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WASHINGTON, D.C.

THE NRO STAFF

MEMORANDUM FOR MR. PLUMMER

SUBJECT: Manpower Savings through Integration of GAMBIT
and HEXAGON SupportBACKGROUND

At TAB A is SAFSP's comprehensive response to our request at TAB B for identification of the potential manpower savings obtainable through integration of GAMBIT and HEXAGON support activities.

DISCUSSION

SAFSP has identified the areas in which manpower reductions through integration can be made and a dollar savings for each. In addition, support limitations which would result from such integration have been analyzed. The following is a brief summary of the possible actions, their impact, and SAFSP's recommendation.

a. VAFB Booster Support. No further integration identified or recommended.

b. VAFB LMSC Satellite Vehicle Support. GAMBIT and HEXAGON crews could be combined in last half of FY-77 saving \$13M through FY-80. This would require a 60-day stand-down between SLC-4 (E and/or W) launches. SAFSP recommends the reduction.

c. STC Military/Contractor Support (excluding LMSC on-orbit support). GAMBIT and HEXAGON crews could be combined saving 21 military and 21 contractor personnel starting in

GAMBIT HEXAGON

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FY-78 in addition to a currently planned reduction of 8 military and 2 contractor personnel. Savings would be \$3M. The integration of GAMBIT and HEXAGON support would require no on-orbit overlap. SAFSP recommends this course only if a no-overlap restriction is acceptable.

d. LMSC On-Orbit Support at STC. A \$2.6M reduction during FY 76-80 resulting from the program stretch has already been planned. No further integration or cuts are identified or recommended.

e. Program Offices:

(1) LMSC: A 39% reduction has been identified as the result of the program stretch. A further 6.5% reduction is possible through integration.

(2) LMSC Vehicle Test: A 44% reduction has been identified as the result of the program stretch. A further 2% is possible through integration.

(3) SAFSP/Aerospace: A reduction of 14 military and 12 Aerospace personnel has been identified as the result of the program stretch. Integration could provide a further reduction of 1 and 6 personnel, respectively.

(4) Summary of Program Offices: The Program Office reductions due to integration amount to \$7M and one military slot in FY 78-80. The impacts are:

(a) Loss of some of the elements of the SPO management approach.

(b) Different technology and procedures in the program.

(c) Small percentage savings.

(d) Start of the new unknown era of very low launch rates.

(e) Given large budget cuts and uncertainty about follow-on activity, morale is a factor.

SUMMARY

SAFSP's analysis seems generally sound with one possible •

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exception: in the Program Office cuts planned as the result of the schedule stretch, the ratio of Aerospace Corporation to military personnel is increased. I have made this point to SAFSP and they are reviewing the plan.

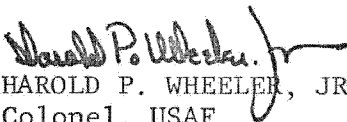
SAFSP does not recommend integration of the Program Offices. The reductions due to the schedule stretch alone are significant and their effect should be evaluated before we commit to a major change in the way we do business for comparatively small additional savings.

Two issues immediately arise from the analysis: limiting launch turnaround for any SLC-4 program to 60 days, and requiring no on-orbit overlap plus a 21-day standdown period between GAMBIT and HEXAGON flights.

RECOMMENDATIONS

Do not integrate the Program Offices now. Reserve judgment on the two issues and the related recommendations until after KENNEN flies.

With your concurrence, I will send the message at right.


HAROLD P. WHEELER, JR.
Colonel, USAF
Director

Attachments
Tab A, CHARGE 8736
Tab B, WHIG 1069

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SECTION ONE OF TWO

GAMBIT/HEXAGON/KENNEDY EARP

FOR MR. PLUMMER/ [] COL WHEELER

FM COL PARRISH

SUBJECT: POTENTIAL MANPOWER REDUCTIONS

1. AS A RESULT OF THE BRIEFING ON THE POTENTIAL FOR MANPOWER REDUCTIONS TO MR. PLUMMER ON 5 NOVEMBER 1974, GEN BRADBURN REQUESTED THAT THE FOLLOWING SUMMARY BE FORWARDED FOR YOUR REVIEW.

2. THE MANPOWER LEVELS AT LMSC, VANDENBERG AFB AND THE SATELLITE TEST CENTER HAVE BEEN REVIEWED WITH THE FOLLOWING CONSIDERATIONS:

A. MANPOWER PHASEDOWN AS A RESULT OF THE

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EXCOM DECISION TO REDUCE LAUNCH RATES.

B. VAFB MINIMUM COST LAUNCH CAPABILITY.

C. STC HEXAGON AND GAMBIT OPERATIONAL OVERLAP CAPABILITY.

D. SAFSP/LMSC PROGRAM OFFICE CONSOLIDATION.

3. A. THE MANPOWER LEVELS AT VANDENBERG AFB TO SUPPORT BOOSTER OPERATIONS ARE 50 FOR UTC AND NINE FOR AFROJET. THESE LEVELS WILL REMAIN CONSTANT THROUGH FY 80. THE MARTIN LEVEL IS CURRENTLY 212. THIS WILL INCREASE TO 236 DURING THE LAST QUARTER OF FY 75 TO SUPPORT THE HEAVY LAUNCH ACTIVITY OF CY 76. DURING THE FIRST QUARTER OF FY 77 THE LEVEL WILL DROP TO 212 AND OSCILLATE FROM 212 TO 205 THROUGH FY 80. THESE LEVELS ARE CONSIDERED TO BE THE MINIMUM REQUIRED TO SUPPORT THE CURRENTLY PROJECTED LAUNCH SCHEDULE THROUGH FY 80. THIS ASSUMES THAT ALL PROGRAMS, INCLUDING KENNEDY, LAUNCH AS SCHEDULED IN CY 76. RECOMMEND THAT FURTHER CUTS NOT BE MADE.

B. THE LMSC MANPOWER LEVEL AT VAFB TO SUPPORT SATELLITE VEHICLE ~~LAUNCH~~ ACTIVITY IS

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CURRENTLY 251 WITH SEPARATE G AND H TEAMS. THIS CREW

1. THERE WILL BE NO G OR H OR ANY OTHER SLC 4 PROGRAM SURGE CAPABILITY.
2. THERE WILL BE MINIMUM OF TWO MONTHS REQUIRED BETWEEN ALL LAUNCHES FROM SLC 4 EAST AND WEST - THUS LAUNCH SLIPS WOULD CASCADE.
3. THE R-16 BACK-UP CAPABILITY FOR GAMBIT WILL BE ELIMINATED.

ON THIS ISSUE RECOMMEND ~~THAT THE LAUNCH CREWS BE COMBINED~~. THIS CAN BE ACCOMPLISHED IN FY 77 ASSUMING THAT THE CURRENT KENNEDY LAUNCH SCHEDULE IS MET. ANY SIGNIFICANT SLIP WOULD NECESSARILY DELAY THE IMPLEMENTATION OF THIS CREW COMBINATION.

4. A. THE CURRENT MANPOWER LEVEL AT THE ~~SCF~~ IS 224 MILITARY AND CONTRACTOR EXCLUDING LMSC

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ON-ORBIT TECHNICAL ADVISOR SUPPORT. WITH THIS LEVEL, FULL OPERATIONAL OVERLAP OF GAMBIT AND HEXAGON IS POSSIBLE. THIS LEVEL WILL REDUCE BY 8 MILITARY AS A RESULT OF STC IN-HOUSE REORGANIZATION WHILE MAINTAINING A FULL OVERLAP CAPABILITY. THE PROGRAM STRETCH WILL ALLOW A FURTHER REDUCTION OF TWO CONTRACTOR PERSONNEL. IF A GROUND RULE OF NO OVERLAP AND A MINIMUM OF 21 DAYS BETWEEN THE DEBOOST OF ONE VEHICLE AND THE LAUNCH OF ANOTHER IS ESTABLISHED THEN AN ADDITIONAL 21 MILITARY AND 21 CONTRACTOR REDUCTION CAN BE MADE BEGINNING IN FY 78 BY COMBINING TEAMS IN ALL AREAS OF SUPPORT. THIS EQUATES TO A \$3M SAVINGS IN FY 78-80 (2.4 OF THIS IS IN THE SCF BUDGET PLUS 21 MILITARY SLOTS. THE DISADVANTAGES OF THE NO OVERLAP RESTRICTION ARE:

1. FORCE SERIAL ON-ORBIT OPERATIONS.
2. CAUSE LAUNCH SLIPS TO CASCADE SCHEDULES OR REDUCE THE TIME ON-ORBIT FOR HEXAGON.
3. ADD SOME RISK WITH DUAL QUALIFIED TEAMS OPERATING DIFFERENT VEHICLES.

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4. PROHIBIT CONTINGENCY EMERGENCY CAPABILITIES TO REACT QUICKLY TO A CRISIS SITUATION. ~~OVERLAP RESTRICTION IS ACCEPTABLE; THEN THIS MANPOWER REDUCTION SHOULD BE IMPLEMENTED.~~

5. AS A FALL OUT OF THE PLANNING FOR THE PROGRAM STRETCH, THE LMSC ON-ORBIT TECHNICAL ADVISOR SUPPORT TEAMS WILL BE REORGANIZED AND REDUCED IN SIZE. THE GAMBIT TEAM IS NOW AT 27. THIS WILL REDUCE TO 22 IN FY 76 WHILE GAMBIT IS NOT ON-ORBIT, NINE OF THESE MEN WILL WORK IN THE FACTORY BEGINNING IN FY 76. AFTER VEHICLE 4 8, ELEVEN PERSONNEL WILL WORK IN THE FACTORY WHILE NOT CONDUCTING ON-ORBIT OPERATIONS. THE HEXAGON TEAM IS NOW AT 21. THIS WILL REDUCE TO 17 IN FY 78 AND 14 OF THESE WILL WORK IN THE FACTORY WHILE HEXAGON IS NOT ON-ORBIT. THE NET EFFECT IS THAT IN FY 78 THE TOTAL LMSC SUPPORT TO G AND H OPERATIONS WILL BE REDUCED BY 47.9 PERCENT. THE SAVINGS OVER THE FY 76-80 TIME PERIOD IS \$2.6M AND THERE IS NO RESTRICTION ON OPERATIONAL OVERLAP. THIS REORGANIZATION IS PROCEEDING.

6. AS A RESULT OF THE PROGRAM STRETCH, THE

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LMSC PROGRAM OFFICES MANPOWER FOR G AND H WILL DROP FROM THE FY 75 LEVEL OF 534 TO 325 IN FY 78. THIS REPRESENTS A 39 PERCENT REDUCTION. BY COMBINING THE LMSC PROGRAM OFFICES, A FURTHER REDUCTION OF 35 IS POSSIBLE FOR AN OVERALL REDUCTION OF 45.5 PERCENT.

7. THE LMSC VEHICLE TEST OPERATIONS FOR G AND H ARE CURRENTLY MANNED AT A LEVEL OF 313 (FY 75). THIS WILL REDUCE TO 175 IN FY 78 DUE TO THE PROGRAM STRETCH, A 44 PERCENT REDUCTION. BY COMBINING VEHICLE TEST MANPOWER IN FY 78 THE LEVEL CAN BE REDUCED BY ONLY THREE, TO 172.

8. THE SAFSP/AEROSPACE PROGRAM OFFICES ARE CURRENTLY MANNED AT 64 AND 71 RESPECTIVELY. THIS WILL REDUCE TO 50 AND 59 IN FY 78 AS A RESULT OF THE STRETCH. BY COMBINING BOTH AIR FORCE AND AEROSPACE PROGRAM OFFICES THESE FIGURES WILL DECREASE TO 49 AND 53 RESPECTIVELY.

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GAMBIT/HEXAGON/KENNEN/EARPOP

FOR MR. FLUMER [] /COL WHEELER

FM COL PARRISH

SUBJECT: POTENTIAL MANPOWER REDUCTIONS

D. COMBINING THE LMSC, AF AND AEROSPACE PROGRAM OFFICES AND THE LMSC VEHICLE TEST OPERATIONS AFTER GAMBIT VEHICLE 48 FILES AND HEXAGON HAS BEGUN THE ONE/YEAR LAUNCH RATE WILL SAVE APPROXIMATELY \$7M (44 CONTRACTORS' MEN) IN FY 78-80 AND ONE MILITARY SLOT BEGINNING IN FY 78. THE DISADVANTAGES OF COMBINING PROGRAM OFFICES ARE:

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1. SOME OF THE ELEMENTS OF THE SYSTEM PROGRAM OFFICE APPROACH TO MANAGEMENT WOULD BE LOST.

2. TECHNOLOGY AND PROGRAM PROCEDURES ARE DIFFERENT.

3. PERCENTAGE OF DELTA COSTS BETWEEN COMBINING AND NOT COMBINING IS SMALL AND DOES NOT APPEAR UNTIL FY 78.

4. WE ARE ENTERING AN UNKNOWN ENVIRONMENT OF LOW LAUNCH RATES FOR PHOTO PROGRAMS.

5. WITH LARGE BUDGET CUTS AND FOLLOW-ON UNCERTAINTY, MORALE IS BOUND TO BE A FACTOR. FOR THESE REASONS WE RECOMMEND THAT THE LMSC, AF AND AEROSPACE PROGRAM OFFICES NOT BE COMBINED.

7. IN SUMMARY, LMSC, AIR FORCE OR AEROSPACE PROGRAM OFFICES SHOULD NOT BE COMBINED. WE RECOMMEND MAINTAINING THE MINIMUM BOOSTER SUPPORT MANPOWER LEVELS CURRENTLY PROJECTED THROUGH FY 80. WE RECOMMEND REDUCING THE LMSC SUPPORT TO PRE-LAUNCH SATELLITE VEHICLE ACTIVITY AT VAFB TO A LEVEL OF 186 AFTER THE ACTIVITY ASSOCIATED WITH THE FIRST KENNEN

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LAUNCH IS COMPLETED. WE RECOMMEND THAT THE STC
MANPOWER BE REDUCED IF THE NO OVERLAP RESTRICTION
CAN BE ESTABLISHED AS A FIRM GROUND RULE. THE
DOLLAR SAVINGS OF THESE RECOMMENDATIONS BY FISCAL
YEAR ARE AS FOLLOWS:

	FY 76	T	77	78	79	80	TOTAL
VAFB LMSC			3.3	3.3	3.3	3.3	13.2
COMBINATION							
LMSC STC	.2	.1	.2	.7	.7	.7	2.6
REORGANIZATION							
STC MANPOWER			1.0	1.1	1.0		3.1
REDUCTIONS WITH							
NO OVERLAP							
MILITARY SLOTS			21	21	21		
TOTAL (MILLIONS)							18.9

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SUBJECT: MANPOWER SAVINGS THROUGH SUPPORT INTEGRATION																																			
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1. WE APPRECIATE THE THOROUGH ANALYSIS SUMMARIZED IN CHARGE 8736 AND IN THE TWO RELATED BRIEFINGS IN SUNNYVALE AND WASHINGTON. THE ADJUSTMENTS MADE IN RESPONSE TO THE STRETCHED SCHEDULE ARE AGREEABLE WITH THE POSSIBLE EXCEPTION OF THE AEROSPACE/MILITARY RATIO WHICH WE DISCUSSED WITH COL NEUNER ON 22 NOVEMBER. ADDITIONALLY, IT IS NOT CLEAR HOW THE PLANNED REDUCTIONS, OUTLINED IN YOUR MESSAGE AND IN COL NEUNER'S BRIEFING, CORRELATE TO THE SP BUDGET																																			
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SUBMITTED 10 OCT 74. PLEASE CLARIFY WHETHER THE ANTICIPATED SAVINGS ARE REFLECTED IN YOUR BUDGET AND IF NOT WHEN DO YOU ANTICIPATE BEING ABLE TO REFINER YOUR ESTIMATES TO TAKE THE PROJECTED REDUCTIONS INTO CONSIDERATION. WE SHOULD NOT, AT THIS TIME, PLAN TO INTEGRATE THE AIR FORCE, AEROSPACE, AND LMSC PROGRAM OFFICE.

2. WITH REGARD TO THE ADDITIONAL MANPOWER REDUCTIONS WHICH REDUCE SUPPORT CAPABILITY AT VANDENBERG AND SUNNYVALE, WE SHOULD RECONSIDER THESE RECOMMENDATIONS AFTER THE RESULTS OF THE LAUNCHES IN CY 76 HAVE BEEN ASSESSED AND ACTUAL MANPOWER REDUCTIONS REALIZED FROM THE STRETCHED SCHEDULE HAVE BEEN EVALUATED.

3. WE ENCOURAGE A CONTINUAL REVIEW OF THE MANPOWER SITUATION, NOT ONLY FOR POTENTIAL SAVINGS, BUT ALSO TO INSURE THAT YOUR ORIGINAL ESTIMATES AND THE IMPLEMENTATION OF PRESENTLY PLANNED MANPOWER REDUCTIONS CAUSE NO UNDUE OR IRREVERSIBLE RISK TO THE SUCCESS OF NRP MISSION.

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