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DEPARTMENT OF THE AIR FORCE  
WASHINGTON



OFFICE OF THE SECRETARY

5 JUL 1965

MEMORANDUM FOR: DR. McMILLAN  
GENERAL SCHRIEVER

SUBJECT: MOL Management

Attached is a study which presents my recommendation for a MOL management structure to be implemented immediately and remain in effect through the Program Definition Phase. As a part of Program Definition, the above management arrangements would either be reaffirmed or readjusted for Phase II activities.

In summary, the attached paper provides for a strong, autonomous integrated program implementation office located at SSD/Aerospace, headed by a general officer. It provides strong centralized integrated total program direction from a Washington area office, reporting directly to SAF/SAFUS/DNRO. This office would be headed by General B. A. Schriever as Director, MOL, as an additional duty. He would be supported by: (1) a full-time Vice Director and staff located in the Washington area; (2) the MOL Advisory Committee formed by the NAS.

Program review, approval and policy would be provided by SAF/SAFUS/DNRO, supported by the MOL Policy Committee as currently constituted.

Details are attached. If you concur, implementing documents will be prepared.

*Harry L. Evans*

HARRY L. EVANS  
Brigadier General, USAF  
Special Assistant for MOL

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PROBLEM:

1. To recommend a MOL program management structure suitable for Program Definition and Acquisition Phases.

FACTORS BEARING ON THE PROBLEM:

2. Present MOL management arrangements\* were to be an interim organizational structure for the study phase conducted between January and June 1965.
3. The initial objective of the MOL program is an early demonstration of an operationally useful manned high resolution optical reconnaissance system capable of achieving [REDACTED] ground resolution.
4. Growth to permit incorporation of advanced optical sensors, other military mission payloads, longer on-orbit life, and DOD/NASA scientific and technological experiments must be considered.
5. Provision for application of manned system optical and orbital vehicle components to unmanned high resolution reconnaissance systems must be considered.
6. Security equivalent to that currently provided to NRP programs must be applied to the reconnaissance sensors incorporated in the MOL.
7. The USAF has recommended entry into the Program Definition Phase and must be prepared to implement its recommendations.
8. There are limited qualified manpower resources within the USAF/Aerospace team that can be applied to the MOL program. There may be critical shortages of qualified manpower both within government and industry on the optical sensor portion of the program.
9. The prime resource of qualified manpower and of facilities are located at SSD/SAFSP/Aerospace and dictates that program implementation be carried out from that location.

\*Memo for Deputy Secretary of Defense from SAFUS, dated 14 January 1965, subj: MOL Management

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DISCUSSION:

10. In addition to the facts summarized above, there are certain assumptions which may be challenged in detail but are considered valid in principle. These are discussed below.

11. The MOL program is very important to the USAF. It will provide a major new capability in intelligence collection. It can also provide the fundamental experience and knowledge to evolve other manned and unmanned military space capabilities.

12. The MOL program is technically complex. Its technical complexity stems from the equipment precision required to accomplish very high resolution photography and the scope of technology needed to train, place and sustain man in orbit for 30 days or more to maintain and operate the precision equipment required. This scope of technology necessitates technical interfaces with the NRO, NASA, various segments of AFSC, such as the NRD and the R&T Div., and a broad industrial team.

13. The MOL program is competitive. MOL is not, as of now, crucial to our national security as was POLARIS and the Air Force ballistic missile program. It competes for dollars with other national defense programs. It competes with NASA for dollars and may compete for missions. It competes with unmanned systems in the reconnaissance field and may become competitive in other mission areas. Because it is glamorous and costly, various segments of the Air Force, as well as other Government agencies, are competing for control of the program, either now or as user/operators of the resulting system. These competitive factors all focus in the Washington area and they sum to a need for stable management and direction anchored at as high a level in the USAF and Government as is compatible with the technical complexity of the program. They also sum to the need for continuing analysis of competitive factors, continuing information flow to responsible people, and continuing sales effort. A most vital part of the sales effort is tight management and fiscal control. Slipping schedules and overruns provide opportunity for re-examination and re-evaluation of the program need and provide ammunition to competitors.

14. At the same time, a careful balance must be kept so that the funds expended for MOL serve future USAF needs in space as well as growth needs within the reconnaissance field itself. Such a balance dictates top-level program

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direction be given by individuals broadly versed in the many military needs to be served.

15. The MOL program has many potential users. Even in the narrowest sense, i.e., that of high resolution optics, we have postulated servicing

- a. technical intelligence needs,
- b. crisis management applications,
- c. arms control monitors,

as well as providing more credible information to the intelligence community as a whole on selected intelligence targets. In passing we speak to providing astronomical observations to the scientific community

Should our investigations prove the feasibility of SIGINT collection and the worth of manned ocean surveillance a new set of users come into consideration. Not only do these user needs affect the definition and acquisition phase, but they begin to dictate the character of a command and control structure which must sift and accommodate the various tasks and their priority and then transmit the resulting decisions into the MOL system for implementation. Such operational organizational arrangements do not need to be decided now, but planning for their solution needs to be provided and the MOL program direction should include, not preclude, such considerations. All of the prime user agencies are either headquartered or represented in the Washington area.

16. The MOL program is and will remain in the public view. It cannot be conducted on a totally covert basis. Although military missions served by the MOL may be kept secure, man in space, his well being and his safety will be subjected to public scrutiny.

17. The foregoing facts and assumptions point to the need for:

- a. Flexible streamlined integrated management for both "black" and "white" portions of the program.
- b. Centralized Washington program direction.
- c. Firm management control and review of the program at Secretary of the Air Force level.

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- d. Maximum security compatible with our overt program.
- e. Highly qualified, experienced program management personnel.
- f. Careful delineation of the functions and responsibilities of the program direction structure versus the program support structure.
- g. Three discrete management levels with the USAF. They are program policy, guidance, and approval; program direction; and program implementation. Each of the management levels will be discussed below.

SAF/SAFUS/DNRO - Program Policy and Guidance

18. Executive management of the MOL program is assigned to SAF/SAFUS/DNRO. MOL activities will be conducted using both "white" and "black" channels and procurements. The "black" activities, covering reconnaissance payload aspects will be handled under a special code word classification, DORIAN, and these activities will be covered by a detailed security plan established by DNRO. SAF/SAFUS/DNRO will be responsible for all Air Force decisions and directions pertaining to the MOL program and will be the normal reviewing and committing authority for the Department of the Air Force on this program. He will be assisted by the MOL Policy Committee who will provide such advice and assistance as is required. The SAF/SAFUS/DNRO will delegate management responsibility and authority to the Director, MOL, to be discharged in accordance with provision of this management plan and other instructions as he may issue subsequently.

MOL Policy Committee

19. The MOL Policy Committee will be constituted as follows:

<u>Principal</u>	<u>Alternate</u>
SAF	SAFUS
SAFUS	SAFRD
SAFRD	-
SAFFM	-
CSAF	Vice CoS
DCS/R&D	Deputy DCS/R&D
Comdr AFSC	Deputy Comdr, MSF

It will function as an Air Force "Board of Directors" for the management of the program and will conduct, in depth,

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periodic program reviews of the status and progress achieved in preparing the MOL 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 Director, MOL will provide the Secretariat function.

Director, MOL (SAF-SL) - Program Direction

20. This individual is the principal operating agent for the direction of the MOL program. He will report directly to SAF/SAFUS/DNRO. He is responsible to SAF/SAFUS/DNRO to establish, manage and conduct, in accordance with SAF/SAFUS/DNRO guidance, all assigned aspects of the MOL program. This includes advanced studies, research, development and operational employment; pursuit of means to improve the operation of manned satellite reconnaissance vehicles; utilization of AFSC personnel and resources, in addition to any resources assigned directly by SAF/SAFUS/DNRO through his primary duty assignment as Commander, AFSC. He and the principal part of his Washington office will be located in the Pentagon near the office of SAF/SAFUS/DNRO. As an additional duty, he and his staff will serve as SAF/SAFUS staff for the MOL program, and will handle exclusively all aspects of the Hq USAF and other Washington area AF staffing of this program, including liaison with other Government agencies and processing of special clearances for all Washington area personnel. His office will provide a focal point for timely program status information available in comprehensive form for OSAF and OSD review. He will be responsible for keeping senior members of the Air Staff informed concerning the MOL program. Major Air Staff offices (such as DCS/R&D, SAFOI, etc.) may provide a well qualified officer for full-time duty with Director, MOL. Such officers will assist in keeping their parent offices informed and will expedite the provision of functional support which the Director, MOL may determine necessary for the MOL program.

21. The Director, MOL will establish a strong, autonomous integrated program implementation office located at SSD, El Segundo, California, initially from resources of SSD and SAFSP. That office will be supported by the Aerospace Corporation who will perform the general systems engineering and technical direction role for the MOL program. The

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specific responsibilities and functions to be performed by the West Coast MOL office will be determined by the Director, MOL but are expected to include handling of "black" and "white" funds, "black" and "white" procurements in unique support of MOL and to control special security provisions of the entire program except for the Washington area.

Vice Director, MOL

22. A full-time general officer, Vice Director, MOL will be provided by Commander, AFSC. He will act for the Director, MOL in his absence and will be assigned an additional duty position as Deputy Commander (AFSC) for MOL and in that capacity is authorized to direct and supervise the use of AFSC resources, functional activities and capabilities in support of the MOL program.

MOL Advisory Committee

23. An MOL Advisory Committee will be established by the NAS to provide nationally eminent scientific advice and assistance to the MOL Program Director. Advice and assistance will be provided in areas such as:

- a. Identifying high risk areas for special attention and alternative solutions.
- b. Identifying solutions to urgent scientific problems.
- c. Identifying national scientific resources and capabilities which can support MOL or which MOL should support.
- d. Serving as a coordinating group to assist in drawing upon unique and peculiar national scientific capabilities in government, industry, educational institutions, and national societies.
- e. Assessing new technical and scientific developments for applicability to the MOL effort.
- f. Periodic review and evaluation of the overall scientific and technical adequacy of the MOL program.

Commander, AFSC

24. Responsibilities of the Commander, AFSC (directly and through Commander, SSD):

- a. Overall responsibility. Is directly responsible to SAF/SAFUS/DNRO for providing on a continuing basis the

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facilities, resources, and personnel necessary to support the conduct of all manned satellite reconnaissance efforts.

b. Specific responsibilities:

(1) Providing for SAF-SL direct control of the facilities, resources and personnel support required by SAF-SL in order to carry out responsibilities assigned by SAF/SAFUS/DNRO.

(2) Reporting to SAF/SAFUS/DNRO any inability to provide the support required by SAF-SL or any conflict between SAF-SL-required support and any high priority non-SAF-SL work.

(3) Freezing the assignment and duties of all personnel on the Key Personnel list prepared by SAF-SL and approved by SAF/SAFUS/DNRO.

(4) Manning with qualified personnel on a continuous 100 per cent basis all positions on the Key Position List prepared by SAF-SL and approved by SAF/SAFUS/DNRO.

(5) Determination of the military, government civilian, and contractor manning required by the SCF (defined as the Satellite Control Facility at Sunnyvale, the tracking stations at Vandenberg AFB, Kaena Point, Kodiak, Thule and New Boston, and the Recovery Control Group at Hickam AFB). Maintaining the approved manning with qualified personnel on a continuing 100 per cent basis. Personally selecting, on a best qualified basis, with specific approval of SAF/SAFUS/DNRO in each case, all officers assigned to these facilities in the grade of Colonel.

(6) Providing appropriate support by the SCF to all approved non-reconnaissance projects on a non-interference basis with the manned satellite reconnaissance effort.

(7) Making appropriate arrangements for the coordination of SCF facilities plans with the NRD, and for inclusion within these plans of these non-reconnaissance facilities planned by the NRD, without assigning control or supervision of the SCF to the NRD.

(8) Compliance of all AFSC elements with security provisions, including curtailment of reports and non-mission related information, established by SAF-SL in accordance with guidance to him by SAF/SAFUS/DNRO.

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Deputy Director, MOL - Program Implementation

25. a. The Deputy Director, MOL will be of general officer rank and in addition to his position and duties as Deputy Director, MOL will be designated Deputy Commander (SSD) for MOL. In this latter as Deputy Commander (SSD) for MOL, he will have the authority, with the concurrence of the Commander SSD, to direct the resources in unique support of the MOL program.

b. The Deputy Director, MOL is the officer responsible for implementing all program activities as directed by the Program Director on system procurement, design, development, test, evaluation and acquisition. SSD offices will provide the required functional assistance to the Deputy Director, MOL to fulfill his overall responsibilities.

c. The Deputy Director, MOL will have full procurement authority necessary to conduct both "black" and "white" procurement of the MOL program from funds provided him from higher authority. These procurements will include contractual services for studies conducted by the MOL Washington office.

d. The Deputy Director, MOL will have full security responsibility for both BYEMAN and non-BYEMAN aspects of the program in accordance with current directives and practices pertaining to these security control systems.

e. The Deputy Director, MOL will have exclusive responsibility for the development and acquisition of the Gemini B recovery vehicle, the mission control of the laboratory vehicle, all MOL payloads and program-peculiar items both "black" and "white," all MOL flight planning and control for individual missions and all MOL technical/liaison at field level with other military services and NASA.

f. As Deputy Commander, SSD, for MOL he is responsible for providing the SSD resources, facilities, and personnel to support the conduct of the MOL program.

g. From funds provided by the Director, MOL, he will obtain the following hardware and services from the normal SSD offices established to handle these areas: all launch and booster vehicles, launch pads and facilities, range and tracking station equipments and services.

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h. All SSD offices will provide functional support as requested by the Deputy Commander (SSD) for MOL but, except for such requested support, will not be involved in the MOL program management.

i. All MOL "black" contracts will conform to current NRO (SAFSP) practices where common contractors are involved and SAFSP will coordinate on all such contracts prior to execution.

Implementing Documents

26. a. Letter to DOD on MOL Management: TAB A - DORIAN and "white" combined.

b. SAF Order on Director, MOL: TAB B - DORIAN; TAB C - "white."

c. Statement of Responsibilities and Functions for Director, MOL: TAB D - DORIAN; TAB E - "white."

d. Statement of MOL Responsibilities and Functions for Commander AFSC: TAB F - DORIAN and "white" combined.

e. MOL Program Organization and Manning Documents: TAB G - "white."

f. Delegation of Authority to Deputy Director, MOL, for Program Implementation: TAB H - DORIAN; TAB I - "white."

g. Delineation of Functions between SAF-SL and SAFSP during Transition Phase: TAB J - DORIAN.

h. Delineation of Functions between SAF-SL and SAFSS: TAB K - DORIAN.

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