacted] are of very high technical risk such as [Redacted] which has been under development for six or seven years without significant success.

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Cost:

[Redacted]

is considerably less expensive than

5. My conclusion is that the Community would be ill-advised to make a decision based on what is known at this time. I believe the D/ICS should be directed to develop an issue paper which assesses the two approaches with regard to the four factors discussed above and the D/NRO be directed to provide all available data and assistance to that effort. A timetable should be developed to support a special NFIC on this topic by 1 October for discussion and advice to the DCI. Anything less will cause serious rifts in the Community and undermine our case in Congress. ~~(TS/B)~~

*William F. Lackman, Jr.*  
William F. Lackman, Jr.

Director, Program and Budget Staff

cc: DCI  
DDCI  
D/ICS

BYE 1901-85

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[Redacted]

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