

The September 1959 directive of Secretary McElroy did not clearly delineate the assignment of responsibilities for future space research and development programs and projects and did not define the limitation within which preliminary research by the Services would be conducted.

(A further related memorandum is as follows:)

SECRETARY OF DEFENSE,
Washington, D.C., June 16, 1960.

MEMORANDUM FOR: THE SECRETARY OF THE ARMY
THE SECRETARY OF THE NAVY
THE SECRETARY OF THE AIR FORCE
CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: *Coordination of Satellite and Space Vehicle Operations*

Reference is made to the Secretary of Defense's memorandum of September 18, 1959, subject as above.

The decisions set down in the referenced memorandum are reaffirmed. Additionally, it is desired to emphasize that the establishment of a joint military organization for control over operational space systems does not appear necessary or desirable at this time.

With specific reference to the first full paragraph on page 3 of the September 18, 1959, memorandum, the appropriate Military Department will include in its detailed plans for a particular system not only the user relationships with unified and specified commands and other appropriate agencies, but also, where applicable, provision for the exercise of appropriate operational authority by the unified and specified commanders responsible for the functional area concerned.

THOMAS S. GATES, JR.

Secretary GILPATRIC. May I stress the importance of some control over preliminary research. Without some supervision in that area, preliminary research can go on, involve large amounts of money and can constitute a considerable diversion and dilution of resources within the departments, so it needs some sort of supervision, we feel.

By the time that Secretary McNamara and I assumed office in January of this year, it had become clearly apparent that there was need for immediate re-examination of the McElroy memorandum in light of recent developments. We felt we had several choices. We could reaffirm the McElroy directive or we could modify it, or we could make a completely new approach to the conduct of space responsibilities in the Air Force—in the Department of Defense.

There were a number of factors which led us to move on this problem as soon as we could.

In December of 1960, there had been an uncoordinated announcement by the Department of the Navy of its intention to initiate a series of new satellite programs in fields such as communications and reconnaissance, whereas the Army and the Air Force already had approved projects. In the case of communications, there was already a project well under way in NASA.

The Air Force had also announced a new communications project which would be in addition to Advent and Echo. On January 12, 1961, the Ad Hoc Committee on Space appointed by then President-elect Kennedy recommended that there be established "a single responsibility within the military establishment for managing the military portion of the space program."

Promptly upon assuming office, Secretary McNamara made the re-examination of space research and development management a matter of the highest priority and assigned the problem for study and report to the new Office of Organization and Management Planning Studies.