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Source of document: Mandatory Declassification Review
National Security Agency
NSA/CSS MDR Appeal Authority P133
National Security Agency
9800 Savage Road STE 6881
Fort George G. Meade, MD 20755-6881

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NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-6000



Serial: MDR Case 114593
12 February 2024

Please refer to your request of 25 June 2022 for a Mandatory Declassification Review of the Oral History of [redacted], NSA OH 1988-05. We have processed this document as a Mandatory Declassification Review under Executive Order 13526.

Portions deleted from the enclosed document were found to be currently and properly classified in accordance with E.O. 13526. The information denied meets the criteria for classification as set forth in Section 1.4 subparagraphs (b) and (c) and remains classified TOP SECRET as provided in Section 1.2 of E.O. 13526. The withheld information is exempt for automatic declassification and meets the criteria for classification as set forth in Sections 3.3(b) (3) and 3.3(b) (6) of the Executive Order. In addition, section 3.5(c) of E.O. 13526 allows for the protection afforded to information under the provisions of law. Therefore, the names of NSA/CSS employees and information that would reveal NSA/CSS functions and activities have been protected in accordance with Section 6, Public Law 86-36 (50 U.S. Code 3605, formerly 50 U.S. Code 402 note).

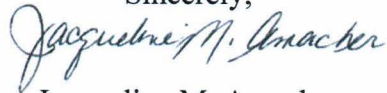
Please be advised that this document contains other government agencies' information. We have protected their equities using the other government agency (OGA) redaction code.

Since your request for declassification has been denied you are hereby advised of this Agency's appeal procedures. Any person denied access to information may file an appeal to the NSA/CSS MDR Appeal Authority. **The appeal must be postmarked no later than 60 calendar days after the date of the denial letter.**

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The appeal shall be in writing addressed to the NSA/CSS MDR Appeal Authority (P133), National Security Agency, 9800 Savage Road, STE 6881, Fort George G. Meade, MD 20755-6881. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which the requester believes the release of information is required. The NSA/CSS MDR Appeal Authority will endeavor to respond to the appeal within 60 working days after receipt of the appeal.

Sincerely,

A handwritten signature in cursive script that reads "Jacqueline M. Amacher".

Jacqueline M. Amacher
Chief
Declassification Services

Encl:
a/s

OHNR: OH-1988-05

DOI: 23 (24?) Feb 1988

TRSID: [redacted]

DTR: 28 Sep 1998

QCSID: DEFSMAC

Text Review:

INAME: CRIPPEN, Roy

Text w/Tape:

IPLACE: NSA, OPS1, Ft. Meade, MD; DEFSMAC

VIEWER: TUCKER, Helen; [redacted] FARLEY, Robert D.

[Tape 1, Side 1]

EDNOTE: There were two transcripts of this tape. This is composite of the two.

Farley: The following is a redo of an introduction prepared by Helen Tucker for the interview of Mr. Roy C. Crippen on 23 February, 1988. This introduction is being re-read verbatim as written by Helen Tucker. Our interview is with Mr. Roy Crippen, the Chief of DEFSMAC from October 1983 through January of 1986. The interviewer is Helen Tucker from DEFSMAC who is writing the history of DEFSMAC. Also participating is [redacted] the present Director of DEFSMAC. Mr. Crippen desires that this interview be classified ~~TOP SECRET TALENT KEYHOLE BYEMAN~~. Mr. Crippen will recall his experiences during the period from October 1983 through January of 1986 in his position as Director of DEFSMAC at the NSA Operations Building #1, Fort Meade, Maryland.

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Farley: Mr. Crippen, let me give you a quick run down on what we expect. We want to pick your mind about your tour at DEFSMAC. If there are certain subjects that are pertaining to you that you want to classify, just stop me and tell me what you want classified. Also, please let me know if there is anything you want to limit the releasability of. You are aware that Helen Tucker is writing the history of DEFSMAC, and we have already talked to Mr. Tevis, Mr. Mitchell, and Mr. Stark. Before we get started, are there any comments you want to make about this interview?

Farley: Mr. Crippen, we understand that you were assigned to [redacted] division in 1976 through 1977 as a cryptologist, and then became the senior NSA operations officer in NSOC from 1978 through December of 1979. From there you went to a mission ground site [redacted] and returned to NSA at Fort Meade. In October 1983, you were selected as the Director of DEFSMAC. Is that correct?

Crippen: I was selected earlier in 1983, October is when I actually became Director of DEFSMAC.

Tucker: Were you assigned or did you volunteer for DEFSMAC?

Crippen: Well, since you didn't cover the whole background... When I first came here, when I was an Army Captain back in 1965, I was originally assigned to DEFSMAC when DEFSMAC was only one year old. That's... I had

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missiles in my background having come from an Army missile unit. So that's why I was selected to come as a missile officer in DEFSMAC. So I'd had a lot of experience with missiles. Didn't know anything about space, but learned about space while I was here. So it seemed sort of a natural thing to come back to since I was of sufficient grade to be the Director of DEFSMAC. And so I volunteered to come back after my tour at [redacted] to be the director, because that, to me, seemed the most natural place for me.

Tucker: Okay. And I don't have to ask whether you knew about SMAC, since you came here and you were familiar with its background. O.K. when you came into DEFSMAC... I'm talking about now as Director, based on your background, did you see any problems, obstacles or rough edges that had to be resolved?

Crippen: Well, the problems were not problems with people because DEFSMAC has always had, in my estimation, a very superior work force. Part of the problems was that by the very nature of the type of business that DEFSMAC does, is that the type of equipment that we had to use was quite archaic. They were model 35 teletypes that were vintage early 1960's that were still sitting around. It became my intention to try to help the people to get new equipment to do the job to at least move us a little bit farther into the 20th century as opposed to using this old equipment. The one thing I noticed was the... and I thought that would be an excellent place to start would be... back when I was a programmer in DEFSMAC, I had worked on a computer program that was to be sort of a list of actions to take if certain events took place. Like, if there was to be a launch from Tyuratam to Kamchatka and you saw certain indicators come up, what actions did you take? In other words, what kind of collectors did you alert and that sort of thing? I never completed that. I left to go off to another assignment and subsequently, an automated aid was still not present in DEFSMAC. People generally dealt in memories and 3 x 5 cards and that sort of thing. One of the things that I thought would be good... because recognizing that if you say "artificial intelligence" you can get money, that if we could get some sort of artificial intelligence support to DEFSMAC, that the DEFSMAC problem being a very well defined problem, would be an ideal type of thing to be amenable to artificial intelligence. So this is one of the things that I wanted to help the people with.

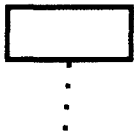
Tucker: O.K. Well, you've already talked about special needs. Were there any problems getting the personnel for DEFSMAC? Civilian or military.

Crippen: No, and interestingly enough, when I was in DEFSMAC many years ago, back in 1965 through (19)71, it seemed like the size of the work force was just about the same as the size the work force was when I was the Director in '83 through '86, which points out that DEFSMAC is the kind of an organization which has not had to grow in order to still successfully complete its mission. Even though the collectors have substantially changed and the targets have substantially changed, that the recognized

mission is still the same and it's still done essentially the same way. It's really hard to improve on success. And DEFSMAC has been 150 people, plus or minus a few, ever since its beginning. The disappointing thing, of course, to me, is the lack of DIA participation in DEFSMAC. This is one of the things that I tried to do as Director, was to talk to the DIA office at the Pentagon, the Deputy for Collection, to try to get more DIA people to support the mission. But, DIA... I always felt that DIA sort of treated DEFSMAC as a step child, and it's kind of recognized that "yes" they had 14 or 15 people out here, and that part of their [cost/price] of doing business was to pay the salaries of these people.

Tucker: Well, that talks about, oh, how the relations with DIA were. Was there anything other than that? (XB) (TR NOTE: Crippen breaks in).

Crippen: No, other than that... and it was never, it was never animosity. It was just that we made a presentation to DIA early on while I was Director to try to get a couple of more billets for... oh, I can't remember the... a special, non-SIGINT collection officer. And a couple of others... some helpers for that, because we had an NSA person who was performing those particular duties and we thought that we needed another DIA person to do that. We... DIA just didn't seem very interested in supporting that. DIA supported us with the people that they had out here. We never had any problems with DIA... if a vacancy occurred in a DIA billet, they always provided someone, whether it be a computer programmer or whether it be a civilian analyst. But they just dug their heels in and were very reluctant to provide any additional billets. One of the things that happened while I was Director was that in order to take up some of that slack, we made a deal with Space Command. Although I don't think the individual showed up until after I had already left. But the arrangements were made to exchange individuals (1-2G) be a DEFSMAC person at Space Command in Colorado Springs. And there'd be a Space Command person here. And I think that's worked out very well. And that's sort of helped fill the gap that DIA didn't fill. Don't... When you write this, don't say that I was highly critical of DIA. This was really the only problem that I had... it was just that because of their budget and because of the demands that were put on them at the time... you have to recognize the time frame that we are talking about was the... the Carter administration had said "There are no more POWs or MIAs left in Vietnam." When the Reagan administration got in, they said "There may still be some over there." And they gave DIA the task to either prove or disprove. So right during this time frame was very hard for DIA to shake any kind of bodies loose because of the great demands that they had on their manpower on this POW/MIA thing, in addition to the other responsibilities that they had. So don't construe it as to say that I was... I understand their problems.



Yeah. I'd like to note here that you will get the chance edit your remarks before we quote anything. And also, I'd like to ask if you would discuss some, while we are on DIA, the personalities that you dealt with during

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your tenure here at DIA. (TR NOTE: Intonation indicates that [redacted] is interested in hearing about DIA personalities while Mr. Crippen was Director of DEFSMAC. Sentence structure may falsely suggest that Mr. Crippen is currently at DIA).

Crippen: O.K. Do you want to do that now?

[redacted] Sure.

Crippen: Is this an appropriate point? Well, of course the people that I... Are we going to do personalities in the history too?

Tucker: I have a feeling we're going to just give a general...

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Crippen: ...Touch on them?

Tucker: ...We're not going to go into specifics, otherwise we may not get it released.

[redacted] But even for the record, we'd like to know who they were.

Crippen: Sure. Well, at the time... Well, let's treat this in two parts. When I left the Army in November of 1965, I became a DIA civilian. So I was part of the DIA work force right then. And Dominick (B% Queallo) (TR NOTE: sounds like "KO-WO-LO") [Colella?] and [redacted] and I were the four DIA civilians who were assigned to DEFSMAC. Back at that time, what's now the intel division, was an intel branch and it was headed up by an Army Major named [redacted] who's now out in Colorado Springs, seriously ill... if he's still alive. I don't know whether he is or not. Then we got a Navy Commander. I think that was the last we saw of military heading up the intel branch. Then Queallo [Colella?] was named as the chief of the intel branch while I was still in there. But... So essentially, these same civilians were here when I came back as the Director of DEFSMAC. Queallo [Colella?] was still heading up the now intel division and [redacted] was heading up the space branch... excuse me, the missile branch and [redacted] was heading up the space branch. Also in the earlier time frame was when [redacted] came in and was part of the intel branch back in my first tour... I got back and I believe [redacted] has come back to... back at... oh, aren't you the...

Tucker: Why don't we take a break. (Tape off)

Crippen: O.K.

Tucker: O.K. We're talking about before DEFSMAC came into being, when it was actually part of [redacted] and its progress on from there.

Crippen: Well, what happened was when I was here originally in DEFSMAC, we were... the relationship between DEFSMAC and [redacted] at that time is... it is my recollection that [redacted] was not in charge of everyone, all NSA people who were within DEFSMAC. And this was back when Charlie Gordon was the Director... or was the Chief of [redacted]. It was not until Gordon Stark came back to be the Chief of [redacted] and then everyone was then put under the Chief of [redacted] which was Gordon Stark at that time. So this was just an

organizational change. And for a little while, until the advent of the breaking down into OP, IN & SY, then essentially what DEFSMAC was, was just a director and a deputy director within a division. Chief [redacted] who was then in charge of everybody except the DIA people, and [redacted] administratively was in charge of the whole organization. That got changed later on for this OP IN and them... while I'm talking about the deputies, Max Mitchell, who was an Air Force Colonel, was here... when I first got here, he and I were part of the first Air Force... military contingent to DEFSMAC. And then after that was [redacted] and then Don Holloway, and then I... I guess I left before Holloway came. Although looking, I've got the list of deputies in my hand right now, and I knew all of these people down the line. My deputies were... this list is out of sequence. I will make the appropriate changes. Bob (B% Scharber) [Shriver?] was before [redacted] When I came, I took Dick Bernard's place as Director, and Bob Scharber [Shriver?] was the deputy... an Air Force Colonel. He subsequently left and went down to take another DIA job down near the Pentagon. Bob Scharber [Shriver?] was a... quite an entertaining man. He could give a DEFSMAC brief with no substance with nothing but anecdotes, and people would think that they had had the finest DEFSMAC brief they'd ever had. [redacted] another Air Force Colonel, all of the deputies have been Air Force Colonels... was a newly promoted Colonel who was a Ph.D. Biologist who had an avocation as missile and space. So he came without any real SIGINT experience and had never really worked in missile and space. [redacted] being technically smart, went to CY600... I arranged for him to have a place in CY600. He came back and was a good deputy for me. Unfortunately, the Air Force chose to send him off to Naples very shortly after he got out of CY600, so... Then the next deputy that I had that had some longevity and extended on over into [redacted] time as director was [redacted] who came out of P2. Changed the color of his badge from green to yellow and went to work for DIA, and was the last deputy I had before I left in early 1986. So, you want to shut it off and I'll eat a while? (TR NOTE: Interview ends at this point. No further indication the interview was ever continued).

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TRNOTE: Tape off; long blank space on tape. Interview picks up here.

Crippen: ... and the idea of the thing was that if you had certain events take place, certain activities take place associated with a certain event, like you had a [redacted] telemetry signal or you had [redacted] Comlink active or if you had a certain profile from the [Shemya?] radar, you punched holes in a card which were keyed to a one-up number which were the events, so that then at some later date, when an activity you would [see?] and you said, "Ah ha! [redacted] is up." Then you'd take the [redacted] card and lay it on a light board and then you'd say, [redacted] comms are up." And you'd lay that down and then the way the system worked was that fewer and fewer lights would be shining through the holes in the Termatex System and until you got it narrowed down and you said,

"Ah ha! That's [redacted] or that's [redacted]." Well, my claim to fame was that I was the Termatex Manager for... very reluctant Termatex Manager for DEFSMAC. Back in the late '60's that's the only thing that DIA ever bought. The company went out of business. Who knows what happened to the cards. Unfortunately, and I don't know... you certainly want to make this part of the record, but there were only three people who were involved with Termatex, and two of them are dead now. [redacted] do you remember [redacted] He bought one for [redacted] at the time, because we had one, and did away with it. And [redacted] who was the Army TSgt that worked with me on Termatex. We were the Termatex team. Was a sad case, he ended embezzling money from a bank after he retired and committed suicide.

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Tucker: Not a very good connection there.

Crippen: No, so... anyway, the Termatex System was a rudimentary computer system, but it was all manual. So, you had cards and you drilled holes in the cards as opposed to putting bits in a machine to do a retrieval on it. The reason the company went out of business is that they weren't forward enough. You have to remember the time frame. This is the late '60's. Computers cost a lot of money and this Termatex drill cost \$5,000.00 and the cards cost about \$.50 apiece. They were big cards, say one foot square cards. You'd drill these little precision holes in them and it was a good retrieval system, but the company didn't change with the times and gradually they... Finally Max Mitchell allowed me to put Termatex to a decent death. They had another system back in those days, too, which was called the... it was a retrieval system. You're gonna have to check with somebody else on what it was... It was like a rolling system that had a filing system where you pushed a button and it had things that brought documents around. It's really fuzzy in my mind. That has since gone by the way.

Tucker: Is this one that DIA had something to do with?

Crippen: No, I think, I... I don't think that DIA paid for that one; that was sort of at the tail end of my first tour in DEFSMAC. I forget the system. Some of the systems people can tell you about that.

Tucker: Okay:

[redacted] We have heard that Tevis had other mechanical marvels in the system, in the center which no longer exists.

Crippen: Well, during the... the new center, are you going to have scatalogical things in the history or are you...?

[redacted] Sure.

Tucker: Give us anything you've got.

Crippen: The... one story, and this is in my first tour in DEFSMAC, we had an old center down at the other end of the building, and the way that the projection that they put the data up was just overhead projectors. They

had a bunch of screens down and [there] was [a] comms room to the rear and you sort of just wrote on them with grease pencil on sheets as events occurred, and you projected it up. General Power, who was the then Commander in Chief of SAC, was brought through on a tour one time, and Charlie Tevis, [the] first director, took him through and showed him all around and was very proud of the center at the time and went out and said to [the] General, "What do you think of it?" And General Power, being a very down-to-earth person, said, "Looks like a shit house." So, that's when we hired [redacted] the janitor, so that we'd never had a full day... the reason that it was in kind of a disarray is because we had never had a janitor, because it was a 24-hour operation. We never had a janitor. So [redacted] whose last name escapes me, at the time was a fixture. He came in on a kind of an eve shift and he was the guy who cleaned up. [redacted] was a yellow badger, and he was there for many, many years, even when we moved in the new center. We moved into the new center back in ...

Crippen:

... first came to DEFSMAC I was an Army Captain. There was an Air Force Captain named [redacted] and back in those days when you said the other [redacted] the Air Force Captain, was better known at NSA than the [redacted] at that time, who was referred to as "the other [redacted]". But he and I worked together giving the... He was putting out... He was presenting the DEFSMAC morning briefing. [redacted] who is retired from the Air Force as a Maj. Lt. Col. is out in Kentucky. He said [his] life-long ambition is to become a sheriff. I don't know whether he became the sheriff of his little county out in Kentucky or not, but... [redacted] was presenting the DEFSMAC briefing every morning, which was just really current intelligence briefing on missile and space activity from the night before. I could barely spell "intelligence". I had been sent to do this; it was the first time I'd ever gotten in this line of work and I was brought in because of my missile experience and... so, after the first week, [redacted] says, "Now, after next week, you have to learn how to present the briefing." I said, "Okay, I can do that," because I'd just come from an Army school and that was one thing that I'd learned. I'd been presenting classes and that sort of thing, so it was easy to make a presentation. So, I learned it for another week, and then I started making the presentations. And after I was on duty for a week, I went back to [redacted] and said, "You're on next week." And [redacted] says to me, "No, no, no, I have talked to Col. Mitchell, and he says that he wants you to be the DEFSMAC briefer." Two years later, I was no longer the DEFSMAC briefer. I had gotten out of the Army and had become a DIA civilian, and I was still the DEFSMAC briefer! So, that was back in the old days; not the Mission Director gives the DEFSMAC briefing as opposed to someone else out of the Intel shop. Okay.

Tucker:

Were the collection site personnel briefed on what their contribution would mean to the overall picture? Did they have a good idea of what DEFSMAC's mission was, or were they just told to collect and left in the

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dark?

Crippen: Well, if you ask me as someone who was in charge of operations of a collection site, I'll say that a lot of times DEFSMAC did things that were puzzling to us, that made more sense when I came back to DEFSMAC, because I understood what the larger ramifications were. I can't see, even being on the other end, that DEFSMAC was ever, even during my time, was ever high-handed about not explaining what they were doing with the collection sites.

Tucker: Okay. Were you instrumental in bringing new sources of collection, or improving on the existing collection?

Crippen: Well, I'd have to say "no" to that. I can't think of any...

[redacted] COMFY started before you...

Crippen: Yeah. I got here when COMFY was already here. I can't think of any new... I can kind of think of a chronology when...

[redacted] W1 SPO, was that operational at that time?

Crippen: Yep. That was here. Yeah, most of this stuff was in place. Probably the... anything new that will come along will be when they finally get... can I say [redacted] just did, didn't I?

OGA

Tucker: Go ahead, I was just checking the length of the tape.

Crippen: Oh, okay. So, yeah, really nothing new... Well, one thing that happened on my watch was that I inherited an [redacted] and I was... I have to give my successor [credit?] for killing [redacted] I wish I could have taken the... I used to say when I was in [redacted] that if there's anything that I hated it was a level of effort contract, as opposed to a deliverable product. And I arrived in DEFSMAC, that never had a single contract, and what did I inherit? I inherited a level-of-effort contract, which when it was finally terminated by [redacted] the level of effort was piddling, and they had been paid a lot of money. I wish I could say... So, [redacted] was... I didn't start [redacted] and I didn't end [redacted] I wish I had ended [redacted] because I think that was a kind of blight on DEFSMAC. You're not going to show Dick Bernard my comments, are you?

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Tucker: No, we won't.

Crippen: I'm not blaming Dick; I'm not blaming Dick Bernard for this; it was a good idea; it just didn't work out right.

Tucker: Do you have any idea of how the information collected by DEFSMAC was used by the U.S. agency keeping tabs on Soviet missile and space developments?

Crippen: Well, you see, that can be answered "yes" or "no". The... I always consider DEFSMAC... DEFSMAC was the front end of the system, and as far as any kind of term analysis goes, that the most important thing that DEFSMAC could do for the contribution for the effort was to get the collectors pointed in the right direction, so you could get it on tape. Once

you got it on tape, then, sure, it was important that what the Intel people did, and what the watch did, as far as getting out reports, and to let the community know what was there. The most important thing was to do... was to get the collectors lined up to get it on tape. Consequently, I think everybody's tenure since DEFSMAC's been in existence... I think this has been the primary mission, to get it all on tape. And I think we're well aware of the ability of the outside agencies like FTD or CIA or NISC or MIA2 to do the evaluation for, say, arms control verification, or to make inputs into NIEs. Does that answer your question?

Tucker: Yes. That answered a couple of them, in fact. What was the batting average of DEFSMAC in predicting new families of missiles in the initial test firing?

Crippen: Well, ...

Tucker: Well, let me ask you the next [one?]. Did the center miss any new missiles or [have] late reporting of any? Was it beat on the street by collateral sources?

Crippen: Never. No, it's... not to my... not that I can remember and, if it happened, it certainly was of no great concern to me, so it must not have been important. I can't remember any occasions, in the new days. In the old days I used to be extremely frustrated when FUMSAC, which was an arm of CIA... when I would be called in for a missile event at 1 a.m., have my report written up and have to wait on [redacted]

[redacted] - I'm talking about late '60's - and couldn't make my report until the ACCUSTANT...

Tucker: Excuse me... go ahead.

OGA

Crippen: I was saying that the... so, it was frustrating in those days in being beat on the street by FUMSAC to get their reports out and... where I had to wait

[redacted] which took a long time to report. I won't name any names on who forced us to wait on getting the reports out.

Tucker: Alright. Do you have any comments about the overhead programs? Any problems?

Crippen: I'm biased.

Tucker: You're biased?

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Crippen: Well, sure, I'm biased. No, well, I think the overhead programs were a valuable contribution to DEFSMAC. Of course, I was in SMAC early on before there were any overheads and of course we dealt with the problem in an entirely different way. By the time I got back here as Director of DEFSMAC all of the overhead programs were very entrenched and mature and with very well-defined reporting missions. And DEFSMAC very responsive to what we need with the exception of what I said about [redacted] before, and having to deal with the [redacted] Watch Officer. No, I have

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nothing but praise for the responsiveness of the overhead systems.

Tucker: Do you feel that it greatly contributed then to DEFSMAC's mission?

Crippen: Oh, yeah. I don't see how you could do it without it. Particularly with the loss of [redacted] collection sites, and then we got out of Pakistan, and, see, we had all the sites... When I was first here in 1965, we had the two [redacted] sites, the [redacted] site, and those were our sources. Turkey, more than just Sinop in Turkey, those were our sources at that time; there was no DSP. You know, we talk about overhead, and we just have to talk about SIGINT overhead. There's DSP; that's a very valuable contributor to the DEFSMAC mission. We didn't have any of those things when I was here the first time. Twelve years later, I came back and all these things were in place.

[redacted] Did we have all of the old ship and airborne assets during that earlier period?

Crippen: Yeah.

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OGA

[redacted] DE's and...

Crippen: DE's were out there, and there were, you know, you talk about what went on out in the broad ocean area. Of course, we didn't call it the broad ocean area at that time. I forget what we called it 20 years ago. Yeah. We had all those collectors, and [redacted]

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[redacted] One change was that... of course, DEFSMAC has always been against any foreign missile and space activity. However, as everybody well knows, it is absolutely dominated by the Soviets. The degree that the Chinese or [redacted] or [redacted] or [redacted] are watched is trivial compared to the size of the Soviet program.

Tucker: Were you here during the Challenger disaster?

Crippen: No, DEFSMAC had no director at the time of the Challenger disaster. I had just left and was going through my orientation to go down to the Pentagon. I think [redacted] was, what, still two...

[redacted] Still on the Director's Senior Council. I watched in on the TV up there.

Crippen: I was down in [redacted] and somebody said that the Challenger blew up, and they dug a TV up somewhere and they plugged it in and watched the replay.

Tucker: I've got to watch my time here. During your term, what about our cooperation with friendly nations. Any new agreements while you were here? Any problems?

Crippen: No, no new agreements, and no problems. Just the same agreements with... I guess the last agreement was the agreement that Gordon Stark made with [redacted] I can't think... Because [redacted] connection has been in, and [redacted] connection, for a long period of

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time. I can remember Stark negotiating with [redacted] many years ago, but I can't think of any other connections.

Tucker: Okay, do you have any events you might want to comment on? Any crisis, or unusual events in the missile or space systems? Anything that sticks out in your mind as something special, something unusual, something you wish hadn't happened?

Crippen: No, I can't think of anything. I'd just like to say that, you know, it was a very superior work force. It always has been, and there are people who have been in DEFSMAC for 20 years, and there are people who have been in DEFSMAC for 2 years. And I've always characterized DEFSMAC as being, if you are not able to go to the field, then, if you can work in DEFSMAC, then you are as close to going to the field as you possibly can be. In that it is certainly a real-time place to be; you have to be a real-time oriented person and think about those things and have an immense amount of flexibility. And I think that the people in DEFSMAC have sort of risen to the occasion. Over the years I have always been pleased to [have] been associated with DEFSMAC as much time as I've spent in DEFSMAC.

Tucker: My next question was going to be about the morale, but you seem to have covered it in that question.

Crippen: Oh, yeah. I sat on a small commission here, a board in the Agency, and what it was was how to get the field spirit back in Headquarters. And this was back in 1983 or (19)84, or something like that. They had Dean Spray [Sprague?], who was head of NSOC at the time, and me in the room and a bunch of other people. And both Spray and I said, "Look. We've got the field spirit in our organizations" because NSOC, as well as DEFSMAC are kind of like field units right here in the building. I think part of it is being able to get things done. You can't wait. And you can't wait on bureaucracy to get things done. And when the time comes to collect a missile and space event, [it] is just a fleeting moment. If you don't get it, you don't get it. It's gone, gone forever. No, I didn't see anything wrong with the morale. I think the morale has always been good.

Tucker: Okay. Did you have any suggestions for the improvement of DEFSMAC Operations, other than dragging them kicking and screaming into the next century?

Crippen: No, I can't think if anything.

Tucker: Did you have recommendations that...

Crippen: Well, yeah. I can think of something. I tried to get an overhead projection system and a video... I had a grandiose scheme for the center how we were going to have all sorts of things... the DEFSMAC briefing was going to be on videodisc and computer accessible from slides and we were going to have all sorts of jazzy graphics and things like that, but that sort of fell by the wayside.

Tucker: In your opinion, any suggestions in changes of the DEFSMAC mission or in the methods of Operations, would it have to go through DoD for their approval as well as NSA?

Crippen: Oh, yeah. I would... I would think so. I think it would involve a change in the charter. Interestingly enough, back about halfway through my tenure, based on inputs from, I think, from primarily from [redacted] we decided we were going to change the reporting. We were going to come up with a different type of reporting system, and so we got to checking to see who was the reporting authority. And it turns out that DEFSMAC is the reporting authority, because DEFSMAC issues end product reports, finished intelligence reports. [DEFSMAC] is the only organization in this building, in this NSA building that produces finished intelligence reports, so there is no reporting authority. So, what I did is, I checked with P05 at the time, and said that this is what we are going to do, and was that all right? I didn't have to have their approval, and they said that, yeah, that was okay. DIA probably didn't even know that we... I'm not going to say that. DIA didn't have any objection to the change in reports that we put out.

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Tucker: Is there any topic that you would have liked to have touched on that we haven't mentioned?

Crippen: No, I can't think of any. I rambled about a lot of things. I gave you some history you didn't expect to get.

Tucker: We're always thankful for that. That leads to other methods of approach.

Crippen: During my first tour here...

Tucker: [redacted] do you have any questions you wanted to ask?

[redacted] I don't think so.

Tucker: Okay. Let's see. We really don't have but about 5 minutes.

Crippen: And you can also [say] if I contributed anything, I was the "Father of Fly".

Tucker: Father of Fly?

Crippen: Yes, the... I wasn't really [redacted] wrote it, but I was the person that converted it into something useful for DEFSMAC. That's the [redacted]

[redacted]

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Tucker: Okay. I was in the dark for that. Alright, we didn't touch on your experience before you came to DEFSMAC. I have that you graduated from [the] Citadel, South Carolina; majored in math, a minor in physics, in 1956, and got a B.S. degree.

Crippen: Right, right.

Tucker: And then from Johns Hopkins, Maryland, with an M.S. in Operations Research in 1969.

Crippen: Right. Night school.

Tucker: Night school.

Crippen: That was night school.

Tucker: I don't think we need to put that in. Okay. Your military career: you came into the military straight from college?

Crippen: Yeah. 1956. I was in the Nike missile business, and then I was involved in the...

Tucker: Before you get too far along on that, how did you get into the Nike business?

Crippen: I was ROTC in college, and this was back in the days when you picked a branch and my branch was artillery. And so when... and it just turned out that at the Citadel, there was no field artillery. It was only air defense artillery. So, I trained on guns. Then when I went into the service missiles were just coming into being. The first Nike missile had been deployed in the Washington-Baltimore area in 1952, and this was '56 when I was commissioned. So, they put me in the... I went through the basic officer's course and then went through... which was a Nike course, and then I was assigned to a Nike unit right at Fort Bliss, which was a training unit and school support. And we did demonstration missile firings and dragged missile equipment all around the field for troop training exercises, and things like that. After that I went through what was called [the] Guided Missile Staff Officer Course, which trained me on all the aspects... And that's how I subsequently got the assignment to the DEFSMAC. They were looking through the military occupational specialty book and they said, "Ah ha, an 1181", which was what I was at the time. "We need two of those." [redacted] who was the first intel chief, and I were the two 1181 Army people that were assigned here. But, anyway, after I got out of that course I spent some time with the range people out at Fort Bliss, supervising the test firing of the test missiles and drones at the ranges. And then went to Germany as a platoon leader and then a battery commander of a Nike unit again, and then down to Oberammergau, where I taught warheads in the school there, Nike again. Went to Fort Bliss to the Artillery Advance Course, and that's where they found me. And I got something in the mail that said that you are being assigned to DIA at NSA. And I said, "NSA. Oh, they've misspelled it. That's NASA. This was in 1964, when I got the orders. I knew nothing about DIA; I knew nothing about NSA; I'd never worked in the... I thought that was back in the old ASA. I knew some guys that had gone into the ASA, and I thought all they did was tap people's telephones, good guys telephones to see if they were talking secrets on the telephones. I had no inkling about this end of the business at all.

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Tucker: Were you pleasantly impressed when you came?

Crippen: Oh, yeah. It was an eye opener. It really was.

Tucker: Found it very interesting?

Crippen: Yeah.

Tucker: Decided that's where your career was?

Crippen: Must be. I'm still here.

Tucker: Okay. Let's see if we've covered most of the questions now.

Crippen: And you're going to edit all these tapes and cull this out and write this history and...

Tucker: Well, I'm going to write the history. I'm hoping we're going to get somebody who's going to type up the tapes. As of right now we don't have anybody to transcribe them.

[End of Interview OH-1988-05-CRIPPEN]