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26 January 1968

MEMORANDUM FOR DR. FLAX

SUBJECT: Functions of Deputy for Space

As I am about to enter my new job in your office, I thought it might be useful to put down a few thoughts on my forthcoming areas of responsibility. Since the functions of the Deputy for Requirements, carried out by [REDACTED] have been either divided among the other deputies, temporarily suspended, or eliminated, it appears to be necessary to re-assemble those which I understood would be functional responsibilities of my office. Since I am not completely familiar with all the things [REDACTED] was doing, the discussion will be naturally incomplete.

Unless there are serious administrative obstacles, I would suggest that the position be renamed - Deputy for Space. If that is not possible or desirable, it is still my understanding that this, in fact, is the proper description.

The Air Force space work is divided into three major groups; i.e., SAFSS, SAFSL, AFRDS. Within each group, the development work and planning seem to be proceeding very well; however, I believe that there is a need for a greater amount of coordination of planning activity among the three groups. This then may lead to a more profitable expenditure of Exploratory and Advanced Development funds, as well as SAFSP resources which are applied in advanced areas.

To provide the necessary access to NRO activities and to obtain full cooperation from the SAFSS/SP staff, it is recommended that I also be designated a Special Assistant to the DNRO for space matters. There is no intention on my part to impinge on [REDACTED] activities in any way. On the contrary, I might be able to relieve some of his or the DNRO's burden, particularly in the non-electronic areas.

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In the rest of the Air Force space program, I assume I will be the SAFRD focal point for all of General Hedrick's activities. There are a number of program elements that have been divided among the other SAFRD Deputies. I believe they can all be collected back together again to provide for a single channel to General [REDACTED]. This, however, may be too burdensome or impractical. If there are exceptions, then it would be advisable that I at least become involved to the extent necessary to maintain a total familiarity of the Air Force space program. As an aid in reviewing this matter, a list of program elements which were under AFRDS jurisdiction last year is attached. (Atch 1). Because of the division of certain booster elements among the space offices, such as Titan-III family (AFRDS), Titan-IIIM (SAFSL), Agena (SAFSP), one of my major efforts probably should be to assure an orderly and coordinated booster program.

I expect to retain my good personal relationship with John Kirk and through this channel provide for a better coordination of all Air Force space matters with DDR&E.

Because of my past association with NASA, I believe that I can be most helpful in maintaining the Air Force-NASA tie by participating in as many matters involving NASA as practical. There are several formal NASA-DoD coordination bodies, as well as many informal working groups. I will review desirability of my participation in them at an early date and will make recommendations as required. I am presently a member of the Manned Space Flight Panel of the AACB. I believe it is appropriate

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for me to continue that membership, since I can adequately represent [REDACTED] from my new position. I also expect to get involved in NASA's space station planning activities, if that effort grows in scope, as it seems to be doing. I also expect to participate in some of the major NASA program reviews, such as Apollo, AAP and the Administrator's Reviews. I would appreciate your opinion on my involvement in the NRO/NASA exchanges. Maybe I could help in terms of facilitating a better understanding between the two agencies.

The above discussion is only a very superficial summary of my thoughts, and certainly will need more detailed amplification as the daily problems arise. I would like the opportunity to discuss some of these points with you prior to my moving, since depending on your decision, some administrative actions must be taken. A list of some of these actions is attached. (Atch 2).

[REDACTED]
Technical Director
[REDACTED]

2 Atchs:
a/s

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