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DEPARTMENT OF THE AIR FORCE
WASHINGTON 20330

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OFFICE OF THE SECRETARY

AUG 8 1967

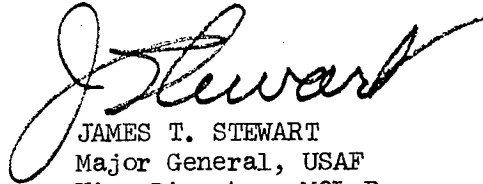
MEMORANDUM TO: DEPUTY DIRECTOR MOL
DIRECTOR SAFSP [REDACTED]

SUBJECT: MOL Management Directive

The attachment is a draft of a proposed management directive for the MOL Program engineering development phase. It is consistent with authorities and responsibilities formally established in the references cited in the draft directive, and with currently established working arrangements and procedures.

I would appreciate your review and comments before preparation of the directive in final form for General Ferguson's signature.

If possible your inputs are requested by August 25.


JAMES T. STEWART
Major General, USAF
Vice Director, MOL Program

1 Atch
a/s

cc: Hq AFSC (General Higgins)
AFABF (General Crow)

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MANAGEMENT OF THE MANNED ORBITING LABORATORY (MOL) PROGRAM

I. Purpose

This Directive defines the management responsibilities, functions and organizational arrangements for the engineering development phase of the MOL Program. For completeness of information, it also describes the association of the Director of Special Projects (SAFSP) with the MOL Program. It is consistent with specific guidance provided by the Director, National Reconnaissance Office (DNRO) to the Director, MOL Program and Director of Special Projects by memorandum dated June 23, 1967, subject: "Manned Orbiting Laboratory Program Management."

II. Reference

SAF Memorandum, dated November 9, 1965, subject: "Delegation of Authority to Director, National Reconnaissance Office."

SAF Order #100.1, dated September 1, 1966, subject: "Functions of the Under Secretary, the Assistant Secretaries, and the Deputy Under Secretaries of the Air Force."

MOL Program Directive 65-1, dated August 25, 1965, subject: "Management of the MOL Program."

Dr. Flax/General Schriever memorandum, dated November 4, 1965, subject: "MOL Black Financial Procedures."

Memorandum from Mr. Marks to VCS, USAF, dated January 18, 1966, subject: "MOL Financial Procedures."

DNRO memorandum, dated June 23, 1967, subject: "Manned Orbiting Laboratory Program Management."

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III. Scope

This Directive is applicable to all aspects of the Manned Orbiting Laboratory (MOL) Program and its requirements are directive on all supporting elements and organizations of the Air Force Systems Command. It supersedes conflicting portions of any previously issued MOL management directives or instructions. Compliance with, and implementation of, the provisions of the directive are the responsibility of Deputy Director, MOL.

IV. Security

Those portions of the MOL Program which relate to overhead reconnaissance of denied areas are subject to the same stringent security measures as are now accorded other portions of the National Reconnaissance Program (NRP). To insure that effective security control is maintained, the Director, National Reconnaissance Officer (DNRO) is responsible for overall security policy. The security control of MOL Program data and information for all classification levels through TOP SECRET/DORIAN are described in Attachment 1 to this Directive.

V. Management Structure

A. Introduction

The MOL management structure for conducting the Engineering Development Phase of the MOL Program has been realigned to reflect the definition of responsibilities pertinent to the Engineering Development Phase (Phase II).

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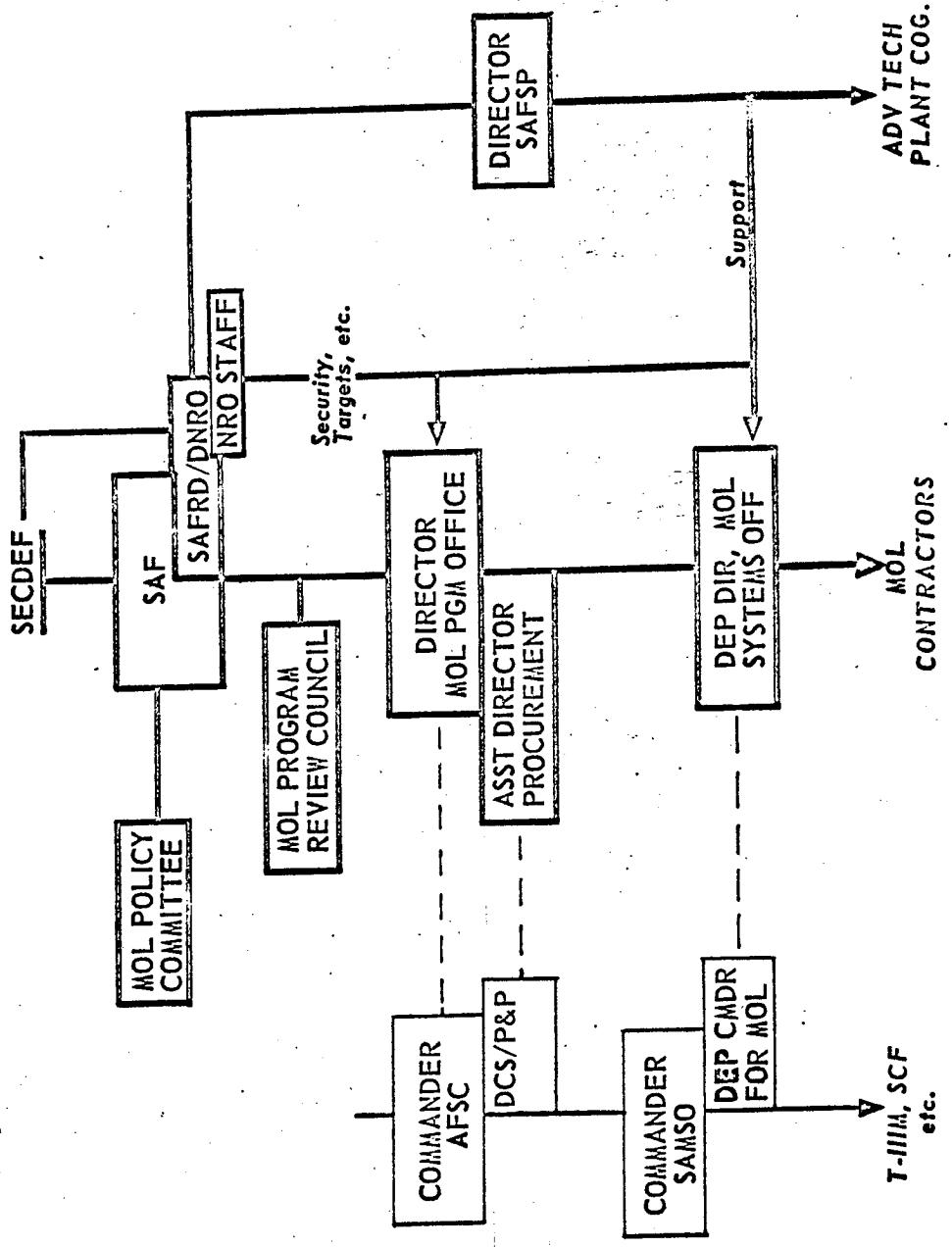
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MOL Management



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Figure 1

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Phase I activities resulted in a defined hardware configuration to be acquired and an approved flight program for implementation. Although other objectives will continue to be studied for incorporation into the MOL Program, the Phase II program will be directed primarily to the acquisition of a high resolution photographic reconnaissance system. The general MOL management organization, line of command, and relationship to other organizations and activities is graphically depicted in Figure 1, and is designed to provide direct, simplified procedures to accomplish that objective.

B. MOL Program Objectives

The general objectives of the MOL Program are to secure photographs of significant targets at [REDACTED] resolution; to develop the necessary high-resolution optical technology and associated systems for the approved program; to provide an orbital facility for the development and testing of other potential military applications which may be approved, and as the utility and feasibility of such applications are established; and to provide an experimental program for the determination of man's utility in space for military purposes. The approved MOL Program includes two unmanned subsystem qualification launches in mid-1970, and both manned and unmanned photographic reconnaissance missions of a semi-operational nature beginning in late 1970.

C. Primary Considerations

The MOL Program has been established in accordance with directions of the Secretary of Defense to achieve improved satellite reconnaissance capabilities using a manned or automatic system. In

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accordance with previous delegation, directive authority for the covert reconnaissance program is delegated to the DNRO.

The MOL Program will also yield an improved understanding of man's ability to contribute to other military space missions. This goal is the overt objective of the program. The SAF exercises directive authority for the overt objective of the program. Policy formulation for the interaction of the overt program with other Air Force activities and with other elements of the national space program will be by the SAF.

The basic management objective is to provide a single line of direction to a fully coordinated program. This required the designation of a Director, MOL Program who has the authority to manage and control a balanced program between covert and overt efforts, to maintain integrated overall program schedules, progress, control direction, management and decision points, as well as overall system engineering, integration and test.

The responsibility for the implementation of the MOL Program is vested in a single individual at the field operating level located at the Los Angeles Air Force Station. Those functions which he does not directly supervise must be responsive to his stated and defined needs.

The foregoing considerations point to the need for three discrete management levels within the Air Force: (1) program policy, guidance, and approval; (2) program direction; (3) program implementation. Each of these management levels is discussed below:

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D. SAF-Program Policy, Guidance and Approval

The Secretary of the Air Force is responsible for executive management of the MOL Program. He is responsible for all Air Force decisions and directions pertaining to the MOL Program and will be the final reviewing and committing authority for the Department of the Air Force on this program. He will be supported by the MOL Policy Committee, which will provide such advice and assistance as is required. The Charter for the MOL Program Policy Committee is appended as attachment 2.

The SAF has delegated to the Assistant Secretary of the Air Force R&D, (SAF-RD), responsibility and authority for development of the MOL system. The SAF-RD is also the designated Director, National Reconnaissance Organization (DNRO), and as such is responsible for overall security policy and control and management of all matters relating to the MOL reconnaissance payloads.

MOL activities are conducted using both "black" and "white" channels and procurements. All activities which deal with the reconnaissance aspects of the program are handled in the BYEMAN control system using the special code word DORIAN. The SAF and the DNRO have assigned management responsibility and delegated commensurate authority for direction of the MOL Program to the Director, MOL, as described in this management plan.

E. Director, MOL - Program Direction

The Director, MOL is responsible to the Secretary of the Air Force/Director, National Reconnaissance Office (DNRO) for the management,

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development, acquisition and test of the total MOL System in the approved baseline program, including the DORIAN payload. He is the principal operating agent for directing the MOL Program. Operating activities include system acquisition, integration, test and operation. He and his Washington Program Office are located in the Pentagon near the office of the SAF and are a staff element of the Office of the Secretary of the Air Force. His Program Office handles Hq USAF and other Washington area staffing of the program and provides complete and timely program status information 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.

The Director, MOL is to maintain a program implementation office, designated the MOL Systems Office at the Los Angeles Air Force Station. This office is headed by a General officer, designated the Deputy Director, MOL, who reports directly to the Director, MOL.

F. Vice Director, MOL

A General officer, designated the Vice Director, MOL, is the principal assistant and advisor of the Director, MOL, and coordinates the activities of all offices under the supervision and command of the Director, MOL. He acts with the full authority of the Director, MOL, except in those responsibilities specifically reserved to the Director, MOL by the directives of higher authority. All action taken by him has the same force and effect as though taken by Director, MOL.

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G. Assistant Director MOL (Procurement)

The Deputy Chief of Staff, Procurement and Production, Headquarters, Air Force Systems Command has been assigned additional duties as Assistant Director, MOL (Procurement) and his previously vested authorities broadened to encompass covert DORIAN contracting.

A DORIAN contracting function is to be maintained within the MOL Systems Office. Contracting procedures necessary for the discharge of MOL contractual responsibilities are set forth in attachment 3 appended to this directive.

H. Commander, AFSC - Support

The Commander, AFSC is directly responsible to SAF for providing on a continuing basis the facilities, resources, and personnel necessary to support the MOL Program. In the event that MOL requirements exceed the AFSC capabilities, the matter shall be referred to SAF via the Director, MOL.

I. Deputy Director, MOL - Program Implementation

The Deputy Director, MOL is responsible for implementing all program direction from the Director, MOL for system studies procurement, design, development, test and evaluation. He is also responsible for overall mission operations including man's training and safety during all phases of manned flight, proper and safe functioning of the flight vehicle, planning for and exercise of on-orbit control of the vehicle and reconnaissance payload in response to intelligence collection tasks established by the DNRO.

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Further, he is responsible for overall systems integration and general systems integration and technical direction. The overall system consists of all hardware, software, services, training and personnel elements required for launch through recovery. He is responsible for the development, acquisition and integration of the T-IIIM launch vehicle, the Gemini B Spacecraft, the laboratory module, mission module, sensor payload, and for all technical liaison at the field level with other military services and NASA.

The Deputy Director, MOL will implement established security procedures for activities under his control.

The Deputy Director, MOL is to maintain a MOL Systems Office under his direct control and supervision. This office is to be manned and organized to perform functions peculiar to the MOL program, and directs and controls supporting agencies in accordance with policies and procedures established by the Director, MOL for the conduct of this purpose. This office is to be supported by the Aerospace Corporation to perform general systems engineering and technical direction for the MOL Program.

The Deputy Director, MOL is also designated as Deputy Commander, SAMSO for MOL. His functions in this capacity include management relationships with the Satellite Test Center (STC), Satellite Control Facilities (SCF), VAFB R&D launch operations.

As Deputy Director, MOL he reports to the Director, MOL. As Deputy Commander, SAMSO, for MOL he is responsible to the Deputy Commander for Space, SAMSO. The Space and Missile Systems Organization

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(SAMSO) is to provide the required functional assistance to the Deputy Director, MOL to fulfill his overall responsibilities.

J. Director, SAFSP

In order to insure the proper balance and utilization of critical optical contractor resources which must be applied to both the MOL and other elements of the NRP, the Director, SAFSP, who is also a Deputy Commander SAMSO, will maintain surveillance for the DNRO over the utilization of optical industrial resources jointly used by MOL and SAFSP.

K. DNRO Satellite Operations Center (SOC)

MOL reconnaissance operations will be conducted in the same manner as current operating projects in the National Reconnaissance Program. Field command and control of MOL on-orbit operations will be exercised by the Deputy Director, MOL from the Satellite Test Center (STC), using the resources of the SCF.

The Satellite Operations Center is authorized direct communications with appropriate operations activities of the MOL Program and Systems Offices. Detailed operational procedures for MOL manned reconnaissance missions will be developed and published by the SOC in conjunction with the MOL Program Office.

VI. Financial Management

Financial Management of the MOL program involves the contracting and expenditure of both "black" and "white" funds. Clear and direct funding arrangements have been established to enable the Director, MOL

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to conduct a balanced program between "black" and "white" efforts. Funding Procedures necessary for the programming, budgeting, accounting, reporting and disbursing of MOL funds are appended as attachment 4 to this directive.

VII. Studies, Technology and Future Programs

A. Director, MOL

The Director, MOL, in addition to being responsible for developing, managing and conducting the approved MOL baseline program (including the unmanned MOL/DORIAN vehicle), is also responsible for state-of-the-art technology associated with man-in-space and for overall system studies leading to approved manned satellite capabilities. Preliminary overall system studies may be initiated by the Director, MOL; however, further follow-on and more detailed system studies resulting from such preliminary analyses and involving contractual effort requires the prior approval of the Director, National Reconnaissance Office (DNRO). Any earth reconnaissance sensor studies or technology efforts sponsored by the Director, MOL, other than those now included in the baseline program, will require the specific approval of the DNRO.

Planning and studies applicable to follow-on production to the present baseline program (incorporating necessary and/or desirable sensor modifications identified in the development phase) will be the responsibility of the Director, MOL. Additionally, any preliminary and approved follow-on studies of sensors and payloads for possible MOL missions of a [REDACTED]

communications, navigation, etc.) will be the responsibility of the

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Director, MOL. Also, other than for stated exceptions by the DNRO, all new technology and/or hardware developments directly applicable to the approved baseline MOL R&D system are the responsibility of the Director, MOL.

B. Director, SAFSP

The Director, SAFSP is responsible for developing, managing, and conducting unmanned satellite reconnaissance projects assigned to him by the DNRO. He is also responsible for studies and state-of-the-art technology in the broad area of unmanned satellite reconnaissance. Studies or technology efforts sponsored by the Director, SAFSP, that are primarily or uniquely associated with manned systems will be planned and conducted in coordination with the Director, MOL and will require the specific approval of the DNRO.

The Director, SAFSP may initially manage certain sensor or sensor related technology contracts intended in whole or in part for later inclusion in the approved MOL Program. Examples are: CER-VIT, large mirror polishing techniques and image velocity sensor technology. However, when an appropriate point in time is reached to select a contractor to develop a specific device or component for MOL, the Director, MOL will be responsible from the onset for the work under a separate contract.

Design concepts and advanced technology for advanced cameras which may be compatible with present and future MOL subsystems (booster and orbiting vehicles), and aimed at achieving photographic resolutions

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[REDACTED] are the responsibility of the Director, SAFSP. Such advanced work will be coordinated with the Director, MOL. Except where specific prior approval has been given to the Director, MOL, by the DNRO, all studies, design concepts, and technology for other types of advanced earth reconnaissance sensors (SIGINT, radar, infra-red, et.) which may be applicable to MOL are the responsibility of the Director, SAFSP.

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ATTACHMENT I - SECURITY AND INFORMATION

Part 1. General

A. Purpose

This section describes the security control of MOL data and information for all classification levels through TOP SECRET/DORIAN.

B. References

1. Special Security Procedures for the Department of Defense, Manned Orbiting Laboratory (undated, TOP SECRET/DORIAN, BYE 36102-65).

This document delineates the BYEMAN information from non-BYEMAN and unclassified elements of the program, i.e., it sets forth actual classification policy.

2. Security Policies and Procedures for the Department of Defense, Manned Orbiting Laboratory (February 19, 1965, CONFIDENTIAL).
3. Air Force Systems Command Security Classification Guide for Program 632A (April 1967), (UNCLASSIFIED).

Reference B2 and B3 set forth security classification for the non-BYEMAN elements of the program; they were prepared in a manner to assist in providing a cover for the BYEMAN aspects of the Program. Care must be taken with these documents, not to confuse or consider the contents as applicable to the actual MOL BYEMAN mission elements.

4. MOL Program Office Directive 67-1, Policy Relating to MOL Astronauts (TOP SECRET/DORIAN, BYE 21277-66).

This document outlines the security and information policy for MOL astronauts with emphasis on their selection, training and operational use.

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5. MOL Program Information Plan (January 1965, CONFIDENTIAL).

The MOL Program Information Plan and Annexes contain basic information policy and assign responsibility for implementing action (CONFIDENTIAL).

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Part 2. Security

A. Security Responsibility

1. The Director, MOL, is responsible to the DNRO for implementation of security within the MOL Program. The Assistant for Security, NRO Staff, functions as the principal advisor to DNRO and the Director, MOL, on all matters related to security of the MOL Program.

The Director, SAFSP, as the West Coast representative of the DNRO:

- a. Processes background investigations for the MOL Program through established OSI channels.
- b. Establishes clearbilty of both military and industrial persons.
- c. Provides BYEMAN-secure TWX service on a common-use basis.
- d. Provides BYEMAN security assistance to the Deputy Director, MOL, in the form of advice, inspection of facilities, security plan preparation, etc.

2. Responsibility for enforcing security requirements follows the same staff channels as does management responsibility described in Figure 1 of the basic management directive.

3. Within MOL contractor facilities, the Deputy Director, MOL, is responsible for the management of contracts, and is responsible for establishing and enforcing the security requirements of the contract.

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B. Level of Information

The MOL Program is involved with handling and control of information protected under AFR 205-1 classified up through TOP SECRET, and Special Access Required data, controlled under provisions of AFR 205-23. The program also uses BYEMAN and other selected information controlled under policies contained in the security manuals in effect to control such information.

C. Security Controls of Work Areas

For effective program direction, both the MOL Program Office (SAFSL) and the MOL Systems Office (SAFSL-1) meet the physical security requirements for handling, storing, receiving and dispatching all levels of classified information associated with the MOL Program.

D. Special Clearance Actions

1. BYEMAN Projects Access for MOL Program

a. Access to BYEMAN projects is obtained after access clearability and Project need-to-know are substantiated. For the MOL Program Office, access clearability is vested in AFNIN and Project need-to-know, with the DNRO. For the MOL Systems Office, supporting military activities and its contractors, access clearability and need-to-know for BYEMAN information other than DORIAN is vested in SAFSP. Authority of the MOL Systems Office for establishing need-to-know for DORIAN is discussed below.

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b. The Deputy Director, MOL, has authority to establish

DORIAN need-to-know for:

- (1) personnel assigned to the MOL Systems Office;
- (2) SSD and Aerospace technical personnel and technical personnel of 6594th and 6595th Test Wings;
- (3) Employees of
Douglas Missile and Space Division
Huntington Beach, California
- (4) Eastman Kodak Company, Rochester, N. Y.;
- (5) McDonnell Aircraft, St. Louis, Missouri;
- (6) General Electric Company, MOL Department
Missile and Space Division
Valley Forge Missile Space Technology Center,
Philadelphia, Pennsylvania

c. All assignees (military and civilian) to the MOL Program Office and MOL Systems Office must meet eligibility requirements for BYEMAN security access approvals. When feasible, a pre-review of an individual's available investigation and/or personnel record is made in conjunction with the clearing authority prior to accepting an individual for assignment.

2. Sponsoring BYEMAN Clearances

The Director, Vice Director and Deputy Director of the MOL Program may sponsor military, civil service, and contractor personnel for access to BYEMAN project information when it is deemed that such access is required for participation in, or is of benefit to, the

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MOL Program. The Deputy Director sponsorship will be limited to those personnel assigned to SSD and MOL Program contractors. Clearance requests will be processed through established BYEMAN channels.

3. Product Clearances

Access to product information is limited to incumbents in positions approved for access. An approved position is called a billet. All requests for product billets for the MOL Program are processed by SAFSL, prior to submission through established Air Force channels. Detailed justification will accompany each request. Clearances for personnel occupying approved billets are processed to SAFSL.

4. Special Access Required (SAR)

MOL Program Office (SAFSL) and the MOL Systems Office are approving authorities for access to SAR information as set forth in AFR 205-23 and the security classification guide for Program 632A.

E. Classification of Information

1. Classification Authority for the MOL Program rests with the Director, NRO and the MOL Program Director. All MOL information will be classified in accordance with the references cited in Part 1.

2. Classification Changes

Recommendations for changes in classification of information will be submitted to SAFSL for approval. Recommendations will include justification for the requested change.

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3. New Classification

New or different types of information not previously considered for classification under policies pertaining to the MOL Program will be submitted to SAFSL for final determination of classification level. Such requests will include the information or type of information of concern, its relationship to the MOL Program and rationale for recommended classification.

F. Release of MOL Classified Information

MOL classified information will only be released to Government agencies, DOD activities and contractor facilities directly participating in, or contributing to, the MOL Program. Care will be taken to insure the recipient is appropriately cleared for the level of information released. Releases of MOL classified information to any source or for any purpose other than specified herein must be approved by SAFSL.

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Part 3. Information

A. Objective and Policy Background

1. The objective of the MOL information policy is to provide for a carefully-planned program of public information which can be released as required. While no special effort is made to justify the MOL Program publicly, enough material is made available to respond to legitimate public interest and to cope with potential international repercussions.

2. All public information materials on MOL including releases, statements, artwork, photography and advertisements proposed by representatives of any Government department or agency or any MOL contractor are processed through established security and policy review channels for approval prior to release.

3. The effective implementation of the Manned Orbiting Laboratory (MOL) Information Plan requires the careful assessment of the public affairs implications of all program activity and the constant monitoring of day-to-day operations to insure compliance with, and consistency in, application of policy.

B. Responsibilities

1. The Assistant Secretary of Defense (Public Affairs) has made the Director of Information, Office of the Secretary of the Air Force, responsible for the implementation and overall monitorship of the MOL information plan.

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2. SAF-OI has assigned an information officer to the MOL Program Office to serve as a single point of contact on MOL public affairs matters. This officer is assisted by SAF-OI divisions in the development, preparation and coordination of information materials, plans and policy guidance.

3. The MOL Program Office provides information on program plans and activities that have public affairs implications to SAF-OI so that appropriate information plans can be developed and coordinated with OASD(PA), and guidance issued to the field in advance. The office also assists in the review of proposed information materials relating to MOL primarily for security and accuracy.

4. The Air Force Systems Command is responsible for carrying out information actions for SAF-OI as directed in the MOL information plan and annexes. Since AFSC is responsible for providing on a continuing basis the facilities, resources and personnel necessary to support the MOL Program, the command also has the primary responsibility in implementing the information plan.

a. SAMSO as the lead AFSC organization in supporting MOL will provide information support for the MOL Systems Office. In providing this support the SAMSO Office of Information will:

(1) Maintain cognizance of MOL Systems Office initiated program activities and assess them for public affairs implications.

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Then alert SAF-OI, through AFSC, of those activities likely to require policy decisions concerning information handling.

(2) Maintain MOL pilot public affairs file to include current biographies and pictures; advise SAF-OI of any significant changes in pilot status such as promotion, or of any accomplishments such as special awards and decorations; refer any requests for MOL pilot participation in public affairs activities to SAF-OI.

(3) Provide information for and assistance in the preparation of annexes to the MOL Information Plan; provide information for and prepare or assist in the preparation of information materials in support of these annexes.

(4) Advise SAF-OI, through AFSC, of MOL Systems Office interface with other Government agencies and Air Force organizations and assess the public affairs implications of such joint activities.

(5) Advise SAF-OI, through AFSC, of potential community relations problems that might result from program activities--i.e., movement of personnel into Vandenberg AFB area.

(6) Advise MOL contractors of information policy and monitor their compliance with the policy.

(7) Process proposed contractor public information materials, coordinating with the MOL Systems Office and other SAMS0 Program Offices as required, and then forward the materials with

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recommendations through AFSC to SAF-OI for final review determination of releasability.

(8) Maintain collection of documentary photography--still and motion picture footage--on program activities as requested by SAFSL or the MOL Systems Office for possible use in briefings.

(9) Refer requests for information not covered in the attachments to the MOL information plan to SAF-OI, through AFSC, with recommended reply when possible.

(10) Coordinated all the above activities with the Deputy Director, MOL Program, and/or appropriate members of his staff.

5. The Deputy Director, MOL Program, provides information and assistance as necessary to the SAMSO Director of Information in accomplishing the tasks outlined above. This assistance includes reviewing proposed information materials, in support of the MOL plan and its annexes, primarily for security and accuracy. Final determination of releasability of information materials is made by SAF-OI in coordination with SAFSL and OASD(PA).

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ATTACHMENT II

CHARTER

THE AIR FORCE MANNED ORBITING LABORATORY (MOL)
PROGRAM POLICY COMMITTEE

1. Purpose. To assist in fulfilling the special management requirements of the Manned Orbiting Laboratory (MOL) Program, and to insure the availability and application of the best collective judgment and experience available from highest management levels of the Air Force, a MOL Policy Committee is hereby established.
2. Organization. The MOL Policy Committee membership is composed of the following principals:

Secretary of the Air Force, Chairman
Chief of Staff of the Air Force
Under Secretary of the Air Force
Commander, Air Force Systems Command
Assistant Secretary of the Air Force for Research and
Development
Assistant Secretary of the Air Force for Installation
and Logistics
Assistant Secretary of the Air Force for Financial
Management
Deputy Chief of Staff, Research and Development

3. Operation. The sole authority for approval of all actions pertaining to the MOL Program will be the Secretary of the Air Force or his designated representative. To provide the requisite managerial review and to assist the Secretary of the Air Force in fulfilling his responsibilities, the MOL Policy Committee will review and make recommendations on all matters including, but not limited to, the following program elements and/or areas:

- a. Establishment of major program objectives.
- b. Proposed changes affecting the MOL Program and/or system capability.

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- c. The impact of technological developments on, and arising from, the overall program.
- d. Major management and fiscal problems.
- e. All problems with potential interdepartmental and interagency implications.
- f. Plans, programs, schedules, major milestones, and development and test results.

The Director, MOL, OSAF, will provide the Committee Secretariat and function as the office of record. The Secretariat will process matters for consideration of, and recommended actions as approved by, the Secretary of the Air Force, arising from deliberations of the Committee.

Attendance of participation in Committee meetings by any other representatives of the Air Staff, field units, and/or other agencies at Committee meetings, will be determined by the Chairman, based on the specific agenda and the recommendations of Committee members.

Meetings of the Manned Orbiting Laboratory Program Policy Committee will be convened by the Secretariat as requested by the Chairman based on program requirements and/or recommendations of the Committee members.

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ATTACHMENT III

MOL PROCUREMENT PROCEDURES

I. General

The MOL procurement function has been organized and implemented to parallel the streamlined MOL management structure, and to provide flexible and timely procurement procedures responsive to program needs.

At the Program Policy, Guidance, and Approval level, the SAF and/or the DNRO: (1) Delegate procurement authority to subordinate MOL echelons; (2) Approve entry into new DORIAN contracts with industry; and (3) Authorize, where necessary, specific deviations from the Armed Services Procurement Regulations to accommodate covert procurement of NRP-related end items.

At the Program Direction level, the Director and Vice Director, MOL, provide general guidance and direction to the field in procurement matters. The Assistant Director, MOL (Procurement): (1) Exercises the special procurement authorities delegated to him by the SAF; (2) Redelegates to subordinate echelons such procurement authorities as are redelegable, with appropriate controls and limitations; (3) Manually approves individual contractual actions involving over \$5 million; and (4) In his capacity as DCS P&P, Hq AFSC, directs and coordinates Air Force Systems Command procurement support to the MOL program.

At the Program Implementation level, the Deputy Director, MOL: (1) Exercises delegated special procurement authorities; (2) Redelegates such authorities within the MOL Systems Office with the concurrence of

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the Assistant Director, MOL (Procurement); (3) Manually approves contractual actions having a value lying between \$5 million and \$350,000; (4) Provides overall direction and supervision of the internal procurement activities of the MOL Systems Office (5) and oversees, in his capacity as Deputy Commander, SAMSO for MOL, the procurement support provided to MOL by SAMSO.

The Director of Procurement and Production, MOL Systems Office: (1) Exercises delegated special procurement authorities; (2) Approves individual contractual actions having a value of \$350,000 or less; and (3) Directs the activities of the Contracting Officers under his supervision.

The procurement concept for MOL recognizes that neither the MOL Program Office nor the MOL Systems Office is manned or equipped to conduct a completely integral procurement operation. Arrangements to secure specialized functional procurement support from AFSC resources have therefore been made. The nature and scope of the AFSC procurement support to be rendered are outlined in AFSC Operations Order 66-3, Support of the Manned Orbiting Laboratory (MOL) Program, 4 August 1966.

II. Procurement Authority

In a memorandum to Major General G. F. Keeling, dated June 20, 1967, (Tab 1) the Secretary of the Air Force delegated certain procurement authorities to the Assistant Director, MOL, Procurement). The broad effects of this delegation were (1) to establish that all procurement

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authorities vested in the DCS/Procurement and Production, Hq AFSC, pertain to the Assistant Director, MOL (Procurement), and (2) to provide additional special authorities necessary to conduct covert (black) contracting associated with the DORIAN aspects of the MOL Program.

In letters to the Deputy Director, MOL dated June 23, 1967, and July 3, 1967, (Tabs 2 & 3), the Assistant Director, MOL (Procurement) re delegated such of these authorities as are redelegable to the Deputy Director, MOL for individual contractual actions having a value of \$5 million or less. These authorities have since been further re-delegated by the Deputy Director to the Director, Procurement and Production, MOL Systems Office, for individual contractual actions having a value of \$350,000 or less (Tabs 4 & 5).

III. Policy

MOL procurement practices are defined in scope by formal delegations of statutory authority, and by applicable public law, regulations and directives. In general, there is vested in the MOL management structure a wide and flexible authority to enter into contractual arrangements. This authority is relatively free of the administrative and mechanical constraints normally applied to conventional Air Force procurements. This relative freedom of action is necessary to the efficient prosecution of the MOL Program; however this same freedom of action implies a responsibility to establish and maintain internal discipline and controls which adequately protect both the integrity of the MOL management structure and the public interest. As a matter

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of policy, those who exercise MOL procurement authority will establish such controls as may be necessary to insure that:

1. Higher management echelons are kept fully informed,
2. Any work procured is clearly within the scope of the approved MOL program, and
3. Procurement actions taken are lawful and are consistent with applicable regulations, directives, policy and delegations.

IV Procedures

A. Contracts, Change Notifications, Change Orders, Supplemental Agreements, Letter Contracts, Leases, Amendments of Contracts and other contractual instruments pertaining to the MOL Program will be prepared and signed within the Directorate of Procurement and Production, MOL Systems Office, and will thereafter be forwarded to the appropriate manual approving authority, as defined by existing delegations and redelegations of procurement authority. Approval authority is apportioned within the MOL organization as follows:

1. New DORIAN contracts, of any value, will be approved by the Assistant Director, MOL (Procurement) with the concurrence of the DNRO.
2. Individual contractual actions having a value greater than \$5 million will be approved by the Assistant Director, MOL (Procurement).

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3. Individual contractual actions, other than those involving new DORIAN work, having a value between \$350,000 and \$5 million will be approved by the Deputy Director, MOL.
 4. Individual contractual actions, other than those involving new DORIAN work, having a value of \$350,000 or less will be approved by the Director, Procurement and Production, MOL Systems Office.
- B. Prior to approval of any individual contracting action involving more than \$1 million, the Deputy Director, MOL will advise the Director, MOL or the Vice Director, MOL, by any convenient means, of his intent to approve such contracting action.
- C. As of the last day of each calendar month, the MOL Systems Office will prepare and forward to the MOL Program Office a narrative summary of contractual actions taken during the month. This summary will include a brief description of each action and the dollar implications thereof. The report should reach the MOL Program Office not later than the tenth working day of the month following the reporting period.

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FINANCIAL MANAGEMENT

A. Financial Procedures

The financial requirements of the MOL Program will be funded through two distinct and separate channels. The white contracts will be funded through normal channels with financial services provided by the AFSC and SAMSO comptroller. The second channel by which MOL funds will be distributed will be through the use of Obligation Authority issued by SAFSL to the Deputy Director, MOL. This channel will be used to fund the Dorian aspects of the Program.

When funds are released through normal channels, standard procedures for commitment, obligation, and expenditure reporting will apply. However, neither AFSC or SAMSO will have the authority or responsibility to conduct analyses and reviews of program and financial reporting data.

After July 1, 1967, Dorian Obligating Authority will be issued directly to the Deputy Director, MOL, (Chief, Program Control Division). The Deputy Director, MOL will establish internal reports, practices, procedures equivalent to the procedures formerly in use by the Director, SAFSP for the administration of Dorian funds. These internal procedures will be formulated and documented as soon as possible and forwarded to SAFSL for review and approval. With the transfer of the administration of the Dorian funding the Deputy Director, MOL will have responsibility for paying the Eastman Kodak, General Electric and Douglas MOL Dorian vouchers.

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With respect to the CER-VIT, large mirror polishing techniques, and IVS technology contracts, SAFSP will cite funds made available to the Deputy Director, MOL for costs related directly to MOL. The fund-sharing of such future contract effort managed by the Director, SAFSP intended wholly or partly for present or future manned reconnaissance sensors will be established by the DNRO (NRO Comptroller) in consultation with the Director, MOL. In those areas where MOL might benefit from SAFSP-sponsored efforts on approved NRO programs, no charge normally will be made to MOL unless MOL requirements have unduly influenced the scope of the project. The NRO Comptroller will be responsible for review and coordination on all DORIAN financial management actions.

Inherent in the approval of new DORIAN Contracts will be authority for the Deputy Director, MOL to cite MOL funds available to him and pay vouchers resulting from such citation of funds.

B. Financial Limitations

Funds made available to the Deputy Director, MOL are available for the procurement of the baseline program as described in the MOL Program Plan. Therefore, the following precautions should be observed:

1. Below the line items described in the Program Plan will not be funded or procured without the prior approval of the Director, Vice Director, MOL.
2. Funding for special DORIAN Efforts will be considered approved when the fund sharing arrangement with SAFSP is established or when a new DORIAN contract is approved and signed.

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3. New requirements not currently in the Program Plan must be approved by the Director or Vice Director, MOL before funds are cited.
4. The deletion of a requirement from the baseline program will also require the prior approval of the Director or Vice Director, MOL.
5. The prior approval of these actions is required in the form of an electrical message or memorandum. Verbal agreement at Program Review Council meetings is not to be construed as authority to proceed on such program changes.

C. Financial Reports

The prudent administration of funds requires the timely submission of financial reports by the Deputy Director, MOL indicating the financial status of the program. This objective can be fulfilled with the submission of the following reports.

1. Phase I Summary Report
2. Phase II Monthly Financial Reports
3. Phase II Funds and Contract Reports
4. Contractor Fund Status Reports

The Phase I Summary Report is intended to identify the disposition of all funds made available prior to Phase II. It should indicate the application of funds by function, fiscal year, and contract. This report will be submitted 30 days after the issuance of this directive and updated at the end of each fiscal quarter if there has been a change in the application of funds.

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The Phase II Financial Report will continue in its established format. It will be a report of the current fiscal year funds and will be supported by a graphical presentation of actual versus forecast contractor expenditures as at present. Individual graphs should be prepared on the following:

- Douglas - 0029
- Douglas - 2956
- General Electric - 0018
- General Electric - 2955
- Eastman Kodak - 2864
- McDonnell - 0023
- Titan III M - Total
- GSE/TD
- Other (White)
- Other (Black)
- MOL Program - Total

The report will include government obligations, contractors' expenditures, commitment reserve, a quarterly forecast of obligations, and a forecast of future year requirements. The supporting graphs will also indicate in tabular form the contractor's expenditure forecast, Systems Office Budget, contractor incurred expenditures, commitment reserve, and government obligations. It is mandatory that the obligation status of this report is an accurate accounting of the amounts recorded by the comptroller.

If at any time the budget for a program segment is forecast to exceed the current fiscal year budget as included in the Program Plan, a written explanation of the increased requirement will be included and

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a source of funds identified. Funds will not be applied in an amount greater than the Program Plan without prior approval.

This report should be submitted so as to arrive at the Program Office by the fifteenth day of the month or the first work day thereafter.

A Program Funds and Contract Status report for Phase II will be required on a quarterly basis. This report will indicate program fund categories as included in the Program Plan, the contracts issued in each of the categories, and the funds obligated by fiscal year on these contracts.

The following categorical breakout is applicable:

- Laboratory Module
- Mission Module
- Experiment
- Special DORIAN Effort
- Gemini B
- Titan III M
- Crew Equipment
- Test Operations
- GSE/TD
- SIVB Experiments
- Laboratory Miscellaneous

While the report is required on a quarterly basis the information should be maintained within the Systems Office on a monthly basis and be available on an interim basis if required. This report should be submitted by the tenth of October, January, April, and July.

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A copy of the Contractor Fund Status Report for each of the Douglas, General Electric, and McDonnell contracts should be submitted to the Program Office each quarter. In addition the CFSR format should be completed for the Eastman Kodak contract and the Titan IIIM associate contractors with each of the contracts as a line item.

In addition to the above described reports, the Director or Vice Director, MOL may require supplementary information or additional financial reports when deemed necessary. In particular, the audit of contractor's reported expenditures on a selective basis will probably be useful in maintaining validity and discipline in the reporting process.

D. Budget Submission

The MOL Program Office will issue the requests for estimates directly to the Deputy Director, MOL. The Deputy Director, MOL will develop on call such cost estimates and the requirement basis, and submit appropriate estimates and details directly to the MOL Program Office for analysis and review. Assistance from the Air Staff and AFSC may be requested during the analysis and reviews, however, normal command/staff reviews will not be held. Review results will be discussed with the Director, MOL for approval before estimates are submitted to higher authority. The MOL Program Office will notify the Deputy Director, MOL of significant changes from submission.

The MOL Program Office will insure that total fund requirements are included in appropriate fiscal and programming documents. Recognition of standard due dates for submission to higher authorities must apply.

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The MOL Program Office will be responsible for justification to appropriate OSD, BOB, and Congressional personnel of the requirements basis for the cost estimates, with assistance from the Deputy Director, MOL as required.

E. Petty Cash

The Deputy Director, MOL will take action to obtain approval for and establish a cash purchasing agent for the small purchase of covert supplies and non-personal services. The authority and procedures will be similar to those approved for special support activities.

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