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THE DEPUTY SECRETARY OF DEFENSE

WASHINGTON 25, D. C.

25 JAN 1965

MEMORANDUM FOR UNDER SECRETARY OF THE AIR FORCE

SUBJECT: MOL Management

Reference: (a) Ltr to Dr. Seamans frm Dr. Brown dtd
11 Jan. 65

A recent classified memorandum from your office described your management plan for the MOL program. I can see no objection from the viewpoint of OSD to your intended arrangements as a method of proceeding with the early stages of the program during the next several months and the plan seems compatible with the objectives outlined in my memorandum of 4 January 1965.

In continuing MOL-related transactions with NASA during the period, I believe it is important that you have freedom of executive action and I note that the plan so permits.

As an aid during the current series of studies and planning activities, the DDR&E staff are prepared to participate to the extent you consider desirable as individual problems arise.

DDR&E responsibilities during this period may be handled by the usual procedures of review at the appropriate times as outlined in Ref. (a).

/Signed

CYRUS R. VANCE

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DECLASSIFIED AFTER 18 YEARS.
DOD CIR DECO.10

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TAB 4

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DEPARTMENT OF THE AIR FORCE
WASHINGTON

SAFUS 36046-65

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OFFICE OF THE UNDER SECRETARY

14 JAN 1965

MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE

SUBJECT: MOL Management

- REFERENCES:
1. Memo for SAFUS from DDR&E, subject: Manned Orbital Laboratory, dated 4 January 1965
 2. Memo for SAFUS from DepSecDef, subject: MOL Management, dated 7 January 1965

It is the purpose of this memorandum to describe to you the Air Force plan for management of the MOL program. The attached chart depicts the principal elements and lines of organization which will be discussed in some detail. Our objective has been to define a management concept which provides for the following:

1. Streamlined management for both black and white portions of the program.
2. Centralized program direction for both black and white portions of the program.
3. Firm management control and continuous review of the program at the Secretary of the Air Force level.
4. Effective coordination with NASA and other Government agencies at the Secretary of the Air Force level.

The attached chart depicts an interim organizational structure for the critical study phase between now and 1 May 1965. The following describes the principal elements of the chart, and defines the assignment of the management responsibilities for the study phase.



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SAF/SAFUS/DNRO

Executive management of the MOL program is assigned to the Under Secretary of the Air Force. The Under Secretary will be the principal program manager during the critical phase between now and the 15 May MOL program review requested in reference (1). In this period all program decisions on the initiation, timing, and phasing of all study contracts will be made by SAFUS/DNRO. Development of and consolidation of program documents and development plans in response to the guidance in reference (1) will be closely monitored and reviewed by SAFUS prior to approval and presentation of the proposed MOL program on 15 May. The Under Secretary will also provide for liaison and informal contacts with NASA to facilitate the exchange of information and requirements previously agreed to.

MOL Committee

The MOL Committee will be constituted as shown. It will function as an Air Force "Board of Directors" for the management of the MOL program and will conduct, in depth, periodic program reviews of the status and progress achieved in preparing the proposed MOL program development plan. By the conduct of such reviews the Chief of Staff with his principal staff assistant, DCS/R&D can provide, on a timely basis, his views, experience and guidance to the overall direction of the program. The Office of the Special Assistant for MOL will provide the Secretariat function.

Special Assistant for MOL

This individual is the principal staff agent to assist SAFUS in carrying out the objectives of the MOL program. He is, at the same time, the principal operating agent in AFSC for directing the execution of the MOL program. This duality is accomplished by providing him with two positions. He will be assigned as a Deputy for MOL to the Commander of AFSC and will be designated by Secretary of the Air Force Order as the Assistant for MOL to OSAF. In his AFSC capacity, he will have an office from which he can direct and supervise the support of and resources of the Systems Command. In his OSAF capacity,

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he will have an office from which he can effect the staff support actions necessary to insure effective management and support of the program. His office will provide a focal point for timely program status information available in a comprehensive form for OSAF and OSD review. This office will also serve as the secretariat to the MOL Committee. Of particular importance, he will consolidate the white and black aspects of the program into a cohesive effort. The Special Assistant will have direct channels to SAFUS, DCS/R&D, Commander AFSC, SSD, DC/MSF(SSD), and SAFSP. The DCS/R&D will be responsible for bringing to the Air Staff those matters in connection with the program that require the attention of the functional staff.

Functional Channels

MOL activities will be conducted in both black and white channels. The black activities, covering the studies and developments in the reconnaissance payload area, will be handled under a special code word classification, DORIAN, and these activities will be covered by a detailed security plan established by SAFUS. Management of these activities will be handled by the DNRO directly through NRO channels to SAFSP. All program decisions will be made by the DNRO with assistance from the Special Assistant for MOL. The white activities will not be specially classified and will include the booster, the spacecraft, the laboratory, and most payloads related to the secondary and tertiary program objectives, as outlined in reference (1). The white activities will be handled through Air Force channels, with some departures from the normal practices. The MOL program will be exempted from the 375 AF Regulation Series and the DSMG. Specific procedures that will be used will be reviewed and approved by the MOL Committee. In the interim period we are in, SAFUS will provide direction to AFSC via the Chief of Staff to implement the white portions of the program. The Chief of Staff responsibility will be nominal in these matters since he and DCS/R&D will be members of the MOL Committee and the DCS/R&D will have day-to-day functional contact with the Office of the Special Assistant for MOL.

3

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downgrading and
declassification

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Other Echelons

1. Commander, AFSC, is assigned management responsibility for the white aspects of the program. The Special Assistant for MOL will be responsible for keeping the Commander, AFSC, informed of the conduct of the total program, and will, in his Deputy for MOL capacity, execute the field management of the white portions of the MOL program.

2. Commander, SSD, will assume normal command responsibilities. The Deputy Commander of Manned Space Flight (SSD) will establish the position of Deputy for Payloads and Test Plans as a Provisional SPO to perform the day-to-day management of the white aspects of the program, in addition to duties in connection with black responsibilities outlined below.

3. SAFSP is assigned management responsibility for the black aspects, including special payload studies and payload test plans. In this capacity, SAFSP, as Deputy Commander, SSD for Space will have directive control over the DC/MSF and the Deputy for Payloads and Test Plans. In addition, SAFSP will be responsible for procurement and security related to special payloads.

4. SAFSP will establish a Special Payload office to handle the day-to-day management of payload studies and test plans. This office will work on a day-to-day basis with the Deputy for Payloads and Test Plans in connection with the Special Payloads.

All of the outlined procedures and concepts have been subject to thorough discussion with the principals involved in order to achieve a set of procedures which would achieve our management objectives. The management plan will be further addressed in our preliminary presentation scheduled for 16 January.

Brockway McMillan
Brockway McMillan

Inclosure

Organization Chart

cc: Secretary of Defense

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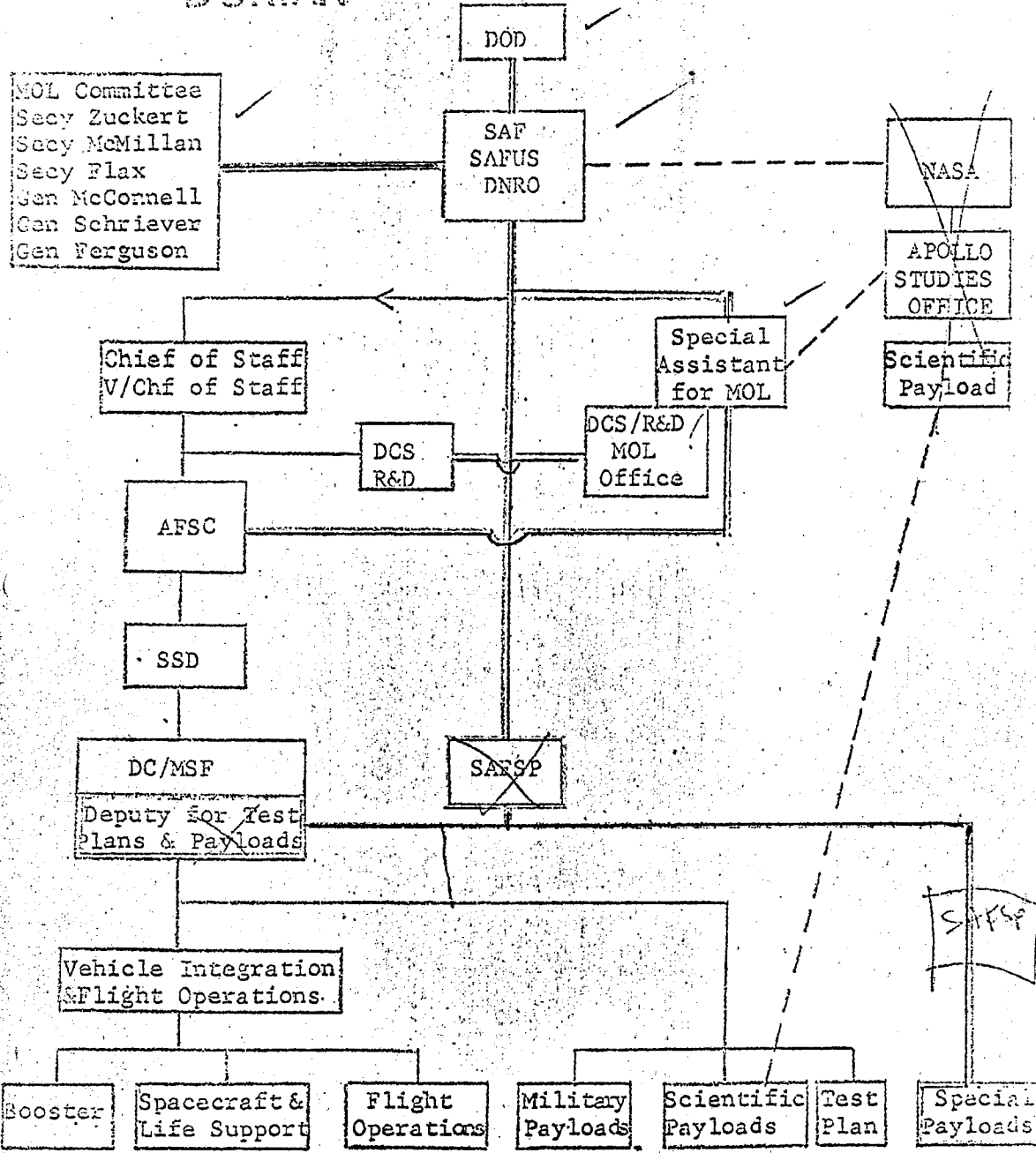
DC/MSF

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————— Command
- - - - Information
————— Special Management

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