MEMORANDUM FOR COLONEL WORTHMAN

REF: NRP Directive No. GMS-1

The following comments are forwarded per your request and reflect my views on this subject.

My overall impression is that this is a set of implementation instructions for the Reorganization Agreement of 11 August 1965. I feel it is quite thorough and comprehensive; however, upon close examination I form the opinion that it encourages some interpretation which may or may not have been in the minds of the negotiators during discussions which led to its final adoption. For example, paragraph 3 b. states "The NRP normally is responsive directly and solely to intelligence requirements established by the United States Intelligence Board." The 11 August document states "The National Reconnaissance Program shall be responsive directly and solely to the intelligence collection requirements and priorities established by the United States Intelligence Board." In the document under consideration I would then ask for a clarification of the word "normally." Of equal importance is the second sentence of the Agreement of 11 August which states that "Targeting requirements and priorities and desired frequency of coverage of both satellite and manned aircraft missions over denied areas shall continue to be the responsibility of USIB ..." From my experience in this area this is where COMOR receives its charge to monitor scheduling and other operational considerations at its weekly meeting. I doubt that they will relinquish this without it going through the Board for its approval.

When evaluating paragraphs 4 a. and 5 a. against experience, I am reminded of the Cuban situation in which it took Presidential decision to transfer over-flights from CIA pilots to those of SAC. I now would question whether in a similar situation the DCI would be willing to have this decision made by SECDEF.

Paragraph 5 d. - the term "designated Dod and CIA Program and/or Project Directors, as appropriate, are responsible ..." - the question here centers around the word "designated." Who is the individual who does the designating; and under what authority would this be carried out?

Under 7 b. I would feel it appropriate to quote a little more directly from the Agreement of 11 August and would recommend in the third sentence it be changed
as follows: "The DDNRO shall serve full time in a line position directly under the DNRO and acts with full authority of the DNRO" and continue the sentence as it presently appears.

In keeping with the 11 August Agreement I recommend the following change to the second sentence of paragraph 7 c. "The Staff is jointly manned with full-time CIA personnel, personnel from the three military departments of the DoD and other government agencies as appropriate, serving a tour of duty . . . ." I recommend this change because it spells out in greater detail the 11 August Agreement and it provides for future expansion within the staff of liaison personnel. I am thinking, for example, of someone from NASA that may be required in the future. I also recommend a change in the last sentence on page 8 in one of two ways, either "The Director, NRO Staff, is responsible to the DNRO/DDNRO for"; or "The Director, NRO Staff, is responsible to his superiors for . . . ." Either of these establishes very clearly the position of the DDNRO and his relationship to the Director, NRO Staff.

In paragraph 7 c (2) I question the use of the term "mission target programs," perhaps "appropriate camera programs" would be better. Targeting as such should come from the Photo Working Group. I feel that the last sentence is superfluous because direct communication links do not seem to be relevant at this time. My own recommendation if the Satellite Operations Center should be introduced at this point would be to state that "the Satellite Operations Center of the NRO Staff shall be jointly manned, an extension of which should be located at the STC and should control on-orbit operations of all satellites under control of the DNRO."

In paragraph 7 c. (3) in the last sentence I would request clarification of the word "generally" when referring to the fact that flight plans are "generally" left to the discretion of the project directors. I also would request clarification from the 11 August Agreement for the DNRO's authority to become as involved in aircraft operations as this NRP Directive implies.

Under paragraph 7 c. (4), while the idea appears to be a reasonable one, I would like to advise that before it could be properly implemented it might be necessary to have USIB document 41.5/12 (COMOR-D-57/2), dated 13 August 1962, updated to reflect this thought.

Paragraph 7 c. (7) - I would ask why we limit ourselves to processing and production of photographic and image-forming sensor products of the NRP - why not include ELINT/SIGINT? At this time numbers of copies are handled through the COMOR and it is doubtful that they will relinquish this role. Also so far as processing is concerned, SAC U-2 and drones flying in Southeast Asia it is often the field commanders who make a determination of the processing facilities to be used.
Under tactical situations I doubt whether time would permit all the consultation implied in this paragraph.

In reference to paragraph 7 e, the big question that remains after studying this paragraph is how is this going to be managed in keeping with the intent of this document? I do not find it in this paragraph. In addition I doubt that the parenthetical phrase in the second sentence is important since the NRO, acting as a separate operating agency of the DoD, should have authority to command and control any appropriate element.

In paragraph 7 e, (2) I am unable to find any reference to the readout huts used in ELINT/SIGINT program. In fact I was surprised throughout the document to see no reference to the Navy's role in the NRP or how the present facilities of Program Director C are to be utilized after implementation of this document.

Under 7 e, (3) for whom are the space-oriented study, research and technology programs conducted? I notice the same comment under the CIA Reconnaissance Programs Office in paragraph 7 g, (2).

Paragraph 7 g, introductory paragraph, second sentence, states "This office is manned with CIA employees and DoD personnel assigned to the CIA." I am of the opinion that this statement is incorrect. The CIA regards DoD personnel detailed to them as CIA employees because it is my understanding that the CIA reimburses the DoD for the military pay, travel, and per diem of personnel assigned to the Agency from the DoD.

Under 7 g, (1) I would request clarification of the paragraph wherein it refers to "operation of assigned aircraft and satellite projects."

Paragraph 8 b, does not seem to reflect the change in attitude that everyone has been asked to develop. I thought it was this type of philosophy that created problems in the past and are hardly appropriate in a document designed to develop a feeling of nationalism in the conduct of the NRP. I feel the same comment could also be applied to paragraph 8 d.

Paragraph 9 b, - In keeping with the 11 August Agreement of joint manning for the SOC and joint staffing for the remainder of the organization, I feel a more national tone would be developed within the organization if the communication facility located in the Pentagon would have personnel assigned from all of the participating organizations rather than restricting it to the Air Force Communications Service.