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OSMOND J. RITLAND COLLECTION

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NOVEMBER 2022

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Management of
AFSC's Space Program
Responsibilities
10 November 1965

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE SYSTEMS COMMAND
ANDREWS AIR FORCE BASE, WASHINGTON, D.C. 20331



REPLY TO
ATTN OF: MSF

SUBJECT: Deputy Commander for Space General Officer Assignment

TO: SCP (Colonel Schriever)
SCGCH (Colonel Hale)

1. Orders are to be requested from Hq USAF to have the following assignment made effective 1 December 1965:

Brigadier General Harry L. Evans, FR4619, is appointed Deputy Commander for Space, Hq AFSC, vice Major General O. J. Ritland, FR1731. This appointment is in addition to his appointment as Vice Director, MOL.

2. The position of the Assistant Deputy Commander for Space is designated as a General Officer position.

3. Effective 1 December 1965, the position of Deputy Assistant Deputy Commander for Space, AFSC, is established in the Office of the Deputy Commander for Space, AFSC.

MANAGEMENT OF AFSC'S SPACE PROGRAM RESPONSIBILITIES

10 NOVEMBER 1965

PROBLEM

1. Three and one-half years ago the Commander, AFSC, established the Office, Deputy Commander for Space (MSF) to focalize the Air Force Space Program development under one head. Since then the establishment of the NRD, with delineation of its functions, and the recent separation of MOL Program activity from the MSF function, have resulted in a decentralization of AFSC space program responsibilities. The result has increased the difficulty of participation by AFSC in the management and support of space activities. To date the personal efforts, and stature, of the incumbent Deputy Commander for Space, AFSC, have been largely responsible for the successful maintenance of order, cohesion and coordination in these activities. His pending retirement (30 November 1965) lends immediacy to the determination of the means for continuing these essential functions. A decision on the future of his office, the Office of the Deputy Commander for Space, AFSC, its functions, and its personnel, should be made concurrently. Impinging thereon is the relationship between MSF and the MOL Program Office. ^{+NRD} To provide a basis for resolving these issues, this analysis is provided.

FACTORS BEARING ON THE PROBLEM

2. DOD Directive 5030.18, dated 24 February 1962, "DOD Support of NASA," assigned to the Air Force responsibility for research, development, test, and engineering of satellites, boosters, space probes and associated systems necessary to support specific NASA projects and programs arising under the basic agreements between NASA and the DOD. It further directs the Secretary of the Air Force to establish and maintain management arrangements with NASA necessary to carry out such support. (Tab A)

3. In discussions with Dr. Seamans, on 7 February 1962, the Commander, AFSC, stated his intention to establish an AFSC Deputy Commander for Manned Space Flight to be of General Officer rank with offices co-located with NASA personnel in the Office of Manned Space Flight. (Tab B)

4. In a letter to Mr. McNamara, dated 28 March 1962, the Secretary of the Air Force advised the Secretary of Defense that, based on discussions between Dr. Seamans and General Schriever, General Ritland was established as the Deputy to the Commander, AFSC, for Manned Space Flight. (Tab C)

5. By AFSC Special Order C-57, dated 1 May 1962, the Office of the Deputy to the Commander AFSC for Manned Space Flight, Headquarters AFSC, was established. (Tab D)

6. In a letter, dated 7 May 1964, "Deputy Commander, AFSC, for Global Range," the Commander AFSC announced the approval of the Secretary of Defense for the establishment of the National Range Division. (Tab E)

7. By Secretary of the Air Force Order 117.4, dated 18 January 1965, "Special Assistant for Manned Orbiting Laboratory (MOL) Program Management," the Secretary of the Air Force designated the Deputy for MOL to the Commander AFSC as Special Assistant for a Manned Orbiting Laboratory (MOL) Program, Office of the Secretary of the Air Force, in addition to his other duties. (Tab F)

8. By Secretary of the Air Force Order 117.4, dated 25 August 1965, "Director of the Manned Orbiting Laboratory (MOL) Program," the Secretary of the Air Force designated the Commander AFSC as Director of the Manned Orbiting Laboratory (MOL) Program, Office of the Secretary of the Air Force, in addition to his other duties. He further authorized the Commander AFSC to designate a Vice Director. The 18 January order listed above was superseded. The former Special Assistant for the MOL Program was designated Vice Director. (Tab G)

9. The present Deputy Commander for Space retires 30 November 1965.

DISCUSSION

10. The Air Force Space Study Committee (Gardner Committee) in early 1961 affirmed the urgency and importance of a comprehensive national space program. This was followed by a series of concerted efforts by Systems Command and Hq USAF to further define and attain approval of a dynamic, comprehensive and integrated military space program. During this time, Headquarters Air Force and AFSC engaged in proposing, justifying and defending, individually, several important elements identifiable with a military space program.

11. In spite of these activities the level of effort in terms of RDT&E dollars expended in military space programs under MSF staff cognizance has declined significantly since FY 1963. (Tab H) Excluding the Manned Orbiting Laboratory no immediate reversal of this trend is foreseen.

12. In early 1962, DOD Directive 5030.18 was issued. The purpose was "to assign responsibility within the DOD for effective and coordinated management of DOD support to programs of NASA." (Tab A) It stated that it was in the national interest to make DOD resources available to NASA "in order to employ effectively the nation's total resources for achievement of common civil and military space objectives." The Secretary of the Air Force was assigned primary responsibility among the Services.

13. Following discussions and agreements at the highest levels between DOD and NASA on 1 May 1962, the Commander, AFSC, established a Deputy Commander for Space with offices to be co-located with the Office

of Manned Space Flight, NASA, (Tabs B, C & D)

14. The studies for the conceptual phase of the Manned Orbiting Laboratory Program were accomplished under the cognizance of MSF. The approval of the program included implementation of special management procedures which resulted in the divorce of the AFSC MOL staff element from MSF and physically located it in the Pentagon as the nucleus of the MOL Program Office, a staff element of the Office of the Secretary of the Air Force. As a result, since that time there has been no staff focal point in Systems Command Headquarters to which the AFSC functional staff can look when matters requiring coordination with the MOL Program arise.

15. A closer working relationship between MSF and the MOL Program Office must be established if MSF is to be effective as a focal point for the Systems Command staff. It is logical that a high level of integration must exist between MSF and MOL since MOL cannot be divorced from essential supporting activities such as the Titan III Program and the SCF which are presently under the staff supervision of MSF. In addition, other unmanned programs such as START, 461 and the Large Solid Propellant Motor Program include technology efforts which may well have a relationship with future objectives and evolution of the MOL Program.

16. When MSF was established, NASA was advised that the office would be headed by a General Officer and would be supported by senior

military assistants to work directly and be co-located with the NASA Office of Manned Space Flight. MSF responsibility included the planned and existing space programs then under the cognizance of Systems Command. The Commander AFSC stated the intent of the MSF organization was "to assure a common focal point within my Command for all space activities as well as a strong link to my staff for implementing actions." The continuation of this function is essential if we are to avoid further de-emphasis of the military space program. It is further necessary that the Directorate of NASA Program Support (MSFN) remain co-located with NASA if the referenced DOD/NASA agreements are not to be abrogated.

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17. MSF has operated effectively in carrying out its responsibilities. In addition to staff management or support of the unmanned military space effort, MSF provides continuing close coordination in the support of NASA, through its staff element (MSFN) co-located with the NASA Office of Manned Space Flight. In both areas of responsibility MSF relies upon AFSC staff elements for support in their functional areas. In view of the national importance of the NASA manned space flight program, continuation of the DOD support is essential, hence continuation of MSFN as an effective AFSC staff element is necessary.

18. Another function of MSF that requires special attention is in the activity of the Assistant for Operations (MSFO). This activity within MSF has been the result of high level agreements and arrangements between this Command and the Office, Secretary of the Air Force.

In any consideration of the future of the MSF organization the function of the Assistant for Operations (MSFO) must be provided for.

19. The trend toward decentralization and splintering of the management of space programs and space program support has resulted in a reduction in scope of the MSF responsibilities (Tabs E, F & G). Under these circumstances the need for an Air Force Major General at its head may well be questioned. However, the DOD commitment to NASA under current agreements, specifies a General Officer with some stature in the space program. This continues to be a prerequisite to the effective and politically acceptable coordination of the DOD/NASA space efforts. It is noted that this subject is of continuing concern to the Congress.

20. Based on the above an effective resolution to the future of MSF should provide for:

- a. Continuation of the MSF function intact or through an orderly transfer to the functional AFSC staff.
- b. Closer integration of MSF activity with the MOL Program Office for the more effective support of the latter.
- c. Continuation of the physical co-location of MSFN (NASA Support) identified with the AFSC Command Section. If this is not done, current agreements with NASA need rescission.

d. Special consideration for the continuance of the MSFO activity in keeping with present arrangements or new ones developed. ✓

e. A General Officer identified with NASA support located at the AFSC Command level in keeping with current agreements either as the head of MSF or in a related activity.

f. Continuation of an aggressive and viable AFSC effort in the furtherance of the Air Force role in space.

21. These factors were considered in developing the various alternatives detailed below.

ALTERNATIVE SOLUTIONS

22. Several alternatives for the reorganization or re-allocation of the MSF function have been considered. These range from essentially a status quo of the present organization to a complete dissolution and distribution of the MSF function to appropriate elements of the AFSC staff. These alternatives are presented with a brief listing of the pros and cons associated with each (Tab I presents these in diagram form):

a. ALTERNATIVE 1 Eliminate the office-- Deputy Commander for Space (MSF). Assign the MSF responsibility and activity to the functional AFSC Staff as follows:

MSFN (NASA Support) to Special Assistant to the Commander.

MSFO (Assistant for Operations) to DCS/Plans.

MSFU (Unmanned) to DCS/Systems (in part) and to
DCS/Science and Technology (in part).

(1) Advantages:

- (a) Simplifies the AFSC organization.
- (b) Provides for potential manpower savings.
- (c) Consolidates functions in appropriate DCS's.
- (d) Retains MSFN at Commander's level in accordance with current NASA/DOD agreements.
- (e) Parallels the Air Staff (Hq USAF) organization. ✓
- (f) Recognizes DOD de-emphasis of the military role in space.

(2) Disadvantages:

- (a) Fractionates the present cohesive space function and advanced planning related thereto.
- (b) Reduces stature of AFSC/NASA inter-relation.
- (c) Admits defeat in the Air Force's attempt to develop a viable mission in space.
- (d) Abbrogates the intent of the DOD directive which led to the formation of MSF.
- (e) Eliminates AFSC focal point for SSD, also for the MOL Program Office.

- (f) Reduces the effectiveness of direct support to MOL by fractionation of functions, e. g., Titan III, SCF and MCP activities.
- (g) Eliminates collateral support to MOL through one functional activity.
- (h) Makes MOL competitive with other programs for time and attention in the other DCS's to which the MSF function would be distributed.
- (i) Creates maximum functional disruption and personnel dislocation.

b. ALTERNATIVE 2 Transfer the individual Directorates of MSF intact to nearest related element of the AFSC staff as follows:

MSFN (NASA Support) to Special Assistant to the Commander.

MSFO (Assistant for Operations) to DCS/Plans or as a separate staff section under the Chief of Staff.

MSFU (Unmanned) to DCS/Systems.

(1) Advantages: Similar to those listed under Alternative 1 and in addition:

- (a) Reduces functional disruption and personnel dislocation.
- (b) Simplifies administrative implementation.

(2) Disadvantages: Similar to those listed under Alternative #1 except (i) and in addition:

- (a) Results in an incomplete functional assignment of MSFU as to the functions which lie within DCS/Systems.
- (b) Places an undue administrative and supervisory burden on the Command Section if MSFO were assigned there.

c. ALTERNATIVE 3. Maintain MSF intact. Add an additional directorate (MSFM) to provide interface with MOL.

(1) Advantages:

- (a) Retains Commander's emphasis on potential military programs in the space environment.
- (b) Maintains current functional integration of space activities in one office except for MOL.
- (c) Improves coordinate relationship between MSF and the MOL Program Office.
- (d) Maintains current staff relationship to the SSD field agency function.
- (e) Results in no functional disruption and minimal personnel dislocation.

(2) Disadvantages:

- (a) Continues isolation of MOL from other related space functions and activities.

- (b) Alleviates but does not resolve current problems in MOL support by the AFSC space planning activities.
- (c) Continues the ill-defined relationship of the MOL Program Office with respect to the utilization of AFSC resources.
- (d) Makes justification of a Major General position difficult in view of the separation of MOL from MSF and the attendant reduction in activity.
- (e) Increases the manpower requirement.

d. ALTERNATIVE 4. Place MSF and the MOL Program Office under one head by assigning the Vice Director, MOL, as Deputy Commander for Space in addition to his MOL responsibility. Elevate the Vice Director, MOL/Deputy Commander for Space to Major General rank. In this role he would continue to function primarily as Vice Director, MOL. Assign a Brigadier General as Assistant Deputy Commander for Space. He would occupy the AFSC Headquarters Office (MSF) as his normal place of business. Within current resources establish the interface between MSF and the MOL Program Office.

(1) Advantages:

- (a) Results in minimum disruption of the MSF/MOL functions.
- (b) Enhances AFSC support of MOL by closely integrating MOL with related space activities.

- (c) Clearly defines the locus of AFSC support to MOL.
- (d) Provides AFSC functional staff and the SSD field activity with a central location for active space programs.
- (e) Enhances the stature of the Vice Director, MOL by establishing him as the single focal point for NASA coordination.
- (f) Provides additional resources to the Vice Director, MOL in support of the MOL Program Office.
- (g) Results in no manpower increases.
- (h) Provides continuity of General Officer direction located at Andrews to the presently constituted MSF functions.

(2) Disadvantages:

- (a) Increases the workload and span of control of the Deputy Commander for Space/Vice Director, MOL.
(This would be largely offset by assignment of a General Officer as Assistant Deputy Commander for Space.)
- (b) Detracts from the ability of the Vice Director, MOL for full support of the MOL Program (see above).

- (c) Delegates to the Assistant Deputy Commander for MSF the supervision of Non-MOL MSF functions.
- (d) Reduces the stature of MSF related NASA support and interagency boards such as the MSFEB if delegated to the Assistant Deputy Commander for Space.
- (e) Continues the physical separation of the MSF and MOL offices with some administrative and supervisory difficulties.

DISCUSSION OF ALTERNATIVES

23. Alternatives 1 and 2 are perhaps the least desirable since they splinter the MSF function and disperse it diffusely throughout the AFSC staff. More importantly, dissolution of MSF could have adverse impact both internally and externally. Such an action could only be interpreted as a de-emphasis of the importance of Air Force space programs and planning. Furthermore, it tends to abrogate the spirit of current DOD/NASA agreements. Predictably, the attendant result would be a lowering of the morale of those involved in furthering the military role in space in loss of initiative in the acquisition of future military space systems and the abandonment of the field to NASA.

24. Alternative 3 is the least departure from current relationships with only minor adjustment to support MOL more effectively. The principal difficulty would be the identification of a Major General of

sufficient stature and identification with the space program to retain the Commander's emphasis on MSF space activities.

25. Alternative 4 continues the current emphasis on MSF space programs and most effectively integrates these with the MOL activity. The current Vice Director has the current identity with Air Force space programs to be effective in the MSF role--particularly with respect to NASA and other related external activities. The principal difficulty is the overburdening of one individual to do two full time jobs. This can be minimized and largely offset by providing for a strong General Officer Assistant Deputy for Space and appropriate functional delegation.

CONCLUSION

26. Alternative 4 provides the most effective resolution for maintaining the orderliness, cohesiveness, and coordination of AFSC responsibilities for space. It brings under a single head the MSF functions related to unmanned space activities, space program support, MOL Program cognizance and provides for continuance of AFSC/NASA coordination on a broader base, in keeping with current DOD/NASA agreements. To insure senior management attention, a General Officer, as Assistant Deputy Commander for Space is provided to manage the day by day functions of MSF, permitting the Deputy Commander for Space to devote adequate attention to MOL in his role as Vice Director, MOL. The above is

accomplished with no increases in manpower and with essentially no disruption to the MSF/MOL activity.

RECOMMENDATION

27. Implement the conclusion by signing the attached enabling document placing Alternate 4 into effect.



February 24, 1962
NUMBER 5030.18

GC, DoD

Department of Defense Directive

SUBJECT, Department of Defense Support of National Aeronautics and Space Administration (NASA)

References: (a) DoD Directive 5160.32, "Development of Space Systems"

(b) DoD Instruction 5129.34, "Central Supervision of Ground Environment Equipment and Technical Facilities"

I. PURPOSE

The purpose of this directive is to assign responsibility within the Department of Defense for effective and coordinated management of Department of Defense support to programs of the National Aeronautics and Space Administration. Responsibilities assigned by references (a) and (b) are not affected by this directive.

II. POLICY

It is in the national interest for the Department of Defense, to the extent compatible with its primary mission, to make its resources available to NASA, in the form of facilities and organizations, in order to employ effectively the nation's total resources for the achievement of common civil and military space objectives.

III. RESPONSIBILITIES

A. Basic agreements between DoD and NASA relative to program content, funding, scheduling and assignment of responsibilities for programs requiring DoD support to NASA will be made by the Secretary of Defense and the Administrator, NASA.

TAB A

- B.** The Director of Defense Research and Engineering is responsible for the conduct of studies, program analyses and other activities necessary to the establishment of basic agreements by the NASA and DoD relative to NASA programs for which DoD support is required or contemplated. Such studies and analyses will concern feasibility, desirability, scope, and other factors with particular emphasis on determinations concerned with division of effort between NASA and DoD. In addition, the Director of Defense Research and Engineering will provide, subject to the approval of the Secretary of Defense, policy guidance to all DoD components on the scope, program content, scheduling, level of funding, and level of effort to be maintained under basic agreements between NASA and DoD. In the discharge of these responsibilities, the Director of Defense Research and Engineering will coordinate with and secure the assistance of the Secretaries of the military departments, the Joint Chiefs of Staff, the Assistant Secretaries of Defense, the General Counsel, and the heads of other DoD components as necessary. The Director, Defense Research and Engineering, will review all implementing plans for consistency with basic agreements between DoD and NASA.
- C.** The Assistant Secretary of Defense (Comptroller) will coordinate the financial arrangements between NASA and DoD within the framework of basic agreements entered into by the Administrator, NASA and the Secretary of Defense.
- D.** Except as the Secretary of Defense may otherwise direct, the Secretary of the Air Force is assigned responsibility for the research, development, test, and engineering of satellites, boosters, space probes, and associated systems necessary to support specific NASA projects and programs arising under basic agreements between NASA and DoD.

- E.** Responsibility for DoD support of other aspects of specific NASA projects and programs arising under basic agreements between NASA and DoD shall be assigned to appropriate DoD components by the Secretary of Defense upon the advice of the Director of Defense Research and Engineering, who shall consult with the Secretaries of the military departments, the Joint Chiefs of Staff, and the heads of other DoD components as appropriate in preparing specific recommendations.
- F.** The Secretary of the military department or head of a DoD component assigned primary responsibility to support specific NASA projects and programs, or aspects thereof, by the Secretary of Defense is responsible for the detailed project level planning necessary to implement his assigned responsibilities. In addition, he is responsible not only for establishing and maintaining such contracts and management arrangements with NASA as are necessary to carry out such programs and projects but also for coordinating with other DoD components whose facilities and resources might be involved.
- G.** The Secretary of each military department or head of a DoD component shall report monthly to the Secretary of Defense on the status and progress of all implementing plans, programs, and projects for which he is responsible. A copy of such report shall be furnished the Director of Defense Research and Engineering.

EX. 11110
REPORTING

IV. EFFECTIVE DATE

This directive is effective upon publication.

Robert S. McNamara
Secretary of Defense

Dr. Robert C. Seamans, Jr.
Associate Administrator
National Aeronautics and Space Administration
400 Maryland Avenue
Washington 25, D. C.

Dear Bob

We have recognized for some time an urgent need to establish direct lines of communication between your organization and the Air Force to secure rapid resolution of problems and response to required actions which involve efforts of mutual interest. In my letter to you of 3 January 1962, I summarized many of the actions taken to plan support of the NASA program.

As the result of our discussion on 7 February, I intend to establish at the earliest practical date, an AFSC Deputy Commander for Manned Space Flight of General Officer rank, to be co-located with personnel of your Office of Manned Space Flight. The Deputy Commander will be supported by senior military assistants to work directly with each Director within the NASA Office of Manned Space Flight. In addition, I intend to assign to the DC/MSF responsibility for the currently existing AFSC Directorate of Space Programs. This will assure a common focal point within my Command for all space activity as well as a strong link to my staff for implementing actions.

I view this action as the first step in a much broader effort of mutual support which we have agreed will be required as the magnitude of the national space effort becomes more firmly established.

Attached is a copy of the proposed organization for the DC/MSF showing co-location with the corresponding NASA Directors as well as the overall relationship of the DC/MSF with NASA and AFSC.

Sincerely

1 Atch
Prop org for DC/MSF

28 MAR 62

Dear Bob:

My 28 December 1961 letter proposed an Air Force Systems Command office for the purpose of establishing close Air Force management arrangements with NASA. Your 24 February, 1962 Directive, 5030.18, directed that such arrangements be accomplished. Therefore, I propose to establish the Systems Command office on 1 April, 1962.

Dr. Seamans and General Schriever have worked out the details for such an office. It envisions Major General O. J. Ritland, functioning in a staff capacity, being appointed Deputy to the Commander Air Force Systems Command for Manned Space Flight. In this capacity he will be authorized to utilize the entire AFSC staff and issue directives to the field elements in areas of his responsibilities. Jim Webb and I feel that such authority is necessary in order to provide a clear focal point for relations between NASA and the Air Force.

General Ritland will be provided with a small staff of competent officers. His mission statement is attached.

Incl:

Eugene M. Zuckert

The Honorable Robert S. McNamara
Secretary of Defense

3550

TAB c

5223

MISSION STATEMENT
DEPUTY TO THE COMMANDER, MANNED SPACE FLIGHT
AIR FORCE SYSTEMS COMMAND

The Deputy to the Commander, Manned Space Flight, Air Force Systems Command, is the focal point within the Air Force Systems Command for all USAF actions pertaining to the national space effort. The Deputy to the Commander, Manned Space Flight, functioning in a staff capacity will plan, program, and coordinate the allocation of USAF resources necessary to support specific NASA projects and programs arising under basic agreements between NASA and DOD. He will be responsible that contacts and management arrangements necessary to carry out such projects and programs are maintained with NASA. He will also be responsible for coordination with NASA on all support provided to Air Force programs by NASA.

OMITTED AT RESP.

HEADQUARTERS
AIR FORCE SYSTEMS COMMAND
UNITED STATES AIR FORCE
ANDREWS AIR FORCE BASE
WASHINGTON 25, D. C.



SPECIAL ORDER
C-57

1 May 1962

Effective 1 May 1962, the Office of the Deputy to the Commander, AFSC for Manned Space Flight, Hq AFSC, is established. Concurrently, the Directorate of Space Programs is assigned to the Deputy to the Commander, AFSC for Manned Space Flight. Authority: AFR 20-27.

FOR THE COMMANDER



JOHN RASH
Colonel, USAF
Director of Administrative Services

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FORGING MILITARY SPACEPOWER

TAB D

7 May 285

H E A D Q U A R T E R S
A I R F O R C E S Y S T E M S C O M M A N D
U N I T E D S T A T E S A I R F O R C E
A N D R E W S A I R F O R C E B A S E
W A S H I N G T O N 2 5 , D . C .



REPLY TO
ATTN OF: SCG

SUBJECT: Deputy Commander, AFSC, for Global Range

7 May 1964

TO: A, B, C, D, I, J, K

1. The Secretary of Defense has approved a plan to establish the National Range Division, AFSC, effective 15 May 1964. The Commander and a portion of his headquarters staff, totalling approximately 30, will be located at Andrews AFB. The Headquarters NRD (Rear) will be established as Detachment #1, Headquarters NRD at Patrick AFB, Florida, and will contain the remaining portion of the Headquarters NRD.

2. The Headquarters AFSC Range Office will be discontinued and personnel assigned thereto will be transferred to Headquarters NRD. Headquarters NRD will thus accomplish those responsibilities pertaining to the National Ranges that would otherwise be satisfied by a staff element of this headquarters.

3. To aid the Commander NRD in meeting his responsibilities, he is additionally designated as Deputy Commander, AFSC, for Global Range. In this capacity, he will utilize the Headquarters AFSC staff to the maximum extent possible to preclude the need for a duplicative functional staff at Division level and to relieve him of as many non-technical operations as practicable.

4. The Commander NRD, in his role as Deputy Commander, AFSC, for Global Range, has authority for decision making, policy, direction and guidance for all matters concerning the National Ranges. Additionally, he is authorized direct access to Headquarters USAF and other governmental agencies as required in fulfilling his mission responsibilities.

5. It is particularly notable that the Air Force Systems Command has been selected to be the Air Force Manager for the Global Range. All AFSC personnel are enjoined to cooperate fully with the Commander NRD to assure the unqualified success of this newly established Range organization.

B. A. Schriever
B. A. SCHRIEVER
General, USAF
Commander.



NO: 117.4

DATE: January 18, 1965

SECRETARY OF THE AIR FORCE ORDER

SUBJECT: Special Assistant for Manned Orbiting Laboratory
(MOL) Program Management

1. Effective January 18, 1965, the Deputy for MOL to the Commander, Air Force Systems Command, Brigadier General Harry L. Evans, is designated as Special Assistant for a Manned Orbiting Laboratory (MOL) Program, Office of the Secretary of the Air Force, in addition to his other duties.

2. As the Special Assistant for MOL, he will organize a provisional office to provide the requisite managerial support for this program. This office will be staffed by a select number of highly qualified Air Force officers. Representation from other government agencies may be included, if necessary. The Office of the Special Assistant for MOL will constitute a staff element of the Office of the Secretary of the Air Force.

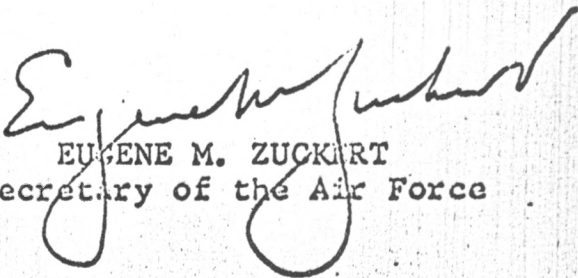
3. The Special Assistant for the MOL Program will report directly to the Under Secretary of the Air Force and will be primarily responsible for assisting the Office of the Secretary of the Air Force in managing the MOL Program. In this capacity, he is authorized direct communication with all Air Force units and other government agencies. In addition, he will be specifically responsible for maintaining liaison with, and providing complete and

TAB F X

NO: 117.4

DATE: January 15, 1965.

current program status information, as required, to the Office of the Secretary of Defense and other interested governmental agencies, and in particular the NASA, on matters relative to the MOL Program.


EUGENE M. ZUCKERT
Secretary of the Air Force

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NO: 117.4

DATE: August 25, 1965

SECRETARY OF THE AIR FORCE ORDER

SUBJECT: Director of the Manned Orbiting Laboratory (MOL) Program

1. Effective August 25, 1965, the Commander, Air Force Systems Command, General B. A. Schriever, is designated as Director of the Manned Orbiting Laboratory (MOL) Program, Office of the Secretary of the Air Force, in addition to his other duties.

2. As Director of the MOL program, he will report directly to the Secretary of the Air Force and will manage and conduct all aspects of the approved MOL program in accordance with the guidance and policies established and approved by the Secretary of the Air Force. He is authorized direct communication with all Air Force units and other Government agencies. In addition, he will be specifically responsible for maintaining liaison with, and providing complete and timely program status information in comprehensive form to the Office of the Secretary of the Air Force, the Office of the Secretary of Defense, and other interested Government agencies on matters relating to the MOL program.

3. In the discharge of these responsibilities, he will organize an office located in the Pentagon near the office of the Secretary of the Air Force, which will constitute a staff element of the Office of the Secretary of the Air Force. This office will be staffed by a selected number of highly qualified Air Force officers, including a full-time general officer as Vice Director, MOL, and manned with Air Force Systems Command resources. Representation from other Government agencies may be included, if appropriate.

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TAB G

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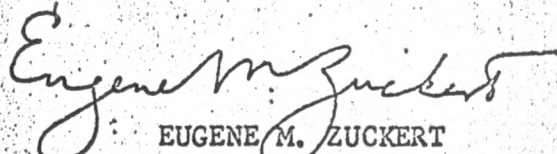
NO: 117.4

DATE: August 25, 1965

4. He will establish and organize a program implementation office, designated the MOL Systems Office at the Air Force Space Systems Division, El Segundo, California. This office will be headed by a full-time general officer, designated Deputy Director, MOL, who will report directly to the Director, MOL.

5. Secretary of the Air Force Order No. 117.4, dated January 18, 1965, is hereby superseded.

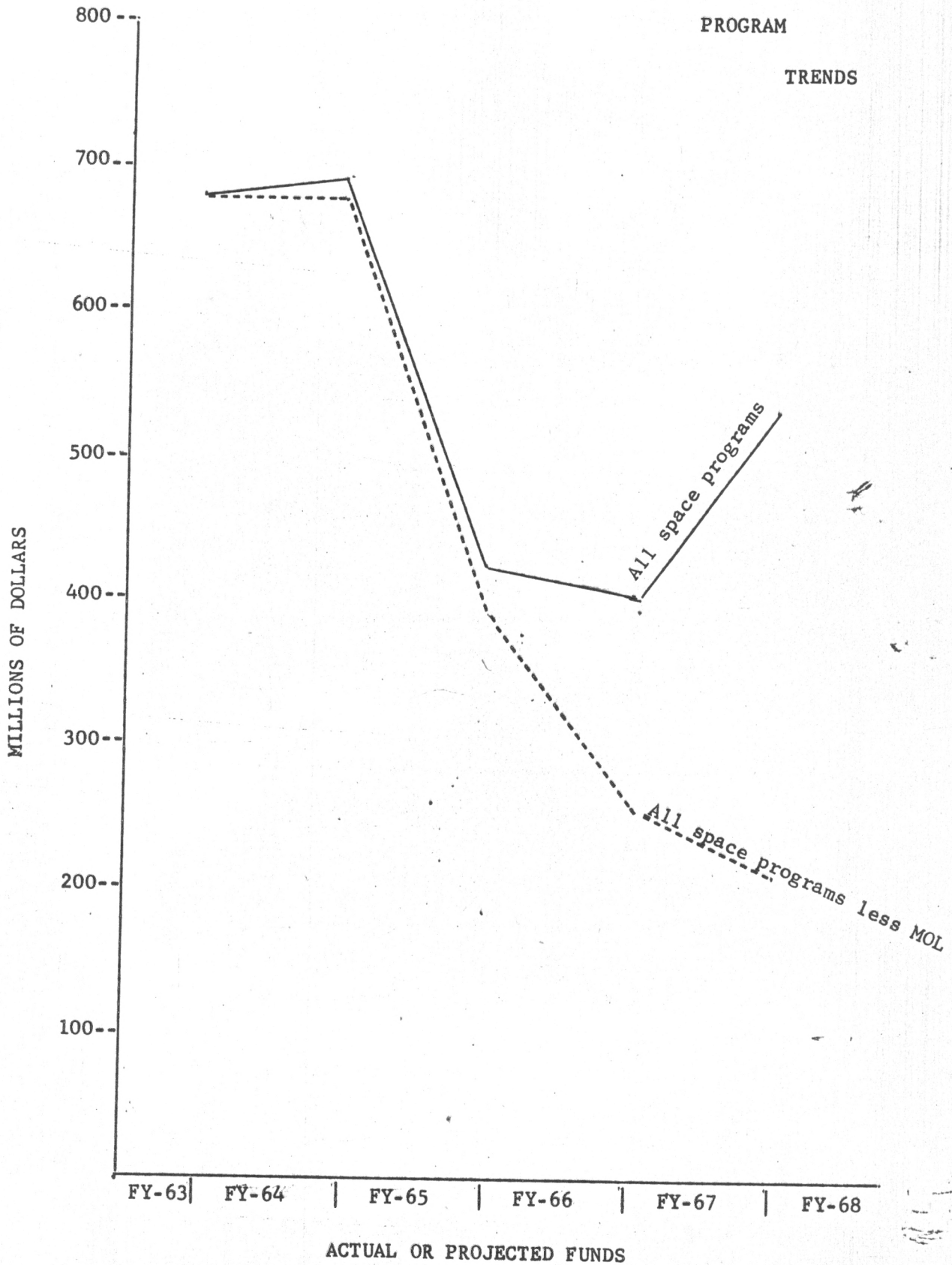
6. This Order is issued in accordance with Air Force Regulation 11-18, July 18, 1963, subject: "Delegating or Assigning Statutory Authority."

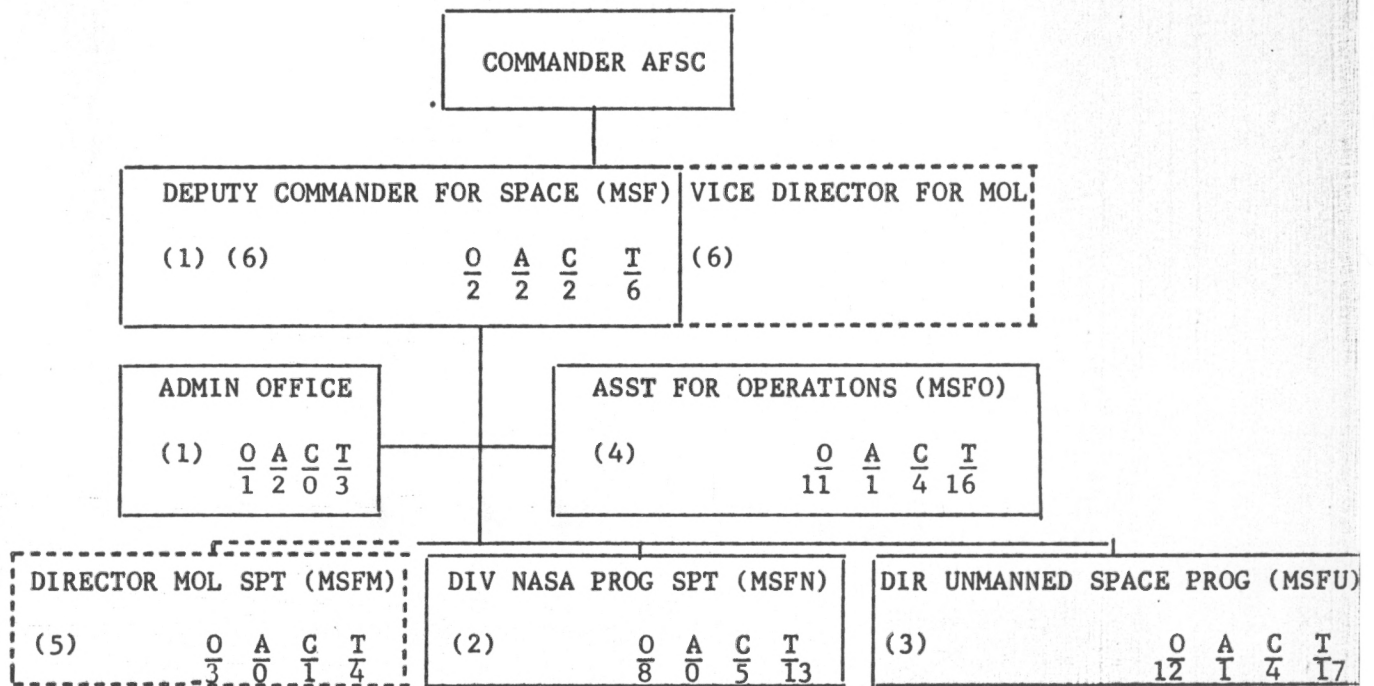

EUGENE M. ZUCKERT
Secretary of the Air Force

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SPACE PROGRAM

TRENDS





- Alternative 1:
- (1) Dissolve
 - (2) To Special Assistant to Commander
 - (3) Transfer personnel to SCS and SCT
 - (4) Transfer personnel to SCL

- Alternative 2:
- (1) Same
 - (2) Same
 - (3) Transfer as a unit to SCS
 - (4) Transfer as a unit to SCL or the Command Section

- Alternative 3:
- (1) (2) (3) (4) No change
 - (5) Add to MSF to provide MOL interface

- Alternative 4:
- (1) (2) (3) (4) No change
 - (5) Delete
 - (6) Appoint the Vice Director MOL, as Deputy Commander for Space, AFSC, to perform both functions