

FOR CR FLAX FROM GEN MARTIN

1. AS YOU REQUESTED IN OUR MONDAY TELECON, I HAVE REVIEWED THE 15 0 COTOBER PAPER ENTITLED "CORONA BRIEF," AND FORMARD HERE MY COMMENTS. 2. BEFORE COMMENTING ON THE REFERENCED PAPER, I HAVE THE FOLLOWING GENERAL COMMENTS ON THE OVERALL SUBJECT OF COROMA MANAGEMENT. 0 A. THE BASIC PROSLEM, AS I SEE IT, IS THAT THERE IS NO SINGLE PERSON OR ELEMENT WHO HAS EFFECTIVE RESPONSIBILITY FOR OVERALL SYSTEM ENSINGERING, ACQUISITION, INTECRATION AND OPERATIONS. SOLUTION OF THIS 0 PROELE'S REQUIRES NOT CHLY THE DESIGNATION OF A RESPONSIBLE PERSON BUT ALSO THE DELEGATION OF THE AUTHORITY MECESSARY TO EXERCISE THIS RESPON-SIBILITY. SOLUTION OF THE PROBLEM THEREFORE REQUIRES AN ARRANGEMENT v. WHEREBY SOME PERSON IS GIVEN BOTH RESPONSIBILITY AND AUTHORITY FOR THIS SPECIFIC TASK OVER GOTH CIA AND DOD COROMA ELEVENTS AND PERSONNEL. THIS IS THE COSTACLE UPON WHICH ALL PREVIOUS ATTEXPTS HAVE FLOUNGERED, AND THE PRIMARY ISSUE THAT MUST BE FACED. I BELIEVE THAT THIS PARTICULAR ISSUE SHOULD BE DISCUSSED SEPARATELY FROM ANY MANAGEMENT PLAN, WITH ACREEVENT ON FUNDAMENTAL PRINCIPLES OF THE SOLUTION TO PRECEDE ANY ATTEMPT TO REACH AGREEVENT ON A DETAILED VARAGEMENT PLAN WHICH WOULD EE GASED UPON THESE PRINCIPLES. ALL PREVIOUS EFFORTS HAVE ADDRESSED MANAGEMENT PROCEDURES, YET THEY HAVE FAILED ON THE BASIS THAT THERE HAS NO ACTUAL AGREEMENT ON THIS UNDERLYING PRINCIPLE.

5. IF THE BASIC PRINCIPLE THAT SOME ONE WHILL HAVE BOTH RESPONSIBILITY AND AUTHORITY FOR THIS TASK OVER CIA AND DOD ELE ELTS AND PERSONNEL CANNOT BE REACHED, THEN I RECOMMEND NO CORONA WARACEMENT PLAN BE ATTEMPTED. THE PREPARATION OF AN "AGREEMENT" UNDER THESE CONDITIONS WHIL NOT SOLVE THE BASIC PRODLEME BUT WHILL ACCENTUATE IT BY GIVING THE FICTIONAL APPERANCE OF A MANAGEMENT STRUCTURE WHICH IN ACTUALITY WILL NOT REALLY EXIST.

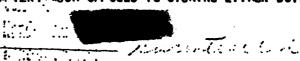
C. IN ADDITION TO DESIGNATION OF RESPONSIBILITY, THE MECESSARY AUTHORITY MUST INCLUDE AUTHORITY TO DETERMINE AND IMPLEMENT, BY DIRECTLO TO THE CIA AND DOD ELEMENTS INVOLVED, ALL STEPS NECESSARY TO INSURE THAT

- ITHE SEVERAL ASPECTS OF THE OVERALL SYSTEM ARE INTEGRATED TOGETHER INTO AN EFFECTIVE SYSTEM IN SPITE OF THE SPLIT MANAGEMENT INVOLVED. IT MUST INCLUDE COMPLETE ACCESS AT ANY TIME TO ALL ASPECTS OF THE ENTIRE SYSTEM AND ALL CONTRACTORS AND INSTALLATIONS INVOLVED FOR INFORMATION UPON
- WHICH TO BASE THE OVERALL SYSTEM ENGINEERING AND SUBSEQUENT DIRECTION. D. WITH REGARD TO THE TWO LASS UNDERSIGNED CONTRACTS, I BELIEVE
- THE CA-GGINE INTENT SHOULD GOVERN THE RESOLUTION OF THE PRESENT PRE-CONTRACTUAL EXPOSURE. I AN VERY MUCH OPPOSED TO SIGNING EITHER BOTH

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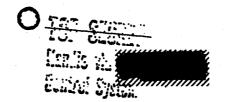
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OF THESE COMTRACTS WERELY FOR THE PURPOSE OF COVERING THIS EXPOSURE IF THE SUBSEQUENT CONTRACTS ARE TO BE CHANGED SUBSTANTIALLY. IF THIS IS TO BE THE CASE, THESE UNDERSIGNED CONTRACTS SHOULD BE RE-WRITTEN BEFORE SIGNATURE, WITH CIA AND SAFSP CONTRACTS FOR THIS PERIOD CONSISTENT WITH THE INTENDED CHAGOING DIVISION OF RESPONSIBILITIES.

E. I SELIEVE THE CO-LOCATION OF CIA PERSONNEL WITH SAFSP IS A GOOD IDEA ONLY IF THE CIA WILL CO-LOCATE THE PEOPLE ACTUALLY RESPONSIBLE FOR THEIR WORK ON CORONA AND WILL DELEGATE THE RESPONSIBILITY AND AUTHORITY TO THEM. OTHERWISE THEY WILL MERELY BECOME AN ADDITIONAL ECHELON THEORY OF HAVE TO GO, BUT WHICH IS UNABLE TO ACTUALLY ASSIST IN THE WORK. WE HAVE TRIED THIS BEFORE, AND, AS A TOKEN OR LIAISON FUNCTION IT IS OF NO PRACTICAL VALUE, AND SOME ACTUAL HINDRANCE. IF WE HAVE TO DEAL WITH LANGLEY PERSONNEL, IT IS MUCH BETTER

TO DEAL CIRECTLY WITH THE PEOPLE WHO HAVE RESPONSIBILITY AND AUTHORITY. F. I WANT TO EMPHASIZE THAT THE LACK OF HARWONY IN CORONA MANAGEMENT HAS RESULTED ENTIRELY FROM PREVIOUS ATTEMPTS TO DEAL WITH AND MAKE AGREEMENTS CONCERNING SPECIFIC PROCEDURES WHEN THERE WAS FUNDAMENTAL DISACREEMENT ON BASIC UNDERLYING PRINCIPLES. IT IS THE ATTEMPTS TO CARRY OUT DIRO ASSIGNED CORONA RESPONSIBILITIES UNDER APPARENT, BUT NOT ACTUAL, AGREEMENT WHICH HAS CAUSED CONTINUING DISUNITY.

O 3. IN ADDITION TO THE ABOVE, I HAVE THE FOLLOWING ADDITIONAL COMMENTS ON THE REFERENCED PAPER:

A. ON THE "CORONA SRIEF" PART:

(1) THE FIRST NUMBERED PARAGRAPH DOES NOT REFLECT THE SITUATION ACCURATELY. THE DIRO CANNOT PERSONALLY CARRY CUT THE REFERENCED RESPONSIBILITY. HE CAN GILY FUNCTION IN A VERY BROAD OVERALL SENSE, AND CONTROL OVERALL ALLOTMENT OF FUNDS, ETC. THE RESPONSIBILITY AND AUTHORITY FOR ACTUAL OVERALL SYSTEM ENGINEERING, ACQUISITION, INTEGRA-TION AND OPERATIONS MUST BE DELEGATED TO SOMEONE IN THE FIELD.

(2) THERE ARE TWO UNSIGNED LUSC CONTRACTS, CHE FOR THE ISIC AND ONE FOR OVERALL COROMA SYSTEM INTEGRATION.

(3) ANY SOLUTION MUST UNAVOIDABLY MAKE SOME CHANGES IN PRESENT) AUTHORITIES AND RESPOnsibilities. However, This could be done without INVOLVING ANY RISK OF ACTUAL DISRUPTION OF THE PROGRAM.

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(1) IN PARAGRAPH 2, THE RESPONSIBILITY SHOULD BE ASSICNED TO THE DIRECTOR, SAFSP, NOT TO THE SPD. AS WRITTEN, NO GUE IS RESPONSIBLE FOR THE OVERALL SYSTEM, AND IT IS NOT CLEAR THAT ANY GUE HAS ANY AUTHORITY OVER ALL ELEMENTS OF THE SYSTEM.

(2) THE AUTHORITY AND RESPONSIBILITY TO BE DELEGATED TO THE DSPD, AND THAT HE BE RETAINED BY CIA-OSP SHOULD BE CLEARLY STATED.

(3) IN PARAGRAPH 3, THE DOCUMENT SHOULD PROVIDE THAT THE DIRECTOR, SAFSP AND WHOMEVER HE DESIGNATES WILL HAVE FREE AND DIRECT ACCESS TO ALL CIA CORDUA CONTRACTOR AND INSTALLATIONS FOR FULL INFORMATION AND ACCESS TO ANY AND ALL CIA CORDUA ACTIVITIES AT ANY TIME. IT ALSO SHOULD PROVIDE THAT THE DIRECTOR, SAFSP MAY CLEAR SUCH PERSONNEL AS HE

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