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Air Force Support of the National Space Program

Jul 18, 1961

AFSC (General B. A. Schriever)

1. References:

a. Mr. Gilpatric's memorandum, subject: National Space Program Facilities Planning, dated 16 June 1961.

b. Dr. Seaman's letter to General Davis, subject: National Space Program Range Facilities and Resources Planning, dated 23 June 1961.

c. General Wilson's letter, subject: National Space Program Facilities Planning, dated 23 June 1961.

2. The Air Force wholeheartedly believes that achievement of a manned lunar landing is an essential national objective and is convinced that strong Air Force participation, in areas where we have unique experience and capability, is necessary to early success of the program. We are equally convinced that a concurrent vigorous military space program must complement the scientific space exploration endeavors if the total national space program is to be adequate.

3. Atlantic Missile Range support of the manned lunar program provides the Air Force a significant opportunity to contribute to the National Space Program. The Commander, Atlantic Missile Range, having been commissioned to work jointly with NASA on a lunar program facility support plan, must be informed that NASA will be given full AMR support in accordance with the policies and precedents for accommodation of national missile and space programs on DOD ranges. Other AFSC activities also will be expected to cooperate fully with the NASA. In particular, it is expected that considerable effort will be required by the Space Systems Division in developing various elements of the total program. It is important that this support be in context with total Air Force missile and space responsibilities.

4. The scope, complexity and compressed schedule of the lunar program and the inevitable inter-relations between this program and Air Force military space programs, require that participation by Headquarters USAF and the office of the Secretary of the Air Force be sufficient to insure that Air Force actions provide maximum support to NASA and are consistent with effective execution of the Air Force space program.

5. Accordingly, the Commander of the Atlantic Missile Range and other AFSC subordinate commanders will be directed to specifically undertake tasks and assignments only when proper instructions are forthcoming from Air Force Headquarters. They are not to undertake such activities by direction either from NASA or DDR&E and upon receipt of any specific direction from these organizations, they are to refer the matter to Headquarters for clarification. This is not to imply any restraint on communications or information exchange but only with respect to the undertaking of assignments in response to direct requests from any channel other than Air Force Headquarters.

6. For your information, Assistant Secretary McMillan has been designated at the Secretarial level as a point of contact with the office, Secretary of Defense on this program.

18/ FREDERIC H. SMITH, JR.
General, USAF
Vice Chief of Staff

CC: AFSC (Lt Gen Estes)
AFMTC (Maj Gen Davis)

cc: SAFS
SAFUS
SAFED
Ofc of Sign

Staff meetings
o Messer - Ferry - White
o Same applies to SMOs handling -

July 17, 1961

MEMORANDUM FOR SECRETARY ZUCKERT

Mr. Gilpatric requested today that I not forward the memorandum relative to Air Force Support of the National Space Program that I had prepared in response to Mr. Rubel's memorandum of July 11, 1961 on the same subject, copy attached, in reply to my memorandum of July 6, 1961. He informs me that the matter has been discussed with Mr. Rubel and the method of operation outlined in Mr. Rubel's memorandum will not be implemented but that he will, in fact, operate through the Secretary of the Air Force in issuing instructions to the field.

We are issuing instructions to our field commanders to insure that the proper method of operation is observed and are requesting that they report to us any incidents in violation thereof. Therefore, according to Mr. Gilpatric, the Rubel memorandum of July 11 can be considered to be non-effective but they do not propose to have it withdrawn.

Joseph V. Charyk

Att.

cc: SAFRD
~~SMS File~~
AFCCS

Gen. Schriever ✓

Handwritten notes or stamps at the bottom of the page.

EYES ONLY

July 13, 1961

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (DEPUTY DIRECTOR OF DEFENSE RESEARCH & ENGINEERING)

SUBJECT: Air Force Support of the National Space Program

- Reference: (a) UndSecAF memo to SecDef, same subj., dtd 6 Jul 61
(b) DepSecDef memo to SecArmy, SecNavy, SecAF, subj: National Space Program Facilities Planning, dtd Jun 16, 61
(c) DepDOR&E memo to UndSecAF, 11 Jul 61, subj: AF Support of the National Space Program

This is in response to your memorandum of 11 July 1961, Reference (c), in response to my memorandum of 6 July 1961, Reference (a), regarding Air Force support of the National Space Program. I would also like to formalize certain aspects of our telephone conversation of 12 July on this subject.

As I indicated to you, the Air Force is most anxious to provide the maximum possible assistance in support of this program. I also pointed out that the size and complexity of the proposed effort, together with its inevitable inter-relation with the military space and missile activities of the Air Force, poses complicated and serious management, priority and planning questions. I am, therefore, for this reason alone, alarmed to learn in written and oral form of your expressed intent to operate directly with Air Force officers and commanders in the field. You note, for example, in your memorandum that it is your intent that Air Force headquarters will not automatically be involved in the assignment of tasks that you have placed and propose to place on General Davis. It is our desire that communications and information exchange be as simple, as direct and as effective as possible. I am confident that all elements of the Air Force will seek to cooperate and assist in your present activities to the maximum degree possible. However, I am compelled to reiterate to you that your proposal to give directions and instructions directly from your office to our field commanders is unacceptable. In order that no possible misunderstandings, delays or difficulties be encountered in the prosecution of this

EYES ONLY

important activity, I want you to understand clearly that our commanders will not accept directions from your office but will refer any such directives or instructions to this Headquarters for guidance. Accordingly, I believe that the whole matter can be greatly expedited if you follow the recommendation in my memorandum of 6 July 1961 and work directly with Secretary McMillan who can insure that instructions and directions to our commanders are promptly issued in the proper fashion and through proper channels. Simply keeping Secretary McMillan informed of your actions, as stated in your memorandum of 11 July 1961, will be unacceptable.

I must assume that you have misinterpreted or misunderstood Secretary McMillan's guidance to you in regard to this program. You may recall that just this type of question was the recent subject of communications between Secretary McMillan and Chairman Vinson of the House of Representatives Committee on Armed Services. For your information, Chairman Vinson, in his letter, expressed concern about proposals which allegedly were to permit civilian defense assistants to deal directly with officers and civilians in the military departments without first proceeding through the Secretaries of the military departments. He further pointed out that these individuals are staff advisors to the Secretary of Defense and have no command authority. This arrangement appears to be consistent with the philosophy of the National Security Act and the objectives of the President. He further expressed concern lest the Assistant Secretaries of Defense become operators rather than staff assistants to the Secretary of Defense. In his reply, Secretary McMillan made it quite clear that no Assistant Secretary of Defense is authorized, or will be authorized, to issue orders to a military department except in the manner prescribed by the statute. When orders are issued by an Assistant Secretary of Defense pursuant to a special delegation, they are, and will be, issued through the Secretary of the appropriate military department unless that Secretary has named a designee to receive such orders, as the statute provides.

I can only conclude, therefore, that you should seek

Further guidance in respect to your proposed method of operation in this program since your proposal to deal directly with, and to issue instructions directly to, our commanders in the field is not only unacceptable to the Air Force, but is also in conflict with existing statutes and the Secretary of Defense's explicit statement in this regard.

Joseph V. Charyk

cc: Secy of Defense
Deputy Secy of Defense
Director, DASA

cc: Secy of AF
Chief of Staff, AF
SAFRD ~~SAFRD~~
SAFIS
Ofc of Sign
SAFS File

Ken Johnson ✓



DIRECTOR OF DEFENSE RESEARCH AND ENGINEERING
WASHINGTON 25, D. C.

JUL 11 1961

MEMORANDUM FOR THE UNDER SECRETARY OF THE AIR FORCE

SUBJECT: Air Force Support of the National Space Program

Reference: (a) UndSecAF memo to SecDef, same subj., dtd 6 Jul 61
(b) DepSecDef memo to SecArmy, SecNavy, SecAF, subj:
National Space Program Facilities Planning, dtd Jun
16, 61

Mr. McNamara and Mr. Gilpatric have asked that I respond to your memorandum of 6 July (reference (a)). In accordance with paragraph 2 of Mr. Gilpatric's June 16 memorandum (reference (b)) Dr. Seamans and I will require assistance from numerous Air Force agencies and representatives in accomplishing planning tasks. I have already been in frequent touch with Assistant Secretary McMillan and will be pleased to continue to keep him informed of our plans, our progress and ways in which he and his office can be of assistance.

It is not desired, however, that either reference (a) or this memorandum be interpreted to mean that Air Force Headquarters personnel are automatically to be involved in the accomplishment of those tasks assigned to General Davis and Dr. Debus by the Associate Administrator of NASA and the undersigned, nor is this correspondence intended to alter in any way the direct channel of communication and response which presently exists between Dr. Debus, General Davis, Dr. Seamans and the undersigned with respect to tasks assigned in accordance with reference (b).

John H. Rubel
Assistant Secretary of Defense
(Deputy Director)

cc: Mr. McNamara
Mr. Gilpatric

July 6, 1961

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Air Force Support of the National Space Program

I am advised that pursuant to Mr. Gilpatric's 16 June memorandum on National Space Program Facilities Planning, Mr. Rubel and Dr. Seamans have instructed the Commander, Atlantic Missile Range, to join with Dr. Debus of NASA in devising a plan to include proposed management procedures for range support of the NASA lunar landing program.

The size, complexity, and compressed schedule of this undertaking, together with its inevitable interrelation with the military space and missile activities of the same period, make it essential that Air Force headquarters be intimately involved in the basic planning. Mr. Luckert and I both feel that in order to insure most effective Air Force support of this important undertaking that this office should participate in these activities. Accordingly, Assistant Secretary McMillan is being designated to work with Mr. Rubel and Dr. Seamans on this program.

Signed

JOSEPH V. CHARYK
Under Secretary of the Air Force

JVC

ref memo from Deputy Sec Defense, Roswell Gilpatric 16 June 61

cc: Dep Secretary of Defense

cc: Ofc of sig
SAF
✓SAFS Files
SAFRD

29-61

~~FOR OFFICIAL USE ONLY~~

THE SECRETARY OF DEFENSE
WASHINGTON

JUN 16 1961

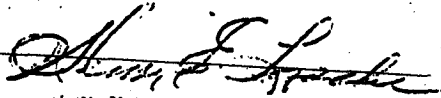
MEMORANDUM FOR The Secretary of the Army
The Secretary of the Navy
The Secretary of the Air Force ✓

SUBJECT: National Space Program Facilities Planning

The Department of Defense and NASA are currently engaged in numerous joint planning efforts aimed at establishing the basis for an expanded long range national space program. While finalized plans are contingent upon congressional action and upon the formulation of key technical decisions, it is important that joint planning for all elements of the program, including the extension of ground facilities, be undertaken concurrently.

In coming weeks, NASA and the DoD will outline, as thoroughly as possible, plans for the acquisition of launch facilities, transportation, land, communications and other elements which will be required to support NASA's expanded space effort. Mr. John H. Rubel is working closely with NASA in our joint effort to make certain that forward planning provides for the proper combination and application of NASA and DoD resources in furtherance of this national effort. It will be most helpful if you will insure that the commanders of the national ranges and other officers in charge of major space resources will lend their full support to these planning efforts and will work with Mr. Rubel and NASA management to this end. It is further desired that Major General Leighton I. Davis enlist assistance from the commanders of the Pacific Missile Range and the White Sands Missile Range as needed in implementing the planning effort.

Signature Authenticated By:



HENRY E. LOPDAHL
Chief, Correspondence
Control Section

Signed
ROSSELL L. GILPATRICK
Deputy Secretary of Defense

~~FOR OFFICIAL USE ONLY~~

(1)

29-61

DEPARTMENT OF THE AIR FORCE
OFFICE OF THE SECRETARY

MEMORANDUM

Chuck - 9 Aug. '61

I understand Col.

Glasser has the originals
of these drafts.

I think they were
drafted up in late May or
early June by Col Appold. I
don't know whether Dr. Changk
and Gen. Schriever have talked
about them - but they should have
a common view on this. Dick

~~SECRET~~
D R A F T

MEMORANDUM FOR THE CHIEF OF STAFF, AIR FORCE

SUBJECT: Management of the Military Space Program

1. The Directive of the Secretary of Defense dated 7 March 1961 places a heavy responsibility on the Air Force to manage the major portion of the Defense Department space program. Furthermore, the attainment of the goals which we have outlined in our own five-year space program will place additional burdens which can be overcome only by the most prudent control of our resources and rigid exercising of our executive responsibilities throughout the life cycle of every space project.
2. Consistent with the high priority, exceptional security, the non-operational aspects of present and future space projects and with proper recognition of the high political interest in the overall Defense Department space program, the establishment of a Special Space Projects Staff office to serve both the Under Secretary and the Chief of Staff appears desirable. It will be the purpose of this office to streamline and consolidate the various functions of the Air Staff and the Office of the Secretary of the Air Force into a single action agency through which will pass all day-to-day management and administrative functions of which the Chief of Staff and the Secretary have an interest and responsibility. The functions of this office will be to: (1) serve as a single point of contact in this

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D R A F T

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D R A F T

Headquarters on all space matters; (2) prepare appropriate directives on space projects; (3) monitor progress; (4) prepare status reports; (5) control security and public releases and; (6) act as Secretariat for the Air Force Ballistic Missile and Space Committee.

3. Accordingly, with your concurrence, I propose to establish this office immediately and will assign Brigadier General Richard D. Curtin as Director. If you concur in this arrangement, I urge that you so inform the Air Staff in order that each Deputy Chief of Staff can establish a single point of contact to work with this office on all space matters of mutual interest. I would further suggest that you advise the Commander of the Air Force Systems Command that he is authorized direct contact with the Space Projects Staff office and to set up policies, procedures, and other arrangements to insure effective and prompt support of the Air Force directed space projects.

JOSEPH V. CHARYK
Under Secretary of the Air Force

~~SECRET~~

D R A F T

D R A F T

~~SECRET~~

AFCCS

SUBJECT: Management of the Space Program

**TO: Lt General Bernard A. Schriever
Commander
Air Force Systems Command
Andrews Air Force Base
Washington 25, D. C.**

Dear Bennie

As you know, the attainment of our short and long range goals in space depends very heavily on our ability to streamline our management channels and reduce the review and peripheral control of approved space projects to the essential minimum. I have discussed this matter at length with Dr. Charyk and we both conclude that the Air Force stands to benefit if we reshape our Headquarters organizations and functions in a manner similar to the arrangements originally used on the ballistic missile program. I have agreed, therefore, to the establishment of an office attached directly to the Under Secretary, to serve as the single point of contact on all space matters for both management and staff matters. This office, the Space Projects Staff office, will serve in the dual role as an action agency for the Under Secretary, and will keep me, as well as key members of the Air Staff, fully informed on space activities. It will also act as secretariat for the Ballistic Missile and Space Committee. Brigadier General Curtin will function as Director of this office.

~~SECRET~~

D R A F T

D R A F T

~~SECRET~~

In order to provide for and maintain the closest possible relationship between this Headquarters on all space matters and to accrue the maximum benefit which this special organization will provide, you are authorized to establish direct communications with the Space Projects Staff office. I also desire that you establish a special staff reporting directly to you on all space matters to insure that all AFSC actions and functions and resources for support of space projects are in consonance with policies and management decisions emanating from this Headquarters and that these important matters receive prompt top level attention.

I will appreciate you keeping me informed of your progress in finalizing these arrangements, and request that you regularly apprise me of the significant matters which you will be reviewing and discussing with the Under Secretary.

Sincerely

THOMAS D. WHITE
General, USAF
Chief of Staff

~~SECRET~~

D R A F T

~~SECRET~~

Honorable Joseph V. Charyk
Under Secretary of the Air Force
Washington 25, D. C.

Dear Dr. Charyk:

Management of our USAF space programs has been fraught with many extremely difficult problems for a variety of reasons. You are thoroughly familiar with these reasons, and your actions during the past months have been instrumental in firmly establishing the USAF role in space as well as alleviating to a great extent the management problems at this level.

A number of problems still exist which can only be resolved by actions at higher levels. Nevertheless, one item of considerable concern to me can be resolved at your level. This pertains to SAMOS and its relation to other space programs. I fully understand the reasons for the current arrangement and fully support it. However, from an AFSC management and resource standpoint, it is impossible to isolate SAMOS from the other space programs. Only by being fully informed on SAMOS planning and status can I assure its complete and timely Command support and properly accommodate its impact on related programs.

In the past, I have on numerous occasions been embarrassed by situations created primarily through lack of communication. To correct this situation, I have established a Directorate of Space Programs which organizationally is assigned to Colonel Glasser. Colonel Rodney Nadenberg is its chief. In order that the maximum benefits be derived from this arrangement, it is suggested that you approve and sign a directive which establishes policies and procedures. A suggested version of this directive is attached.

Sincerely,

Atch
Proposed directive

~~SECRET~~

SAF PROGRAM MANAGEMENT INSTRUCTION # _____

SYSTEMS

MANAGEMENT PROCEDURES FOR SAMOS (AFSC)

1. General

The Secretary of the Air Force Orders 115-1 and 116-1, dated 31 August 1960, prescribe over-all policies, responsibilities, and relationships for system management of SAMOS within the Air Force. These orders were issued in recognition of the need for streamlined administration and special management emphasis on a high priority program of National importance. These orders established the Office of Missile and Satellite Systems in the Office of the Secretary of the Air Force to assist him in discharging his responsibility for the direct supervision and control of the SAMOS Project. The Director of this office is responsible for maintaining liaison with the Office of the Secretary of Defense and other interested government agencies on matters relative to his assigned responsibilities. The orders also established a Directorate of the SAMOS Project at El Segundo, California as a field extension of the Office of the Secretary of the Air Force responsible to and reporting directly to the Secretary for Management of the SAMOS Project.

By Headquarters USAF letter of 14 October 1960, subject, "Missiles and Satellite Systems," all major commands were notified of implementation of the

SAF orders referenced above. This letter stated that "However, in order to maintain general project knowledge within those command or staff offices where such knowledge is necessary for program support or coordination of related matters, need-to-know briefings will be given on a periodic basis. ---Requests for briefings will be directed to the Secretary of the Air Force and will be approved on a strict need-to-know basis." The Commander AFSC, for reasons indicated in paragraph 2 below, has a requirement for more timely and more detailed information pertaining to the SAMOS program. The purpose of this PMI is to establish better communication channels between the Office of the Secretary of the Air Force, the Director of the SAMOS Project, and the Commander of AFSC.

2. Management Concept.

The Commander AFSC, among other things, is charged with the responsibility of managing all aspects of Air Force weapon system programs through system acquisition. In order to accomplish this assigned responsibility, the Commander AFSC must have detailed knowledge of every program which affects AFSC resources. Detailed and timely knowledge of the SAMOS program will enable AFSC to better provide support to that program and, in turn, satisfy the requirements of other AFSC assigned responsibilities.

3. Instructions.

The Commander AFSC and designated personnel within his Directorate of Space Programs (SOGN), subject to individual approval by the Office of the

Secretary of the Air Force, will be cleared for the SAMOS program.

These personnel will be authorized to discuss the SAMOS program with appropriate personnel from SAFMS and SAFSP. They will be kept informed on program planning and status. The Commander AFSC will inform the Office of the Secretary of the Air Force on all matters under his jurisdiction which may have a bearing on the SAMOS program or in turn where the SAMOS program affects other AFSC responsibilities.

The Commander AFSC is, further, authorized to establish a liaison officer at SAFMS and SAFSP to keep him informed, on a timely basis, of the current status of the SAMOS program.

4. Procedures.

The Commander AFSC is authorized to establish a SAMOS office reporting directly to the Commander which will have the following functions:

a. Participation in the formulation of the SAMOS Development Plan to insure adequate resource planning and preparation of recommendations for the Commander AFSC to the Under Secretary on the feasibility of the plan from a support point of view.

b. Coordinate all space matters assigned to AFSC to insure that actions and resources on all space programs are in consonance with policies and management decisions made with respect to the SAMOS Project and the National Space Program.

c. Expedite support requirements received from the Directorate of the SAMOS Project and prepare instructions for the Commander AFSC to the

appropriate elements of AFSC for the implementation of the approved SAMOS Development Plan where support is required.

4. Keep the Commander AFSC informed as to the status of the SAMOS Project so that he can initiate timely action in support of SAMOS to insure its successful accomplishment.

5. **Communications and Reporting.**

The Commander AFSC, in the execution of the provisions of this Program Management Instruction, will be placed into the SAMOS communications channel with the Office of Missile and Satellite Systems and the Director of the SAMOS Project. Secure communications facilities for this purpose have been initiated.

available. An example of the application of SAMOS technological knowledge to future systems is SR-178, the manned reconnaissance satellite proposal.

4. AFSC must have an active participation in such things as the formulation of program direction, planning, manpower, and facilities requirements, not from a directing concept but for informational purposes to better manage our resources. Such management tools as the development plan and changes thereto must be placed at our disposal. We must be permitted to attend scheduled meetings and briefings if it is determined that actions resulting from such meetings have an impact on the accomplishment of our assigned mission. AFSC must be included as an information addressee on all correspondence, such as messages, letters and documents originating from SAFMS and SAFSP. We must, further, be permitted to discuss details of the SAMOS program directly with personnel of SAFMS, SAFSP and the involved contractor, if required.

5. Also, it is suggested that an AFSC Liaison Office be established at both SAFMS and SAFSP to keep this headquarters informed on a daily basis, if required, of changes, status and other details of the program. These liaison offices could be manned by one officer each but must have complete access to information.

6. AFSC Field Commanders should be advised to inform this headquarters immediately of all requests placed upon them by SAF for the use of their facilities and other AFSC resources associated with the SAMOS program.

7. In order to implement the above required actions, it is suggested that subsequent to your discussion with General Curtin, this office prepare a suggested directive in draft form, from the Office of the Secretary of the Air Force to AFSC implementing these actions. A letter of transmittal to the Under Secretary, with a copy for the Chief of Staff, would accompany the proposed directive outlining in detail the requirement and requesting an audience for discussion of the problem and proposed directive. A talking draft of a SAF PMI is attached.

~~Charles H. Sinex~~
CHARLES H. SINEX
Directorate, Space Programs

1 Atch
1-SAF PMI

SYSTEMS

MANAGEMENT PROCEDURES FOR SAMOS (AFSC)

1. General.

The Secretary of the Air Force Orders 115-1 and 116-1, dated 31 August 1960 prescribe over-all policies, responsibilities, and relationships for system management of SAMOS within the Air Force. These orders were issued in recognition of the need for streamlined administration and special management emphasis on a high priority program of National importance, ~~and to protect against undue and extraneous publicity.~~ These orders established the Office of Missile and Satellite Systems in the Office of the Secretary of the Air Force to assist him in discharging his responsibility for the direct supervision and control of the SAMOS Project. The Director of this office is responsible for maintaining liaison with the Office of the Secretary of Defense and other interested government agencies on matters relative to his assigned responsibilities. The orders also established a Directorate of the SAMOS Project at El Segundo, California as a field extension of the Office of the Secretary of the Air Force responsible to and reporting directly to the Secretary for Management of the SAMOS Project.

By Headquarters USAF letter of 14 October 1960, subject, "Missiles and Satellite Systems" all major commands were notified of implementation of the SAF orders above referenced. This letter stated that "However, in order to maintain general project knowledge within those command or staff offices where such knowledge is necessary for program support or coordination of related matters, need-to-know briefings will be given on a periodic basis. ---Requests for briefings will be directed to the

Secretary of the Air Force and will be approved on a strict need-to-know basis." ^{for reasons} ~~Since the issuance of the above referenced SAF orders~~ *The Commander AFSC, as indicated in #*

2 below, has a requirement for more timely and

~~requirement has existed for the Commander AFSC and a certain few personnel within his Directorate of Space Programs (SCGN) to have more detailed information pertaining to the SAMOS program. The purpose of this PMI is to establish better communication channels between the Office of the Secretary of the Air Force, the Director of the SAMOS Project and the Commander of Headquarters AFSC.~~

2. Management Concept.

of Air Force Weapon System Programs
The Commander AFSC is charged with the responsibility of ~~over-all~~ *managing all aspects* ~~management of R&D resources for the accomplishment, on a timely basis,~~ *of these system acquisition.*

~~of many R&D projects. These projects are all encompassing, running the gamut from applied research, air-breathing aeronautical systems through ballistic missiles and space systems. In order to accomplish his assigned responsibilities, the Commander AFSC must have detailed knowledge of every program which will affect his resources. These details must be known prior to the existence of problems and not on a strict need-to-know basis after the problem has become apparent. Detailed knowledge of the SAMOS program will enable AFSC to better provide support to that project and, in turn, satisfy the requirements of other AFSC assigned responsibilities.~~

3. Instructions.

The Commander AFSC and ~~a certain few~~ *designated* personnel within his Directorate of Space Programs (SCGN), subject to individual approval by the Office of the Secretary of the Air Force, ~~are to be briefed on the details of the SAMOS programs. These personnel will be cleared to discuss freely all aspects of that program with personnel from SAFMS and SAFSP, and are to be kept advised of changes to the program in the initial planning stages and as they develop. Authorization is granted for these personnel to discuss the SAMOS project with involved contractors provided (individual) prior~~ *will be cleared for this* *authorized* *the Samos appropriate* *They will be kept informed on program planning and status.*

~~approval has been granted by the Office of the Secretary of the Air Force.~~

~~The Office of the Secretary of the Air Force will establish the proper clearances for the AFSC designated personnel and will accordingly notify~~

~~SAFMS and SAFSP. Headquarters AFSC will inform the Office of the~~

Secretary of the Air Force ^{The Commander} ~~of all contacts, contacts, affiliates, potential~~

~~problems and other items which may or are impairing either the SAMOS~~

~~program or the Commander AFSC's assigned responsibilities.~~

^{in turn when the Samos program affects other AFSC responsibilities}
The Commander AFSC is, further, authorized to establish a liaison

officer at SAFMS and SAFSP to keep him informed, on a timely basis, of

the current status of the SAMOS program.

4. Procedures

The Commander AFSC is authorized to establish a SAMOS office reporting directly to the Commander which will have the following functions:

a. ~~Review and~~ ^{to review} participation in the formulation of the SAMOS Development Plan for adequate resource planning and preparation of recommendations for the Commander AFSC to the Under Secretary on the feasibility of the plan from a support point of view.

b. Coordinate all space matters assigned to AFSC to insure that actions and resources on all space ^{programs} ~~projects~~ are in consonance with policies and management decisions made with respect to the SAMOS Project and the National Space Program.

c. Expedite support requirements received from the Directorate of the SAMOS Project and prepare instructions for the Commander AFSC to the appropriate elements of AFSC for the implementation of the approved SAMOS Development Plan where support is required.

d. Keep the Commander AFSC informed as to the status of the SAMOS Project so that he can ~~divert talent and back up effort~~ *initiate timely actions in support of SAMOS* to insure successful accomplishment ~~of the SAMOS Project objectives if the need~~ *arises.*

5. Communications and Reporting.

The Commander, AFSC, in the execution of the provisions of this Program Management Instruction, ~~is authorized direct communications with the~~ *will be placed into the SAMOS channel* Office of Missile and Satellite Systems and the Director of the SAMOS Project, ~~to include copies of messages transmitted, reports submitted and~~ *Secure Comm. facilities for this purpose have been installed.* representation by use of designated Liaison Officers at coordination and management meetings.

~~SECRET~~

SUBJECT: AFSC Participation in the SAMOS Program

TO: SCG (General Schriever)

1. To assist you in your forthcoming discussion with General Curtin on the above subject, the following information is offered.
2. In August 1960, the Secretary of the Air Force directed that special management procedures be established for streamlining the SAMOS program since it was a high priority program of National importance and to protect against undue and extraneous publicity. As you know this management procedure has created certain hardships upon the management of your R&D resources. Since that time information to this Command on SAMOS has been in the form of very minor bits and pieces. A program of the magnitude of this project has definite impacts and serious effects upon this Command's over-all R&D effort, particularly in the area of resources such as range support, launch scheduling, and over-all space and ballistic missile activities. In order to eliminate serious AFSC resource management, priority, and planning problems we must immediately establish a SAMOS need-to-know for a limited number of AFSC people.
3. When this need-to-know has been established a detailed briefing, preferably on the West Coast, must be arranged. The briefing should be given by the Director of the SAMOS project office to yourself and other appropriate AFSC personnel. It should give some background information to fill the void from September 1960 through the date of the briefing. In addition, present status and future planning must be presented. In the establishment of a need-to-know it must be emphasized that this Command has at its disposal vast R&D resources that can and should be utilized to better support the SAMOS program and that this Command is charged with the accomplishment of many R&D projects. These projects are all encompassing, ranging the gamut from applied research and air breathing aeronautical systems, through ballistic missile and space systems. Detailed knowledge of all R&D programs is required if you are to properly manage your existing and planned resources. Further, these resources can be put at the disposal of the SAMOS project director. Scheduling of such resources as laboratory work and wind tunnel testing can be more advantageously arranged. Additionally, technological advances made within the SAMOS program have, in some cases, direct application to proposed future space systems. Application to future systems is a savings in both money and time. Recent events have pointed up the urgency to reduce time schedules by every means

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~~SECRET~~

available. An example of the application of SAMOS technological knowledge to future systems is SR-178, the manned reconnaissance satellite proposal.

4. AFSC must have an active participation in such things as the formulation of program direction, planning, manpower, and facilities requirements, not from a directing concept but for informational purposes to better manage our resources. Such management tools as the development plan and changes thereto must be placed at our disposal. We must be permitted to attend scheduled meetings and briefings if it is determined that actions resulting from such meetings have an impact on the accomplishment of our assigned mission. AFSC must be included as an information addressee on all correspondence, such as messages, letters and documents originating from SAFMS and SAFSP. We must, further, be permitted to discuss details of the SAMOS program directly with personnel of SAFMS, SAFSP and the involved contractor, if required.

5. Also, it is suggested that an AFSC Liaison Office be established at both SAFMS and SAFSP to keep this headquarters informed on a daily basis, if required, of changes, status and other details of the program. These liaison offices could be manned by one officer each but must have complete access to information.

6. AFSC Field Commanders should be advised to inform this headquarters immediately of all requests placed upon them by SAF for the use of their facilities and other AFSC resources associated with the SAMOS program.

7. In order to implement the above required actions, it is suggested that subsequent to your discussion with General Curtin, this office prepare a suggested directive in draft form, from the Office of the Secretary of the Air Force to AFSC implementing these actions. A letter of transmittal to the Under Secretary, with a copy for the Chief of Staff, would accompany the proposed directive outlining in detail the requirement and requesting an audience for discussion of the problem and proposed directive. A talking draft of a SAF PMI is attached.

CHARLES H. SINEX
Directorate, Space Programs

SAF PROGRAM MANAGEMENT INSTRUCTION # _____

SYSTEMS

MANAGEMENT PROCEDURES FOR SAMOS (AFSC)

1. General.

The Secretary of the Air Force Orders 115-1 and 116-1, dated 31 August 1960 prescribe over-all policies, responsibilities, and relationships for system management of SAMOS within the Air Force. These orders were issued in recognition of the need for streamlined administration and special management emphasis on a high priority program of National importance and to protect against undue and extraneous publicity. These orders established the Office of Missile and Satellite Systems in the Office of the Secretary of the Air Force to assist him in discharging his responsibility for the direct supervision and control of the SAMOS Project. The Director of this office is responsible for maintaining liaison with the Office of the Secretary of Defense and other interested government agencies on matters relative to his assigned responsibilities. The orders also established a Directorate of the SAMOS Project at El Segundo, California as a field extension of the Office of the Secretary of the Air Force responsible to and reporting directly to the Secretary for Management of the SAMOS Project.

By Headquarters USAF letter of 14 October 1960, subject, "Missiles and Satellite Systems" all major commands were notified of implementation of the SAF orders above referenced. This letter stated that "However, in order to maintain general project knowledge within those command or staff offices where such knowledge is necessary for program support or coordination of related matters, need-to-know briefings will be given on a periodic basis. ---Requests for briefings will be directed to the Secretary of the Air Force and will be approved on a strict need-to-know basis." Since the issuance of the above referenced SAF orders a

requirement has existed for the Commander AFSC and a certain few personnel within his Directorate of Space Programs (SCGN) to have more detailed information pertaining to the SAMOS program. The purpose of this FMI is to establish better communication channels between the Office of the Secretary of the Air Force, the Director of the SAMOS Project and the Commander of Headquarters AFSC.

2. Management Concept.

The Commander AFSC is charged with the responsibility of over-all management of R&D resources for the accomplishment, on a timely basis, of many R&D projects. These projects are all encompassing, running the gamut from applied research, air breathing aeronautical systems through ballistic missiles and space systems. In order to accomplish his assigned responsibilities the Commander AFSC must have detailed knowledge of every program which will affect his resources. These details must be known prior to the existence of problems and not on a strict need-to-know basis after the problem has become apparent. Detailed knowledge of the SAMOS program will enable AFSC to better provide support to that project and, in turn, satisfy the requirements of other AFSC assigned responsibilities.

3. Instructions.

The Commander AFSC and a certain few personnel within his Directorate of Space Programs (SCGN), subject to individual approval by the Office of the Secretary of the Air Force, are to be briefed on the details of the SAMOS programs. These personnel will be cleared to discuss freely all aspects of that program with personnel from SAFMS and SAFSP and are to be kept advised of changes to the program when in the initial planning stages and as they develop. Authorization is granted for these personnel to discuss the SAMOS project with involved contractors provided (individual) prior

approval has been granted by the Office of the Secretary of the Air Force. The Office of the Secretary of the Air Force will establish the proper clearances for the AFSC designated personnel and will accordingly notify SAFMS and SAFSP. Headquarters AFSC will inform the Office of the Secretary of the Air Force of all contacts, actions, conflicts, potential problems and other items which may or are impairing either the SAMOS program or the Commander AFSC's assigned responsibilities.

The Commander AFSC is, further, authorized to establish a liaison officer at SAFMS and SAFSP to keep him informed, on a timely basis, of the current status of the SAMOS program.

4. Procedures

The Commander AFSC is authorized to establish a SAMOS office reporting directly to the Commander which will have the following functions:

a. Review and participation in the formulation of the SAMOS Development Plan for adequate resource planning and preparation of recommendations for the Commander AFSC to the Under Secretary on the feasibility of the plan from a support point of view.

b. Coordinate all space matters assigned to AFSC to insure that actions and resources on all space projects are in consonance with policies and management decisions made with respect to the SAMOS Project and the National Space Program.

c. Expedite support requirements received from the Directorate of the SAMOS Project and prepare instructions for the Commander AFSC to the appropriate elements of AFSC for the implementation of the approved SAMOS Development Plan where support is required.

d. Keep the Commander AFSC informed as to the status of the SAMOS Project so that he can divert talent and back up effort to insure successful accomplishment of the SAMOS Project objectives if the need arises.

5. Communications and Reporting.

The Commander, AFSC in the execution of the provisions of this Program Management Instruction is authorized direct communications with the Office of Missile and Satellite Systems and the Director of the SAMOS Project to include copies of messages transmitted, reports submitted and representation by use of designated Liaison Officers at coordination and management meetings.

USAF

The Management of our Space programs have been ~~most~~ ^{extremely} difficult for a variety of reasons. You are thoroughly familiar with these reasons and your actions have over the past months have resulted in ~~successfully~~ ^{firmly} establishing the USAF role in Space and helped ~~us~~ have also greatly alleviated ~~the~~ ^{management} problems at this level.

A number of prob: continue which can only be resolved by actions at higher levels. However one of considerable concern to me can be resolved at your level. This pertains to SAMOS and its relation to other Space Programs. I fully understand the reasons for the current arrangement and fully support it - However ~~from~~ ^{from} ~~an~~ ^{an} ~~management~~ ^{management} and resource standpoint it is impossible to ~~separate~~ ^{separate} ~~us~~ SAMOS from the other

Space programs. Only by being fully informed on SOMOS planning and status can I insure it fully ~~and~~ ^{thoroughly} support and properly accommodate its impact on related programs.

In the past I have on numerous occasions been embarrassed by situations created primarily thru lack of ~~control~~ ^{coordination}. To correct this situation I have established

The Directorate is assigned to Col
Blaser - Col ~~Blaser~~ is its chief.

To be effective it is suggested that you approve and sign a directive which will establish the policy & procedures contained in the attached draft -

To Dr. Cheryl.

~~As you know,~~ The management of an USAF Spour program has been fraught with many extremely difficult problems for a variety of reasons. Your ~~experience~~, ~~throughly~~ familiarity with these issues and your actions during the first months has been instrumental in firmly establishing the USAF role in Spour as well as alleviating to a great extent the management problems at this level.

~~However,~~

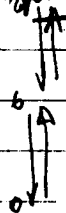
A number of problems still exist which can only be resolved by action at higher levels.

27
Mrs. Ferguson J

Col Maxwell

Col Glasser

Beim Copy
for Col Maxwell



Notes

1. This also applies to the relationship of Samos to other AFSC space and missile programs.

• Using this premise as a point of departure I want to take the following actions without delay.

a) Prepare in writing an SOP for handling all Samos matters to include org., personnel, (to include those to be cleared), comm. channels, resp. & authority. Also the relationship of this arrangement to other space programs to insure that management resp. & authority between the two does not become confused.

Turn Curtin's office down AFSC

The SOP re other space systems should be directive in nature (consistent with AFSC and base instructions). While the SOP re Samos should be specific but in the form of a suggestion.

2. This policy in Mrs. South's letter plus note 1 is all the ammunition over

I also want a cover letter for the SOP to Dr. Chung - a copy to G/S. It should request an immediate audience for discussion.

we need to insist on proper channels
re our red line procedures and to
institute controls for WPs (weekly)
(direct requests for info)

3. The attached documents should
be filed in Col Glavin's shop.