

DEPARTMENT OF THE AIR FORCE
WASHINGTON

OFFICE OF THE UNDER SECRETARY

February 6, 1964

Dear Bennie,

This sets down some views on management of the MOL program which may be helpful to your planning. The following principles seem paramount. Most of these we have already discussed.

Contracting and detailed engineering management will be done at SSD, under guidelines, and against objectives, as well defined as those now established for TITAN III.

Basic objectives will be defined by Air Staff action and will be binding after approval by the Secretary of the Air Force and by the Secretary of Defense. Development of these objectives will undoubtedly require technical support from AFSC and its contractors, and will involve coordination with NASA.

There will be an MOL office in the Washington area with responsibilities to include:

Develop and maintain an experimental plan, binding on the program, and in particular on SSD, after approval by Air Staff, SAF-OS, and DDR&E;

Coordinate this plan with NASA;

Insure support from all elements of AFSC;

Program, budget, and manage resources over all;

Monitor progress and provide timely information in a uniform way to SAF-OS, Air Staff, and DDR&E. SAF-OS must be kept aware of and approve all engineering, contracting, or programming changes that bear in any substantial way upon the basic objectives of the program.

I favor the appointment of a special assistant to the Secretary of the Air Force who would assist the Secretary in the review of the progress of the program. This assistant would be continuously informed of actions taken by the MOL office and by the Air Staff, and of the status of relations with the NASA.

This assistanceship would, I believe, be a full-time job. A different arrangement, in which the functions listed for him were filled by the head of the MOL office, wearing a "second hat," could be considered if an individual of appropriate qualifications were found.

I feel that the MOL office should be headed by a general officer. The appointment of this officer and that of the Secretary's special assistant, must be considered together.

The exact relationship of the MOL program to some of the other space programs will remain a problem. I favor, for convenience, as much detachment as can be attained, but there must at least be enough coordination to prevent competition for scarce resources, and to avoid costly duplication of efforts. Details on this score cannot be finally settled until a deeper look has been taken at the experiments to be undertaken.

I feel that it is urgent to establish a viable management for this program. I will be glad to discuss any of these matters with you further.

Sincerely,



BROCKWAY McMILLAN
Under Secretary of the Air Force

General B. A. Schriever
Commander