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~~(S)~~ NATIONAL RECONNAISSANCE OFFICE

WASHINGTON, D.C.

THE NRO STAFF

April 21, 1969

MEMORANDUM FOR DEPUTY DIRECTOR FOR PLANS & POLICY ✓  
DEPUTY DIRECTOR FOR RESEARCH & DEVELOPMENT  
DEPUTY DIRECTOR FOR SATELLITE OPERATIONS  
ASSISTANT FOR SECURITY  
EXECUTIVE

SUBJECT: Staff Analysis Function

1. Dr. McLucas desires to increase our in-house analysis capability. In the past we have considered ourselves as an operating and not a requirements determining organization. Now there is a need to examine more critically the interplay of requirements and capabilities to ensure our programs do not overlap or duplicate within themselves and with programs of other agencies. We must have the ability to scrub down our programs and be prepared to justify each part of the overall program in the broad context of intelligence needs and alternate means of satisfying them.

2. In carrying out the assignment, it is clear that each primary area of NRO Staff responsibility, i.e., Satellite Operations, Research & Development and Plans & Policy must contribute. Similarly the NRO Comptroller will also become involved. In order to focus the responsibility within the Staff, I am assigning [redacted] the lead office. The present title of the Deputy for Research & Development will be changed to Deputy for Programs & Analysis.

3. It is my intention that at least initially our analysis capability be confined to a small office within [redacted] manned by people of the highest qualifications who have the authority to draw support from other elements within the Staff as required. Also, from time to time, it is expected that this office will draw support from agencies external to the Staff, such as SAFSP, the CIA Director of Reconnaissance Programs, etc. In addition, I will expect the office to maintain close working relationships with the pertinent offices of OSD and the CIA.

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4. It is particularly important that this office establish constructive working relationships with the appropriate members of the intelligence community in order to obtain a clear understanding of intelligence requirements statements and the basic intelligence needs which support them. These relationships will be established through the regular mechanisms of SS-4. SS-4 will maintain cognizance and control of each interface relationship established for designated studies. I charge the Director of the SOC with the responsibility to ensure that relationships are adequate and sufficiently free of constraint to permit meaningful analyses, while at the same time not endangering the firmly established policies regarding our interface with the USIB.

5. As I presently view the responsibilities of this office they are:

a. Analyzes new and long range requirements for intelligence collection through overflight of denied territory in order to (1) determine their impact on the NRO, (2) understand the relation of such requirements to existing systems both within and outside the NRO, and (3) develop and present to the DNRO the rationale, objectives and alternative courses of action required by him in the decision making process. Interfaces with the collection requirements community on a frequent basis in order to understand the background for requirements. Interfaces with other collection agencies in an effort to minimize duplication of capabilities. Outlines the approaches, courses of action and milestones for studies/analyses, and through the Deputy Director for Programs and Analysis, the Director, NRO Staff, or when necessary, the DNRO, delineates specific analysis tasks for accomplishment by in-house organizations. When non-NRO organizations are involved, recommends to the DNRO courses of action and prepares for DNRO signature the appropriate implementing instructions. Coordinates frequently with participating organizations and groups to assure smooth, concerted efforts and proper levels of detail and assures that all aspects of the problem are considered and that the conclusions are supported by reasons and fact.

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b. Assures, in conjunction with SS-4, that the requirements community is kept abreast of new and potential technology/methods/capabilities under consideration within the NRO which could assist them in their formulation of new and long-range requirements. Interfaces with the contractor and scientific communities, with the approval of the NRO Program Directors, in order to seek out and understand potential capabilities which could enhance NRO efficiency.

c. Prepares for the ExCom and DNRO analyses of NRO issues such as system trade-offs, priority conflicts, management conflicts, etc.

6. When cost data is required for any analysis, the first point of contact is to be the NRO Comptroller. I also have arranged with him to be available for comments on costs during study formulation, and he will coordinate on the cost reflections in any final study product.

7. I anticipate that as we better and more fully comprehend the personnel requirements to accomplish this task, it may become necessary to increase modestly the manpower authorization of the Staff. If this does become necessary, then it will also become necessary to increase the floor space presently available. It will be the responsibility of the Executive Officer, in coordination with the Deputy Director for Programs and Analysis, and the Assistant for Security, to investigate how best to satisfy such a requirement. I seek the recommendations of the Deputy Director for Programs & Analysis in detail as to the initial organization of this office and also his nominations as to its staffing.

8. The timing for the establishment of this analysis capability is now.

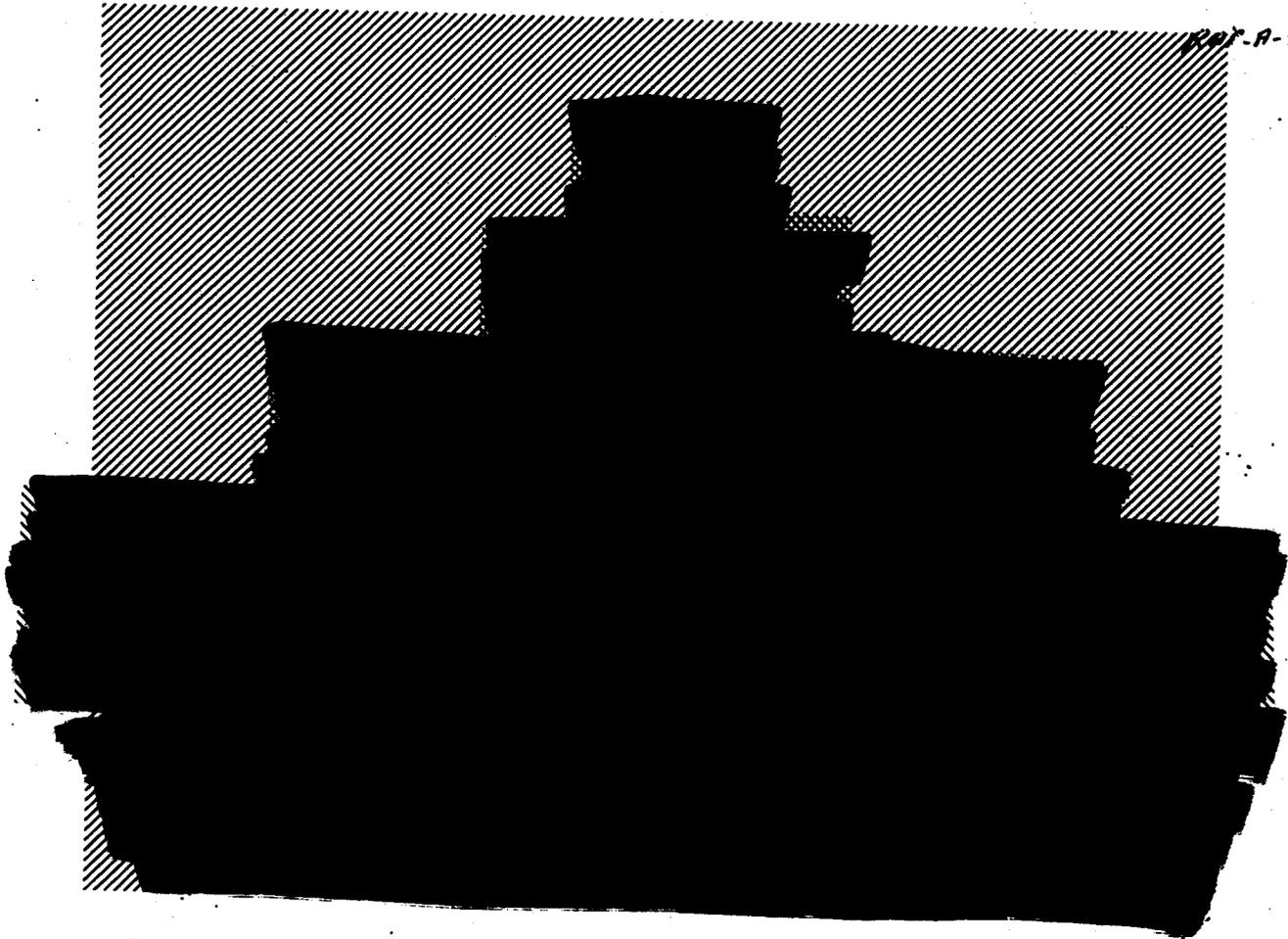
  
Russell H. Berg  
Brigadier General, USAF  
Director

cc: Mr. 

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