



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

Defense
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Domsat

ADMINISTRATION

January 22, 1970

MEMORANDUM FOR MR. CLAY T. WHITEHEAD

Attached for your personal information are copies of the itineraries for the first four of the trips we have laid on for the Blue Ribbon Defense Panel consultant on communications. While I realize that these are far more elaborate than anything you have in mind now, you may want to have this information as typical of travel possibilities. I believe at this time you will be interested in that portion of Trip No. 1, on the 19th and 20th of January, which relates to visits to Headquarters SAC and NORAD, as well as the portions of Trip No. 2 relating to USSTRICOM and CINCLANT. As you can see, not much more than one day was to be spent at each location. I would recommend that if you find it possible to plan on spending the return balance of your Los Angeles trip at these first two locations, you fly directly to Denver from Los Angeles, with a side trip of about one day to Colorado Springs (NORAD) and then fly from Denver to Omaha and spend one day, more or less, at SAC. While I have not examined the airline schedules in detail, I believe that these stops would be quite possible. We could arrange to have you picked up at Peterson Field, the commercial and military airfield for Colorado Springs, shown what you would like to see at NORAD, spend the night there or in Omaha and spend the last day at SAC, with a return to Washington that evening.

Why don't you consider this problem and let me know just as soon as you can whether you will want to stop at either or both places on your return from Los Angeles. If you do, I will make the necessary arrangements for you, if you can present yourself at Peterson Field in Colorado Springs and/or at Eppley Field in Omaha, Nebraska. We would arrange for pickup and delivery at both locations, quarters overnight as necessary, and such briefings, visits and discussions as would be indicated.

Also, please consider similar plans for Tampa (Florida) International Airport and/or the Municipal Airport at Norfolk, Virginia, to visit Headquarters, STRIKE Command and Headquarters, Atlantic Command.

Let me know as early as possible, please.

Dave

D. L. SOLOMON
Technical Advisor

Tuesday 11/3/70

Blue Ribbon
Panel
MEETING
11/3/70
10:30 a.m.

10:30 Col. Lasher is meeting with Mr. Whitehead at 10:30 this morning to discuss the meeting at the Pentagon with Fred Buzhardt (General Counsel of DOD) re the Blue Ribbon Panel letter that was given to the President.

Monday 11/2/70

MEETING

5:10 Col. Lasher asked if we could schedule a time for you to go over to the Pentagon and meet with Fred Buzhardt, General Counsel of DOD, concerning a Blue Ribbon panel letter that was given to the President (classified). Said it wouldn't take more than half an hour and he thought you probably intended that he and Charles Joyce should accompany you.

Shall we set it up soon? _____

You want Lasher? _____

You want Joyce? _____

1

DOMESTIC TRAVEL-ITINERARY

(18-23 January 1970)

Mr. Thomas W. Scandlyn, Blue Ribbon Defense Panel Consultant on Communications
Colonel Frederick W. Hall, OASD (Admin)

<u>DATE</u>	<u>TRAVEL</u>	<u>MODE OF TRAVEL</u>	<u>REMARKS</u>
18 Jan 1970	Dep. Andrews AFB 1530 Arr. Offutt AFB 1700*	T-39 (Andrews)	RON Offutt AFB
19 Jan	Visit Hq. <u>SAC</u> (Omaha, Neb.)		RON Offutt AFB
20 Jan	Dep. Offutt AFB 0900 Arr. Peterson Field 1000 Visit <u>NORAD</u> (Colorado Springs, Colo.)	SAC Aircraft	RON Colo. Spring
21 Jan	Visit NORAD & DCA WESTHEM Dep. Peterson Field 1330 Arr. Ft. Huachuca 1445 Visit U.S. Army Strategic Communica- tions Command	NORAD Aircraft	RON Huachuca
22 Jan	Visit USASCC		RON Huachuca
23 Jan	Visit USASCC Dep. Ft. Huachuca 1215 Arr. Davis-Monthan AFB 1245 ** Dep. Davis-Monthan AFB 1300 Arr. Andrews AFB 1930	Army Aircraft T-39 (Andrews)	

* All times are local

** Departure may be from Libby Army Airfield if waiver obtained by Andrews
Flight Operation

DOMESTIC TRAVEL ITINERARY
(18-23 January 1970)

Mr. Thomas W. Scandlyn
Col. Frederick W. Hall

<u>Date</u>	<u>Location</u>	<u>Day-Time Contact Officer</u>	<u>Billet</u>
1700, 18 Jan to 0900, 20 Jan	Strategic Air Command Offutt AFB, Nebraska	Col. Gilbreth or Maj. Sparks AV (8) 257-4115	Offutt Inn Com. (402) 294-366
1000, 20 Jan to 1330, 21 Jan	NORAD, Colorado Springs Colorado	Col. Parry Stevens AV (8) 692-2220 -2228	Broadmoor Hotel Com. (303) 634-771
1445, 21 Jan to 1300, 23 Jan	U.S. Army Strategic Com- munications Command Ft. Huachuca, Ariz.	Col. Levenstein AV (8) 879-6727	Hazen House AV (8) 879-4319 Com. (602) 538-431 (USASCC Duty Office (602) 538-6100))
			Return to Andrews AFB 1930, 23 Jan

NOTE: All times shown are local times. Nebraska and Colorado are 1 hour behind Washington, D. C.

Arizona is 2 hours behind Washington, D. C.

2

DOMESTIC TRAVEL ITINERARY

(26-30 January 1970)

Mr. Thomas W. Scandlyn, Blue Ribbon Defense Panel Consultant on Communications
Colonel A. V. Ellis, OJCS (J-6)

<u>DATE</u>	<u>TRAVEL</u>	<u>MODE OF TRAVEL</u>	<u>REMARKS</u>
26 Jan 1970	Dep. Andrews AFB 0900 Arr. <u>McDill AFB</u> 1100 Visit <u>USSTRICOM</u>	T-39 (Andrews) <i>Tampa, Florida</i>	RON USSTRICOM
27 Jan	Visit USSTRICOM Dep. McDill AFB 1300 Arr. Scott Field, Ill. 1400*	T-39 (Andrews)	RON Scott Field
28 Jan	Visit Air Force Communications Service and DECCO		RON Scott Field
29 Jan	Dep. Scott Field 0900 Arr. <u>Norfolk, Va.</u> 1145 Visit <u>CINCLANT</u>	T-39 (Andrews)	RON Norfolk
30 Jan	Visit CINCLANT Dep. Norfolk 1300 Arr. Andrews AFB 1345	T-39 (Andrews)	

* All times are local

DOMESTIC TRAVEL ITINERARY
(26-30 January 1970)

Mr. Thomas W. Scandlyn and
Colonel A. V. Ellis, OJCS (J-6)

<u>Date</u>	<u>Location</u>	<u>Day-Time Contact Officer</u>	<u>Billet</u>
1100, 26 Jan to 1300, 27 Jan	U.S. STRIKE Command McDill AFB, Florida	Major Heath AV (8) 431-1530 Ext. 2810	Suite 118, Bldg. 360 McDill Field Com: (813) 830-2606 AV (8) 431-1530, Ext. 2606, 1373
1400, 27 Jan to 0900, 29 Jan	Air Force Com Service Scott AFB, Illinois	Col. William Parker AV (8) 638-5231 -3304	Essex House, Rms 6 & 7 Com: (618) 256-2095
1145, 29 Jan to 1300, 30 Jan	CINCLANT, Norfolk, Virginia	Col. John Parrott AV (8) 244-6761	VIP Qtrs., Naval Base Com: (703) 444-2413 -4952 AV (8) 244-2413 Return to Andrews AFB 1345, 30 Jan

NOTE: All times shown are local times.

Illinois is one hour behind Washington time.

(3)

DOMESTIC TRAVEL ITINERARY

(2-6 February 1970)

Mr. Thomas W. Scandlyn, Blue Ribbon Defense Panel Consultant on Communications
Colonel Frederick W. Hall, OASD (Admin)

<u>DATE</u>	<u>TRAVEL</u>	<u>MODE OF TRAVEL</u>	<u>REMARKS</u>
2 Feb 1970	Dep. Andrews AFB 0900 Arr. Lakehurst Naval Air Station 1015 Dep. Lakehurst Naval Air Station 1025 Arr. Ft. Monmouth, N.J. 1045 Visit CG, U.S. Army Electronics Command	SAM VC-6A (Andrews) Army Helicopter	 RON Ft. Monmouth
3 Feb	Visit C.G. U.S. Army Electronics Command		RON Ft. Monmouth
4 Feb	Dep. Ft. Monmouth 0830 Arr. Lakehurst Naval Air Station 0850 Dep. Lakehurst Naval Air Station 0900 Arr. Hanscom Field, Mass. 1030 Visit Air Force Elec- tronics Systems Com.	Army Helicopter U-8 or C-45	 RON Hanscom
5 Feb	Dep. Hanscom Field 0900 Arr. Griffis Air Force Base Visit AFLC (GEEIA)	T-29	RON Griffis AFB
6 Feb	Visit AF Rome Develop- ment Center Dep. Griffis AFB 1300 Arr. Andrews AFB	T-29	

DOMESTIC TRAVEL ITINERARY
(2-6 Feb. 1970)

Mr. Thomas W. Scandlyn
Col. Frederick W. Hall

<u>Date</u>	<u>Location</u>	<u>Day-Time Contact Officer</u>	<u>Billet</u>
1045, 2 Feb. to 0830, 4 Feb.	U.S. Army Electronics Command, Ft. Monmouth New Jersey	Mr. Ted Pfeiffer AV (8) 995-2101 -2131	Blair House Com: (201) 542-137
1030, 4 Feb. to 0900, 5 Feb	AF Elect. Sys. Div. Hanscom Field Bedford, Mass	Mr. Robert Lalime AV (8) 478-1001 Ext. 761	VIP Suite Bldg. 1427 Com: (617) 274-610 Ext. 5745
1030, 5 Feb. to 0830, 6 Feb.	GEEIA Griffis AFB, N. Y.	Col. Jack Hunter AV (8) 947-3522 or via Command Post 3011	Bldg. 712 Griffis AFB Com: (315) 330-617
0900, 6 Feb. to 1300, 6 Feb	AF Rome Dev. Center Rome, N. Y.	Col. Robt. Mathis AV (8) 947-3938 -7701	Return to Andrews 1530

Change #1
21 Jan. 1970

4

OVERSEAS TRAVEL ITINERARY
(7-14 February 1970)

Mr. Thomas W. Scandlyn, Blue Ribbon Defense Panel Consultant on Communications
Col. Frederick W. Hall, OASD (Admin)

Date	Travel	Mode of Travel	Remarks
7 Feb. 1970	Dep. Dulles 2000	TWA Flt #704	
8 Feb. 1970	Arr. London 0905 Dep. London 1000 Arr. Frankfurt 1115 Dep. Frankfurt 1315 Arr. Stuttgart 1350	(Same Aircraft) Lufthansa #121	RON Stuttgart
9 Feb. 1970	0800 Visit CINCEUR (J-6) Dep. Stuttgart 1530 Arr. Heidelberg 1700	Staff Car	RON Heidelberg
10 Feb. 1970	0800 Visit U. S. Army- Europe Dep. Heidelberg 1530 Arr. Weisbaden	Staff Car	RON Weisbaden
11 Feb. 1970	Visit Hdqs. USAFE		RON Weisbaden
12 Feb. 1970	Dep. Weisbaden 0700 Arr. Frankfurt 0730 Dep. Frankfurt (Unk.) Arr. Londonderry Visit NAVEUR Comm. Facilities Dep. Londonderry Arr. London	Staff Car (Transportation arrangements being made by USEUCOM)	RON London
13 Feb. 1970	0900 Visit NAVEUR		RON London
14 Feb. 1970	Dep. London Arr. Dulles		

Change #1
21 Jan. 1970

OVERSEAS TRAVEL ITINERARY
(7-14 February 1970)

Mr. Thomas W. Scandlyn, Blue Ribbon Defense Panel Consultant on Communications
Colonel Frederick W. Hall, OASD (Admin)

Date	Location	Day-Time Contact Officer	Billet
2000, 7 Feb to 1350, 8 Feb	En Route Stuttgart		
1350, 8 Feb to 1530, 9 Feb	CINCEUR (J-6)	Col. Sam Gard Patch Barracks, Stuttgart, Ext. 8225 Home No: Patch Board, Stuttgart Civil 730-888	Room #14 VIP Suite, Stuttgart Tel: Patch Military Ext. 8092
1700, 9 Feb to 1530, 10 Feb	Hdqs. U.S. Army, Europe		Heidelberg
1700, 10 Feb to 0700, 12 Feb	Hdqs. USAFE		Von Steuben Hotel Weisbaden 446-8694
1005, 12 Feb to 14 Feb	NAVEUR, London (Londonderry and vicinity)		

Return to Dulles, Washington, D. C., at , 14 Feb.

Pod

1/12/70

To: Mr. Flanigan

From: Tom Whitehead

As discussed.

Frank Nicolai's resume

Frank A. Nicolai

Office of the Assistant
Secretary of Defense (SA)
Room 2C-273
Pentagon, Washington, D. C.
OX 7-9141

Age - 28 (October 1941)
Married, one child
Excellent health

job
objectives
and
interests

To conduct policy oriented economic analyses of alternative government programs for meeting domestic problems. I do not have strong and overriding preferences for a particular substantive area; issues concerning environmental control, health and education, and transportation are all of interest to me.

education

CORNELL GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION, Ithaca, N.Y.

Received Masters of Public Administration in June, 1965. Area of concentration was economic analysis and public policy. Academic program was a mix of courses in the Business and Public Administration School, economic and government courses in the Liberal Arts College and operations research courses in the Industrial Engineering School. Dean's List. Full graduate fellowship.

BOWDOIN COLLEGE, Brunswick, Maine.

Received B.A. degree in Mathematics in June, 1963. Elected to Phi Beta Kappa in June, 1962. James Bowdoin Scholar and Dean's List 1960-63.

work
experience

Sept. 1968 to Present -- Director of the Mobility Forces Division in the Office of the Assistant Secretary of Defense (Systems Analysis). Presently as GS-15.

Dec. 1967 - Sept. 1968 - Staff analyst in the Mobility Forces Division. OASD(SA).

Jan. 1966 - Dec. 1967 -- Army officer on active duty assigned to OASD(SA) as staff analyst.

July 1965 - Jan. 1966 -- Executive Trainee in the Office of the Secretary of Defense with tours in the following offices: Director of Defense Research and Engineering, Assistant Secretary (Comptroller), Assistant Secretary (Manpower), and Assistant Secretary (Systems Analysis).

current job responsibilities As Director of the Mobility Forces Division I supervise six professionals (three career military officers and three civilians). My office is responsible for reviewing and evaluating various Defense mobility and transportation programs for the Secretary of Defense. Because of the Defense reliance on commercial transportation for much of its peacetime and emergency needs, my office has wide contact with other Government agencies - the Bureau of the Budget, the Department of Transportation and the Maritime Administration in the Department of Commerce. During the past several years I have been personally involved in reviewing and developing alternative policies and programs for the U.S. Merchant Marine.

other activities and accomplishments Participated in three colligate sports. Awarded prize for outstanding scholar-athlete in college freshman class. Received Legion of Valor Award for Outstanding ROTC Cadet in New England Area 1963. President of college fraternity. Member faculty-student committee on restructuring freshman orientation program. Elected senior class marshall.

references Dr. Lawrence E. Lynn, Jr.

Senior staff member of the
National Security Council

Dr. Ivan Selin

Acting Assistant Secretary of
Defense (Systems Analysis)

Mr. Ira Dye

Director, Office of Systems
Requirements in Department of
Transportation

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

NOMINATIONS SENT TO THE SENATE ON DECEMBER 17, 1969:

Gardiner Luttrell Tucker, of Virginia, to be an Assistant Secretary of Defense.

Whitney North Seymour, Jr., of New York, to be United States Attorney for the Southern District of New York for the term of four years, vice Robert M. Morgenthau.

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced his intention to nominate Gardiner L. Tucker of Arlington, Virginia, to be Assistant Secretary of Defense for Systems Analysis. He will succeed Alain C. Enthoven, who has resigned.

Since June of this year Tucker has been Deputy Director of Defense Research and Engineering at the Pentagon.

He was graduated from Columbia University in 1947 and received his Ph.D. in Physics from that same institution in 1953. Tucker became a research physicist for the International Business Machine Corporation in 1952. He was promoted to physicist in charge of semiconductor research at Poughkeepsie, New York in 1954 and in 1957 became manager of the research analysis and planning staff there.

In 1959 Tucker became Manager of IBM's San Jose, California research laboratory, a position he held until 1961 when he was promoted to Director of Development Engineering for the IBM World Trade Corporation. He became Director of Research for IBM in 1963.

He is married to the former Helen Harwell and they have three children.

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Defense

December 20, 1969

To: Mr. Schlesinger

From: Tom Whitehead

Attached is a memorandum regarding the response to the Mansfield amendment. While this memorandum was never sent because of timing problems, it still reflects my thinking and I also believe it reflects Mr. Flanigan's thinking.

Attachment

cc: Mr. Kriegsman
Mr. Whitehead

CTWhitehead:ed

Defense

December 9, 1969

MEMORANDUM FOR THE PRESIDENT

It appears we cannot simply ignore the Mansfield Amendment limiting DOD-supported research to those projects having a direct and apparent relationship to a specific military function. On the other hand, high-quality research now supported by DOD should not be dropped altogether, and some continued DOD-university contact is desirable.

I therefore recommend that we take the initiative in the following way:

(1) Announce that the bulk of Federal support for basic research should be funded through the NSF.

(2) Transfer in FY 71 \$100 million of basic research each from DOD and AEC to NSF as an incremental move in this direction.

(3) State that this balance of basic research funding between NSF and the mission agencies will continue to be reviewed each year for appropriate balance.

This approach offers a number of benefits with respect to Federal-university relations and would be a positive step toward improved management of Federal research support. Its one major drawback is the apprehension of the academic community that the net impact will be a smaller total budget for basic research.

Alternative: Dr. DuBridge will try to convince DOD to agree to drop some basic research and to get an FY 70 supplemental for NSF to pick up those projects.

cc: Mr. Flanigan
Mr. Whitehead ✓
Mr. Kriegsmann
Central Files

Peter Flanigan
Assistant to the President

CTWhitehead:jm

THE WHITE HOUSE

WASHINGTON

Pete —

DuBridge is apprehensive.

I think we should do it anyway.

M^r Elroy agrees.

If π agrees, we, DuBridge, &
Harlow should plan how to proceed
for maximum benefit.

T

THE WHITE HOUSE

ACTION MEMORANDUM

WASHINGTON

LOG NO.: 2340

Date: Tuesday, December 2, 1969

Time: 2:15 P.M.

FOR ACTION: Peter Flanigan

cc (for information):

FROM THE STAFF SECRETARY

DUE: Date: Friday, December 5, 1969

Time: 2:00 P.M.

SUBJECT: DuBridge's comments regarding "Department of Defense's Support of University Research."

ACTION REQUESTED:

____ For Necessary Action

X For Your Recommendations

____ Prepare Agenda and Brief

____ Draft Reply

____ For Your Comments

____ Draft Remarks

REMARKS:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately.

[Signature]
K. R. COLE, JR.
For the President

THE WHITE HOUSE

WASHINGTON

November 28, 1969

MEMORANDUM FOR

THE PRESIDENT

SUBJECT: DOD Support of University Research

The so-called Mansfield Amendment (Section 203 of the Military Procurement Authorization Act) may well strike a damaging blow at university scientific research and might also seriously jeopardize the future technological capability of the Department of Defense. The situation is so critical and so imminent, that I believe I should bring it to your personal attention.

Section 203 provides that none of the funds authorized under the Act may be used "to carry out any research project or study unless such project or study has a direct and apparent relationship to a specific military function."

As you know, ever since 1946 the three military services have supported substantial basic research programs in addition to their large military applied programs in universities and in industry. The Department of Defense has always correctly maintained that the extension of scientific knowledge in certain fields was important to the military, that contact with university scientists was of great value, and that the training of new scientists, which always accompanies university research, added to the supply of scientists and engineers needed by DOD and its contractors to carry out their missions.

Since 1950 the support of university basic research by the National Science Foundation, the National Institutes of Health, the Atomic Energy Commission and NASA has grown and is now much larger than that of the DOD. DOD provides only 16.8 percent of the total. Nevertheless,

the continued support of this research by DOD has been extremely important and valuable, both to DOD and to the universities. Very strong statements to this effect have recently been made by Secretary Laird and Dr. Foster.

The DOD policy is to support those areas of basic research which have potential relevance to military problems. Thus, research in electronics, low-temperature physics, many areas of chemistry and some areas of biology are supported because applications are likely to result from additional knowledge in these fields. These areas are less likely to be adequately supported by other agencies. The extremely valuable military applications of the laser beam is but one example of the great value of such basic research. It was supported by the Office of Naval Research.

The Mansfield amendment, if strictly interpreted, and especially if interpreted in accordance with supplementary statements made by Senator Mansfield in a number of his speeches, would greatly reduce the DOD support of university basic research. Indeed, Senator Mansfield declared it was his intention to reduce DOD support to 1/4 of that provided by NSF. Some of this reduction would take effect immediately in FY 1970, the rest in FY 1971.

Clearly there are no funds available in NSF or other civilian research-supporting agencies to take over this large and important research program, or even any appreciable fraction of it. In view of the Congressional action to reduce NSF funding below your budget request and possible similar actions in the case of DOD and NIH, scientific research and graduate education may suffer a severe setback which would be felt for years to come.

I will work with DOD, BOB and NSF in making a full examination of this situation, and I assume you will wish us to seek corrective actions applicable to both FY 1970 and 1971 budgets, possibly by finding additional funds for NSF.


Lee A. DuBridge



THE ASSISTANT SECRETARY OF COMMERCE
Washington, D.C. 20230

DEC 15 1969

MEMORANDUM FOR CLAY T. WHITEHEAD
Staff Assistant
The White House

Subject: Your Memorandum of November 24, 1969

I appreciate your sending the memoranda to NASA and DoD regarding contributions to our interdepartmental study on telecommunications planning for Alaska.

As to the public announcement of the Alaskan study, release was scheduled for December 12, as coordinated with you.

The Gibson letter to you dated November 20, 1969, in which DoD demurs at our Interdepartmental Group approach and recommends instead that the study proceed under the Federal Field Committee for Development Planning in Alaska ("The Committee"), to be advised by RCA and other Alaska-based carriers, alone, indicates a developing problem.

If you wish to reply at all it might take the following line:

The Interdepartmental Group approach still seems preferable, because:

1. Sharrock's request itself asks for a study by an independent entity. That is what the Committee would be getting.
2. RCA is by no means excluded from providing input, because it can advise the Interdepartmental Group just as easily as it could advise the Committee.
3. There are significant uses of Alaskan telecommunications throughout the whole Government. (As between military and civilian agency ACS business for FY 1966, published figures show that roughly 60 percent was military and 40 percent civilian agency).
4. The developmental nature of Alaska makes decisions now crucial to the State and to the Nation as a whole.

Enclosed for your use if you wish is a draft letter to Gibson conveying these ideas.

Myron Tribus
Myron Tribus

Enclosure

D R A F T

Mr. Glenn V. Gibson
Deputy Assistant Secretary of Defense
Installations and Logistics
Department of Defense
Washington, D. C. 20301

Dear Mr. Gibson:

This replies to your letter of November 20, 1969, concerning telecommunications planning for Alaska. We were glad to learn that the Department of Defense is prepared to participate in the interdepartmental study.

As to how the study is to be undertaken, however, the Interdepartmental Group approach still seems preferable to us.

George Sharrock's request, dated September 4, 1969, on behalf of the Federal Field Committee for Development Planning in Alaska ("The Committee"), itself asks for a study by an independent agency. This is what the Committee would be getting.

RCA and other Alaska-based common carriers are by no means excluded from providing input, for they can advise the Interdepartmental Group just as easily as they could advise the Committee.

There are, of course, significant uses of Alaskan telecommunications throughout the whole Government. (Published figures show that, as between military and civilian agency ACS business for FY 1966, roughly 60 percent was military and 40 percent civilian agency.) With the Alaskan's future development at stake, we believe that the Interdepartmental Group, including qualified representatives from the various agencies, free of self-interest, would be in a singular position to

take a comprehensive, unbiased, long view of the appropriate role of telecommunications in the developmental process in the State.

The developmental nature of Alaska makes decisions now crucial to the State and to the Nation as a whole.

Sincerely,

Clay T. Whitehead
Staff Assistant

June 4, 1971

Mrs. Louis A. deRosa
56 Crosby Brown Road
Gladwyne, Pennsylvania 19035

Dear Mrs. deRosa:

My staff and I were shocked and deeply saddened to hear this morning about Lou. He was contributing so much to the workings of this Administration, and making such good progress in a most difficult job, that he will be greatly missed.

I want you to know that you have my deepest sympathy and also that of all of OTP.

Sincerely,



Clay T. Whitehead

cc: Mr. Whitehead
Mrs. Smith

LKSmith:jm 6/4/71

dod

Friday 6/4/71

11:35 We have checked with the office.

Mrs. deRosa is leaving this afternoon for
Gladwyne, Pennsylvania.

There is a strike on at Western Union; therefore,
we have drafted a letter for Mrs. deRosa instead of telegram.



DoD

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF TELECOMMUNICATIONS MANAGEMENT
WASHINGTON, D.C. 20504

OFFICE OF THE DIRECTOR

December 12, 1969

Honorable Dean Burch
Chairman
Federal Communications Commission
Washington, D. C. 20554

Dear Mr. Chairman:

This letter is to follow up past informal discussions with FCC staff representatives regarding a problem of interference to one of the radio frequencies used for communicating with the Presidential aircraft.

Pursuant to its commitments with the Department of the Air Force, the Motorola Company has stockpiled mobile radio equipments ready to meet sudden unforeseen communications requirements. These equipments are properly crystallized on frequencies in the 162-174 MHz Government frequency band. On at least two occasions - the funeral ceremonies for the late Senator Robert F. Kennedy in Washington and for the late president Dwight D. Eisenhower in Abilene, Kansas - local non-Government authorities called upon the Motorola Company to provide mobile communications equipment for temporary use on short notice. Equipments provided on both these occasions were crystallized in the 162-174 MHz band and both times a frequency assigned for the Presidential aircraft was sought for temporary use by the non-Government interest involved.

As the result of prompt action on the part of the FCC and the OTM, problems were averted on the two occasions cited above. However, there does appear to be a genuine requirement for a stockpile of mobile communications equipments to be available for non-Government users to employ under unusual conditions.

2.

It is suggested that the Commission specify other frequencies, preferably in non-Government bands, for such purposes. We shall, of course, assist the Commission within our capability. Such action would prevent what could at some time be a serious harmful interference situation.

As a matter of interest, additional background information on this subject is summarized on pages 3 and 4 of the minutes of the Interdepartment Radio Advisory Committee (IRAC) meeting of June 11, 1968.

Sincerely,

W. E. Plummer
W. E. Plummer
Acting

cc: Mr. Clay T. Whitehead ✓

Defense

December 11, 1969

To: Karen Harper
Bryce Harlow's office

From: Eva Daughtrey
Tom Whitehead's office

As requested, I am returning the exchange of correspondence between Senator Hatfield and Mr. BeLieu re the GAA ships.

I am also attaching copies of exchanges between Navy and Mr. Whitehead on the same subject, which might be of some use to you.

Attachments

— *(filed in Maritime
/ Congressional)*

EDaughtrey



THE ASSISTANT SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

Telecommunications
DoD

MEMORANDUM FOR MR. CLAY T. WHITEHEAD
STAFF ASSISTANT
THE WHITE HOUSE

SUBJECT: Telecommunications

It would be very helpful to us in our planning to assume greater responsibility in Telecommunications if you would establish communications for us with appropriate personnel in the Department of Defense.

Dr. Richardson of my staff is beginning to survey statutes, prepare departmental orders and plan specific organizations. I want him to confer with DoD representatives to insure that we properly take their needs into account. Will you please assist us?

A brief memo from you to me confirming your intentions would also be helpful. I must prepare budget justifications. I would also like to discuss the matter with Mr. Rooney, the chairman of our appropriations committee.

Myron Tribus
Myron Tribus

10 NOV 1969

MEMORANDUM FOR COMMANDER, MILITARY SEA TRANSPORTATION
SERVICE

Subj: GAA Ships

I have now testified before two Congressional Committees concerning GAA ships. During these hearings I represented, more or less, that I personally would be responsible for our using GAA's in the immediate future. Accordingly, I request that each time it is the judgment of MSTC that a GAA be required, my office be consulted before the decision is formalized.

Recognizing that emergency situations might occur when time will not permit consultation with my office, there may be exceptions to my request. Furthermore, should you be unable to contact my office during a 24-hour period, or after consulting my office you do not receive a response within 24 hours, you may assume that authority is granted for the individual GAA situation.

In such instances outlined in the preceding paragraph, I would appreciate a written report outlining the extenuating circumstances.

John W. Warner

Copy to: VCNO

ORIG; CDR B. G. McSWAIN, OUSN, 72423, jsf 11/10/69

Of the 43 active GAA ships about 14 are continuously engaged in specialized intra-theatre lift in Southeast Asia, where there is insignificant commercial lift available. Currently the balance of 29 active GAAs are used for the carrying of ammunition whenever commercial ships are either not available or not acceptable for carrying this unique cargo. (GAA ships have been sheathed to carry this cargo.)

Presently no GAA ship is permitted to be used by MSTs unless it is firmly determined that no acceptable commercial ship is available within a reasonable time and authority for their use has been granted by my office. (See a copy of my directive attached.)

Future Projection:

On the assumption that cargo requirements to Southeast Asia continue to decline, it is likely that by January few GAA ships will remain in operation.

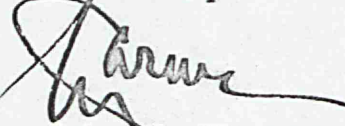
Opposition Background:

Six unsubsidized berth line operators have protested strongly to the DOD's use of GAA ships. Accordingly, they submitted a bill to Congress which would drastically reduce DOD's discretionary authority to use GAAs. I recently appeared before the House Merchant Marine and Fisheries Committee to oppose this bill on the basis that DOD would lose its flexibility if such a stringent bill passed. Meanwhile, everything possible is being done to reduce GAAs as rapidly as possible and I have assured the steamship operators of my intent to do all that I can in this direction. Additionally, MSTs has been chartering the idle commercial tonnage from these operators where acceptable ships have been offered.

Final Assumption:

None of the protesting ship operators possess container capability. Therefore, it can be assumed that even with the elimination of all the GAA ships there would be little increase in cargo tonnage to these operators since they possess World War II break bulk ships and most of this tonnage would move in containerships.

I think you should also be made aware of the fact that the GAAs are now carrying only 6% of our total sealift requirements.


John W. Warner



THE UNDER SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350

24 November 1969

MEMORANDUM FOR MR. CLAY T. WHITEHEAD

Subj: Summary of the Current Controversy Regarding the General
Agency Agreement Ships (GAA)

Description of the term "GAA":

Ships broken out of the Reserve Fleet for the use of the Department of Defense (DOD) to augment the MSTs nucleus fleet. They are manned with union crews, operated by steamship agents appointed by the Maritime Administration, and paid for by MSTs through the Industrial Fund. The GAAs serve to provide some flexibility to meet surge requirements.

Brief History of the Use of GAA Ships:

The first increment of GAA ships were broken out of the National Defense Reserve Fleet early in 1966 and were gradually increased in number to a high of 165 by April, 1968. The reason for this increase in utilization of GAA ships was the unavailability of commercial tonnage to meet total worldwide DOD requirements.

Availability of commercial tonnage and the increased use of container service to Southeast Asia permitted a gradual reduction in the number of active GAA ships beginning in January, 1969. By August, 1969 there remained approximately 65 GAA ships in active use. At a meeting with several unsubsidized operators in September, 1969, I agreed to review the size of this GAA fleet. I decided to place a 10-day moratorium on the use of GAA ships while a thorough study of the situation was conducted by MSTs.

As a result of this study and my review of the entire GAA situation I directed MSTs to further reduce the GAA fleet. As of November 15, 1969, only 43 GAA ships remained in active use, and a like number were held in a reduced operating status (ROS). These GAAs in ROS are alternated with the active GAAs.

Defense
Alaska

November 24, 1969

MEMORANDUM FOR

Dr. Myron Tribus
Assistant Secretary of
Commerce for Science and Technology

Attached are copies of memoranda I sent to NASA and DOD regarding contributions to your interdepartmental study on Alaska telecommunications. I also attach a copy of a reply (?) that I received from DOD.

I would like to know as soon as you have talked to the Governor so that we can expedite the public announcement of this activity in an appropriate way.

Clay T. Whitehead
Staff Assistant

Attachments

cc: Mr. Flanigan
Mr. Whitehead
Central Files

CTWhitehead:jm

THE WHITE HOUSE
WASHINGTON

1. Hold
2. Copy for Tribune (type)



ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

20 NOV 1969

INSTALLATIONS AND LOGISTICS

Dr. Clay T. Whitehead
Staff Assistant
The White House
Washington, DC

Dear Dr. Whitehead:

Please refer to your memorandum of November 10, 1969 regarding opportunities and costs for telecommunications in Alaska.

The Department of Defense, which has a vested interest in the development of telecommunications for Alaska, is prepared to assist in the interdepartmental study of Alaska telecommunications. We believe, however, that the Federal Field Committee for Development Planning in Alaska (hereinafter referred to as "Committee") has developed considerable information toward meeting the stated objectives. The enclosed letter from the Chairman of the Committee, in our opinion, focuses on the issues involved and proposes what appears to be a logical approach to the problem. We also believe that the Radio Corporation of America (RCA), which was recently awarded the purchase of the Alaska Communications System, has an inherent responsibility to assist the Committee in identifying current and future telecommunications requirements and designing an economically viable system for the State of Alaska. It is our opinion that the communications common carriers and the Committee, rather than a US Government Interdepartmental Group, are the most knowledgeable activities to develop a viable telecommunications system for Alaska.

Accordingly, we recommend that the Committee request RCA and other Alaska-based communications common carriers to assist it in developing much of the information outlined in the enclosed letter. This assistance should be provided by the carriers on a customer service basis. Any policy issues which may arise from this approach and which cannot be handled by the Committee or the State of Alaska should be referred to an interdepartmental ad hoc group for resolution.

The foregoing recommendation, which is basically consistent with the enclosed letter, and which we believe would meet the desires of the White House, should achieve the objectives in the most advantageous and economical manner.

Sincerely,



Glenn V. Gibson
Deputy Assistant Secretary of Defense

Enclosure

Sep 4, 69 Ltr fm Federal Field
Cmte for Development Planning
in Alaska

FEDERAL FIELD COMMITTEE FOR
DEVELOPMENT PLANNING IN ALASKA
SUITE 400, 632 SIXTH AVENUE
ANCHORAGE, ALASKA 99501

September 4, 1969

Honorable Myron Tribus
Assistant Secretary of Commerce
for Science and Technology
Room 5884, Main Building
U. S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Tribus:

Discussions at the just-concluded Alaska Conference on Satellite Telecommunications have underscored what the Field Committee's Communications Working Group and the Governor's Communications Satellite Task Force had earlier concluded: there is an urgent need for the immediate initiation of planning for communications development in Alaska.

The report prepared earlier this year by the Communications Working Group, which sets out the need for communications planning, is enclosed. Its arguments are still valid, with one amendment. The sale of the Alaska Communication System has been announced. The successful bidder, RCA, has pledged to make certain improvements to the system soon after it becomes the owner in July, 1970; but RCA has also indicated an interest in obtaining further expert advice such as would be produced by the proposed study.

Based upon the information made available at the recent conference, and upon the advice of the chairmen of the Communications Working Group and the Governor's Communications Satellite Task Force, I now seek your assistance in obtaining funding for communications planning that would:

- 1) study the existing communications environment of the state to assess the worth of each segment to an integrated space and terrestrial complex;
- 2) translate economic and population growth trends in the state along with the needs of government agencies (such as the Department of Defense, Environmental Sciences Services Administration, and the Federal Aviation Administration) into predictions of communications requirements in five-year increments, starting with July, 1970, and extending forward into time as far as available trend estimates will permit;

- 3) identify unmet public service type communication needs in Native villages as projected by federal agencies (such as the Bureau of Indian Affairs of the Department of the Interior and the Department of Health, Education, and Welfare) and state agencies (such as the Department of Education, the Department of Health and Welfare, and the Department of Public Safety). This would include educational television, medical support, civil defense, and other emergency communications;
- 4) determine the makeup of an optimum system to satisfy the needs of all users in the state from July, 1970, as far as practicable out into the long-range planning period;
- 5) estimate the revenue requirements of the recommended system and identify the revenue resources expected to support those requirements;
- 6) develop and recommend the fundamental concept for traffic flow, switching and control, inter and intrastate, upon which the system recommendation was based.
- 7) study and recommend the administrative apparatus, the statutory authority, and the expertise which must be established by the State of Alaska so that it can effectively guide the development of communications in the state along the lines of the fundamental plan;
- 8) develop and recommend a concept for rate structuring to meet the state's objectives of providing adequate service to the whole population, and of promoting economic development of the bush through promotional rate scales to key industries such as tourist promotion, air travel, news and weather dissemination, etc.;
- 9) recommend revenue sharing and other arrangements which should be developed between the common carrier in Alaska and the common carriers in the Lower 48 to provide Alaskans with the full advantages of direct distance dialing and low-rate, off-hour calling and reduce to a minimum the economic penalty imposed by the geographical separation between Alaska and the other states.

We are very much overdue in having this study inaugurated. It should be begun no later than October 1 of this year, and completed by April of 1970. However, because current planning is being carried on by the successful bidder for the Alaska Communication System, it is necessary to obtain by December of this year preliminary findings of the consultant with respect

September 4, 1969

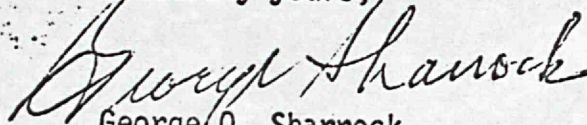
to 1) identification of routes that should plainly be served by microwave installations, and 2) comparison of rates that could be offered for service to selected locations by space versus terrestrial links. The purpose of the first of these is to avoid unnecessary delay in the engineering and procurement of prime equipment.

Cost of the plan is estimated to be about \$250,000. In our view the work should be performed by an independent communications consultant. My office would assume responsibility for overall supervision of the consultant's analysis and plan, drawing upon advice from the state director of communications, the executive director of the Public Service Commission, the chairman of the Governor's Communications Satellite Task Force, and the chairman of the Communications Working Group--the communications staff officer of the Alaskan Command. This group, as may be seen, is representative of state, industry, federal civilian and military interests.

Believing that it would be your wish, I am furnishing information copies of this letter to the persons identified below.

I will be in Washington next week. While there I would welcome an opportunity to discuss this proposal further with you.

Sincerely yours,



George O. Sharrock
Chairman

Enclosure

cc: J. D. O'Connell
Dr. Walt Radius
William Ellis
Congressman Howard W. Pollock
Senator Ted Stevens
Senator Mike Gravel
James Hawkins
L. Ralph Meham
Don Hall
Charles Buck
Governor Keith Miller
Augie Hiebert
General Robert G. Ruegg
Dr. Clifford Hartman
Charles Northrip

THE NEED FOR A LONG-RANGE COMMUNICATIONS DEVELOPMENT PLAN FOR ALASKA

Prepared by
The Communications Working Group
Federal Field Committee for Development Planning in Alaska
Robert A. Breitweiser, Lt General USAF, Chairman

A long-range communications development plan for Alaska is urgently required because of the present status of communications capability, presently unmet needs, and current developments that have important consequences for communications. More specifically,

1. The present communications system is inadequate.

a. The system is generally filled to capacity and is unable to satisfy a number of current outstanding requirements. The "White Alice" system, a broadband network connecting the Ballistic Early Warning System and the Air Defense complex with their control centers and headquarters, and which provides most of the point-to-point capacity in use today, was planned and installed to meet operational requirements of the US Air Force. The only excess channel capacity built into the system was that which could be justified by the estimated growth of military requirements. It was not until after White Alice was installed and operational that it began to be looked upon as a vehicle for carrying public offering channels of the Alaska Communication System - and finally came to be incorporated into the Defense Communications System. In other words, the backbone system of communications in Alaska was not planned to meet the requirements of both the military and the public. The military demand for service has grown gradually, but public needs for communications services, reflecting Alaska's burgeoning growth since accession to statehood, have grown rapidly. Some needs, such as inter and intrastate TV transmission and computer data channels have never been capable of being satisfied, but economic pressure is beginning to develop behind the demands for those services. Long distance calling to the 48 contiguous states is delayed seriously during peak hours for lack of sufficient channels to carry the load - and for lack of sufficient switchboard and operator capacity to cope with peak demand.

b. The basic communications system throughout the state is aging and obsolescent. The tropospheric scatter and line-of-sight micro-wave it uses are of 1950 technology. They were installed in the mid-fifties, and have been denied the benefits of capital investment for purposes of modernization or expansion since 1959.

c. The White Alice system, depending largely upon tropospheric scatter for transmission across virtually inaccessible terrain is capable of only limited expansion. Traffic estimates indicate that by the time expansion projects could be completed, growing demand will again have outstripped system capacity.

d. The basic communications system throughout the state does not serve the entire "Alaskan Community." The communications system of Alaska, as it now exists, generally services only those areas of military importance or high population density (i. e., Anchorage, Fairbanks and the Aleutian Chain). There are many communities which are not in close proximity to military installations or areas of dense population, that have no communications facilities at all. Examples are those communities in the Second Judicial Division and the Yukon River area. The increase in activity in remote areas during the past year has emphasized the real lack of adequate communications in the state beyond the large population centers and areas of military importance. With the exception of one or two radio schedules per working day, many construction camps, field crews and even sizeable villages have no contact whatsoever with the rest of the world. After office hours or on Sundays or holidays it is virtually impossible for the residents of these areas to secure medical aid, call for emergency transportation, or even talk with a doctor who might be able to suggest emergency steps. In the longer view, the inability to extend normal communications into many of the villages deprives them of the opportunity to receive educational programming in their home environment under a program of the University of Alaska. The alternative of bringing native students out of the villages for education is extremely disruptive to their living patterns and reaches only a fragment of the people. Constant, daily exposure to information, ideas and the English language can be of inestimable value to the development of Alaskan natives. The need for communications to the remote areas is urgent.

2. It is desirable to have a single long-haul system, but pending developments may work against its establishment. It is important that the long-haul system be kept intact within one franchise. Communications demand and revenue potential are either lumped in point locations, such as Anchorage, Fairbanks, Kenai and Juneau, or else are scattered thinly over wide areas and among many very small villages. The total revenue potential within the state is not great, but the expense involved in providing service to outlying areas is by far the greater proportion of overall operating expense. The burden of supporting communications to the sparsely settled areas cannot readily be shared by the urban areas unless the whole system is one economic unit. Two factors tend to fractionalize the system in direct contradiction to the need, recognized by the state and strongly supported by the military, to maintain system integrity.

a. The Alaskan Communications System is to be sold by the Air Force to a private concern. The desire of the commercial owner of ACS, actual or prospective, may be to want to be responsible for only the economically attractive areas and to leave systems in the fringe areas to the military. Once there is a commercial long haul carrier in Alaska, the military cannot expect to get government funding to support the communications requirements of civil populations. It is likely that the trend will be for military communications requirements to transition to military or civilian satellite systems to take advantage of their superior quality and security and the great savings in prospect, as compared to ground-based systems. That circumstance would put service to the remote villages in serious jeopardy.

b. North Slope developments require communication capability now. The second factor tending to break up the unity of the statewide system is the urgent need of the North Slope oil developers to immediately obtain inter and intra-Alaska communications for business purposes and for operation of the planned pipeline to the Gulf of Alaska. If their requirements are not satisfied by the statewide system, they are likely to exercise financial power and great influence to proceed with installing their own communications support system. Communications service to the oil industry is an important source of revenue for the statewide system and should be within the charter of the new owner of the ACS.

3. Expensive communications inhibit economic development particularly in Alaska where other forms of communications such as road, rail, ship or air, are either limited, difficult, or very expensive. In such circumstances more reliance tends to be placed on electrical communication, given its availability and reasonable economy. There is little prospect for much further reduction in costs for long distance calling through the system in Alaska. Economical operation is a direct result of massive traffic flow and high density utilization of equipment. Present rates are probably as good as can be expected from the present saturated system. The sizable capital investment required to expand it to its limit would work against the prospect of any further economies.

4. Many requirements exist for communications services to the nearly 200 native villages in Alaska. Most prominent is the need, shared by a group of interests, for establishing reliable and adequate communications to and from the villages where most of the 53,000 Alaskan Natives live. The services which are needed include telephone, telegraph, and TV/radio programming, and the purposes to be served include: normal personal and commercial phone and message service; distribution of alarm or warning messages regarding sea waves, weather or national emergency; support to the programs of a variety of federal and state agencies such as the Bureau of Indian Affairs, Bureau of Land Management, Public Health Service, Fish and Wildlife Service, Forest Service, and others; distress or emergency calls to summon rescue or medical aid for ill or injured persons; distribution of news, weather and other commercial programming; and extension of audio or visual programming from National or State Educational Networks to all Native schools and villages. In the main, these are low potential revenue services, but they carry a great level of importance at the federal and state level and, consequently, reflect a demand for the most efficient and economical communications technology.

5. Alaska is approaching a turning point in the development of its communications structure. The factors and influences cited above all point in the direction of great change in Alaskan communications. The pressing need for expansion of communications in capacity, and into new areas, is certain to lead to planning decisions within the next year for construction of facilities within the following two years. There are two general courses that the overall

development may take. One would be to develop and expand the present system. Some aspects of this approach do not seem to be desirable.

a. A substantial expansion of present facilities could raise the overall capital investment so high that conversion to modern technology would not be economically feasible for many years. Estimates have been made on expansion projects totaling up to thirty million dollars, and even that much investment would not modernize the technology in use to the point that it would accommodate highly desirable services such as educational television.

b. The cost of extending the present system into the nearly 200 native villages would be prohibitive. Even if funding were available for such a venture, the effect of the capital outlay on the total telecommunications tariff structure in the state would be highly undesirable. Economical calling rates could not be expected in the foreseeable future. The other general direction which development may take is to retire the obsolescent equipment presently in use before making any sizeable further investment in it. A complete new replacement system would have to be engineered and installed to take over the services being provided by the old facilities and to meet the many new demands. A survey of studies on how to provide similar improvements in other parts of the world indicates that application of modern technologies may be very practical and desirable in Alaska and is certainly worthy of study.

6. The extent and the nature of communications development in Alaska can be guided in desirable directions if action is taken soon enough. The time to prepare to influence the development of Alaskan communities is growing critical. The time schedule for the turn over of the Alaska Communication System to a commercial owner is July 1970. Some two million dollars worth of improvement projects, under the recently authorized industrial fund, must be completed by that date. New projects may be planned beforehand by the new owners, but they cannot be started before the date of transfer. Major projects will then be two years or more in implementation. Decisions made in 1969 will determine whether the new facilities of 1972 indicate that Alaska is to be tied for many years to the telecommunications system of its Territorial past,

or whether Alaska is taking advantage of a unique opportunity to move into the modern communications era in one great stride.

In order for the State of Alaska to know what it wants to do in regard to communications development, and to be able to establish the requisite policies and the regulatory apparatus to implement them, it must have the contemplated master plan in hand before the end of 1969. That will provide six or more months for assessment of the compatibility between the plans of the new commercial carrier and the goals of the State, and for any corrective coordination or negotiation found necessary before system cutover. On the basis of an estimate that the study period required for the production of a long range plan is six to nine months, it can be seen that urgent action is required to authorize, fund for, and award the appropriate contract.

Working Group Members

Lt Gen R. A. Breitweiser, Hq ALCOM	Chairman
Colonel Amos H. Ross, Jr., Hq ALCOM (J6)	Asst Chairman
Mr. Jack Edwards, Federal Aviation Administration	Member
Mr. Andrew Clark, Alaska Railroad	Member
Mr. Donald L. Stichler, Bureau of Indian Affairs	Member
Mr. William Woosley, Bureau of Indian Affairs	Alternate Member
Mr. Wayne Gilbert, Bureau of Land Management	Member
Mr. Harold DeVoe, Federal Communications Commission	Member
Mr. Charles L. Buck, State of Alaska	Member
Mr. Charles C. Culp, U. S. Public Health Service	Member
Mr. Gus Norwood, Alaska Power Commission	Member
Mr. Harry L. Rietze, Department of the Interior	Member
Lt Cmdr J. G. Williams, U. S. Coast Guard	Member

Advisors to Working Group

Mr. Augie Hiebert, Broadcasting Industry
Brig Gen James Isbell, Director Alaska Disaster Office
Mr. Emil Notti, Alaska Federation of Natives

Doo

OFFICE OF
THE UNDER SECRETARY OF THE NAVY

SPECIAL ASSISTANT TO THE UNDER SECRETARY for Transportation

24 November 1969

MEMORANDUM FOR DR. TCM WHITEHEAD

Attached is a copy of the memo
of 10 November, subject: GAA Ships that you
requested last Friday.


R. A. CARL

Request 9/11/12/69

10 NOV 1969

MEMORANDUM FOR COMMANDER, MILITARY SEA TRANSPORTATION
SERVICE

Subj: GAA Ships

I have now testified before two Congressional Committees concerning GAA ships. During these hearings I represented, more or less, that I personally would be responsible for our using GAA's in the immediate future. Accordingly, I request that each time it is the judgment of MSTTS that a GAA be required, my office be consulted before the decision is formalized.

Recognizing that emergency situations might occur when time will not permit consultation with my office, there may be exceptions to my request. Furthermore, should you be unable to contact my office during a 24-hour period, or after consulting my office you do not receive a response within 24 hours, you may assume that authority is granted for the individual GAA situation.

In such instances outlined in the preceding paragraph, I would appreciate a written report outlining the extenuating circumstances.

John W. Warner

Copy to: VCNO

ORIG: CDR B. G. McSWAIN, OUSN, 72423, jsf 11/10/69

12-7 412085

DATE

14 Nov 69

MEMORANDUM FOR:

Mr. Peter M. Flanigan
Asst to the President
The White House

Tom Whitehead
DOD

Dear Pete:

Thanks for your reply of 9 Oct.

Since then, I came across a small handbook put out by AFSC that explains their Management Center.

This is partly what I had in mind with special modifications and refinements to fit the White House level of management and decision making.

Sincerely,

Bill

Encls

AFSC Management Center

*PS - I am now located in the new
Forental Bldg - phone 11-36114.*

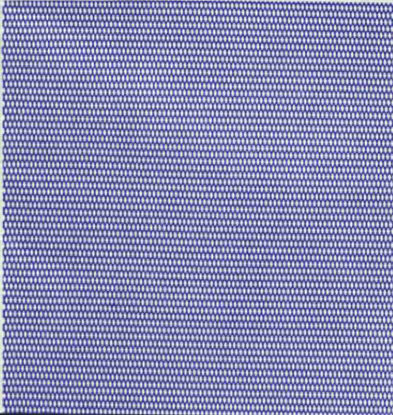

W. Sidney Taylor

5053 South 22nd Street, Arlington, Va. 22206

HQS AIR FORCE SYSTEMS COMMAND MANAGEMENT CENTER

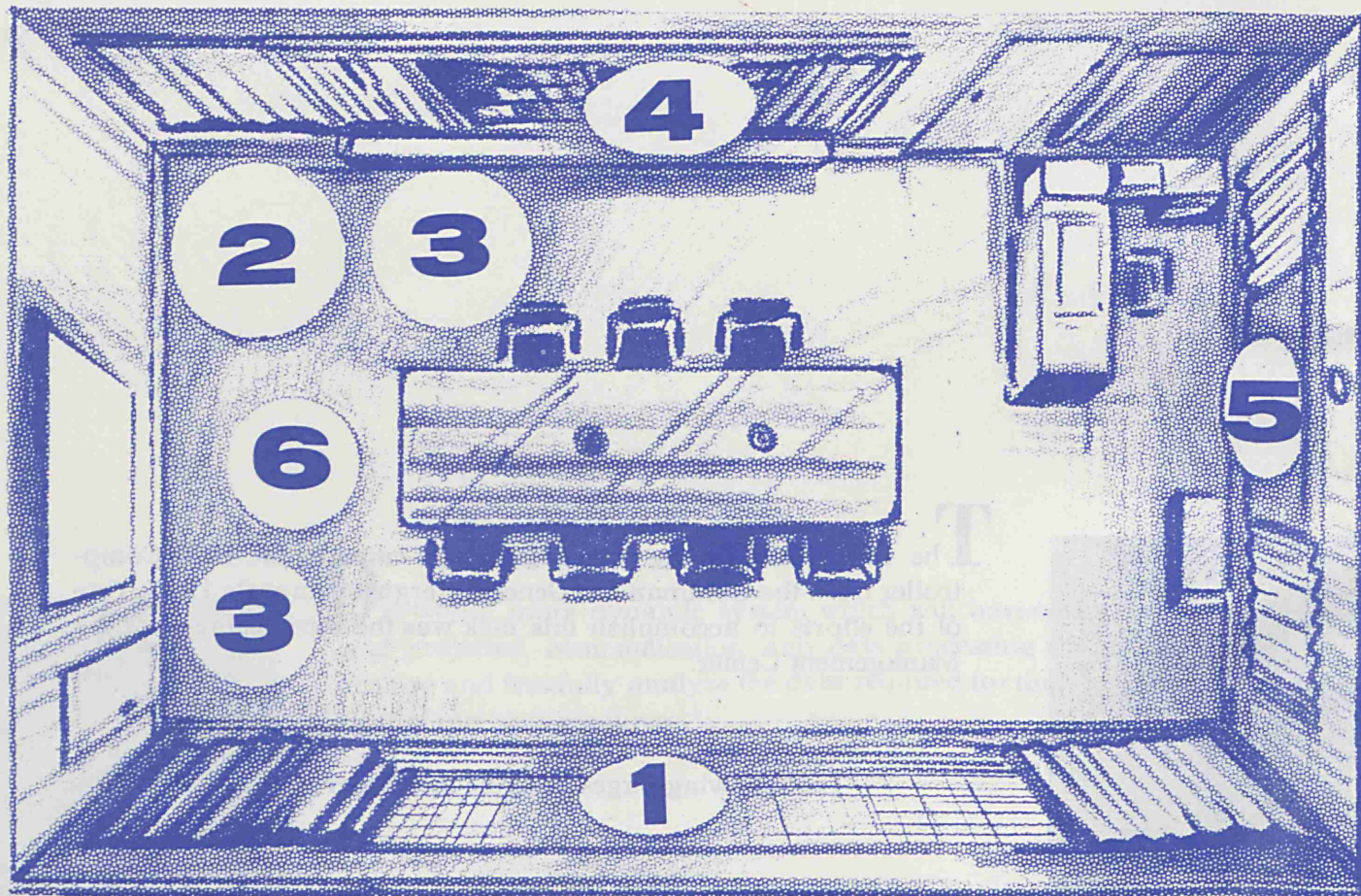
DIRECTORATE OF MANAGEMENT ANALYSIS, DCS COMPTROLLER

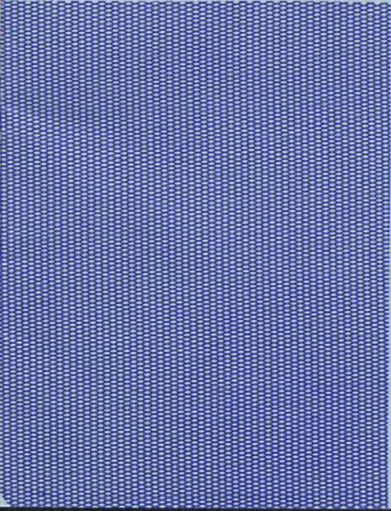
Develop a more dynamic system which will harness our current and projected communication and data processing capability and acquire and fruitfully analyze the data required for timely management of our vast resources."



The instruction on the preceeding page came to the DCS/Comptroller from the Commander, General Ferguson, in early 1967. One of the efforts to accomplish this task was the establishment of the Management Center.

The following pages describe the Center and its capabilities.

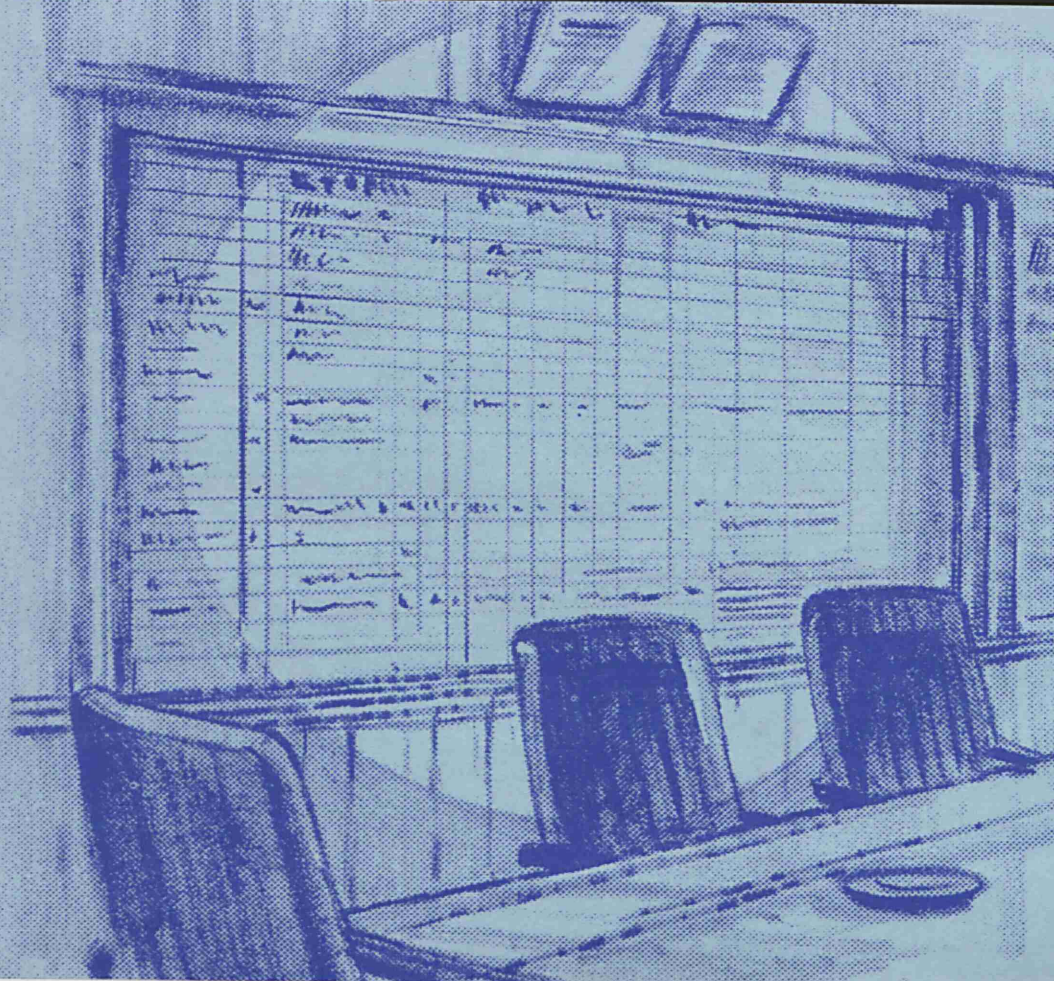




The Management Center is an all inclusive facility utilizing all the latest equipment and techniques to assist management.

Its six separate components can be summarized into the seventh: "a conference capability aiding and leading in the decision processes."

Read about each of the six on the following pages.



FISCAL CONDITION OF COMMAND PROGRAMS

For
"As Of Last Night"
Status

1

Programs and the extent of their activity carried-on in AFSC are determined by the dollars approved for each. And, as each is assigned an identification number, our display of the work efforts is by those program element numbers.

The fiscal position of the program is maintained in a daily status through other employed equipments and techniques.

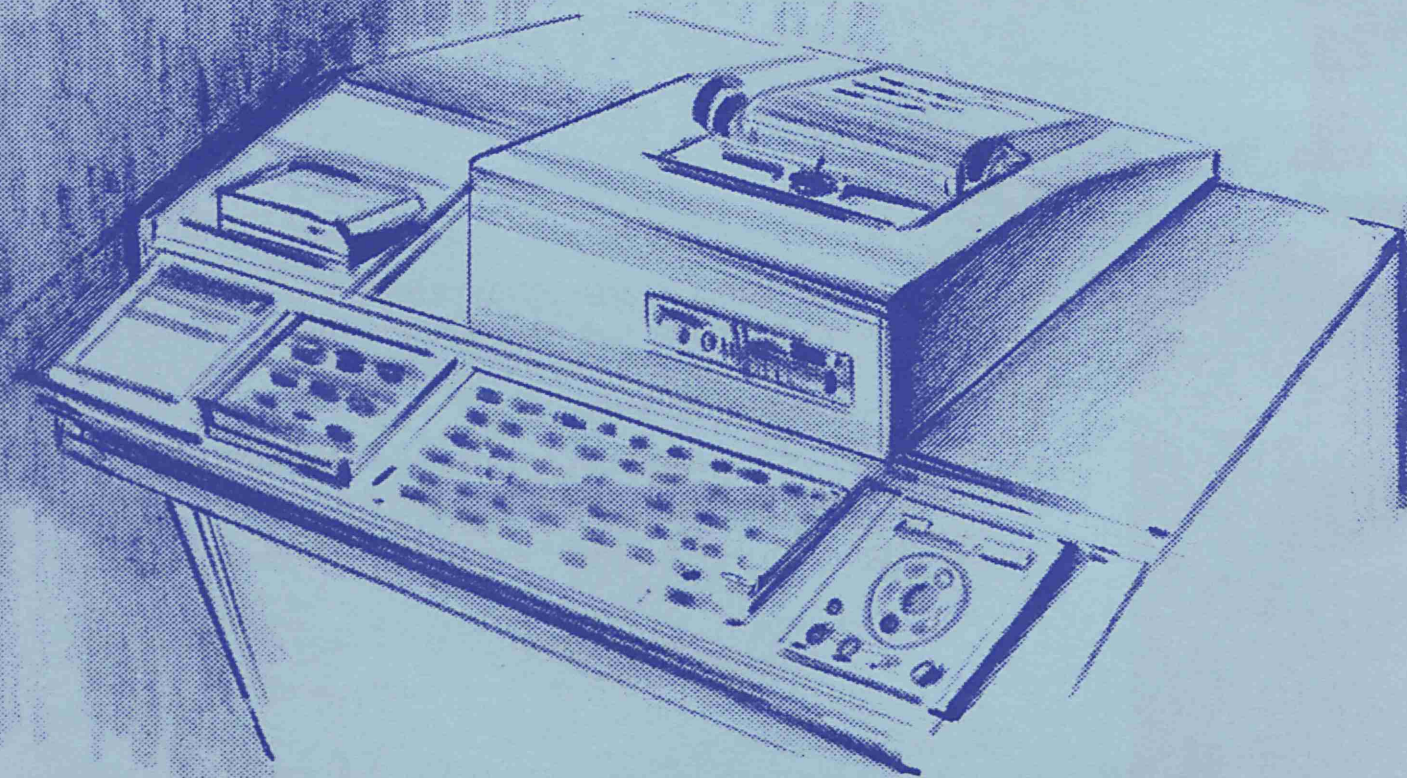
Are you responsible for a program? Wish to know its status as of last night?

Call 3692, 3694

or come by the Center

REMOTE TELETYPE

For 30 Second Retrieval Of Computer Stored Data



2

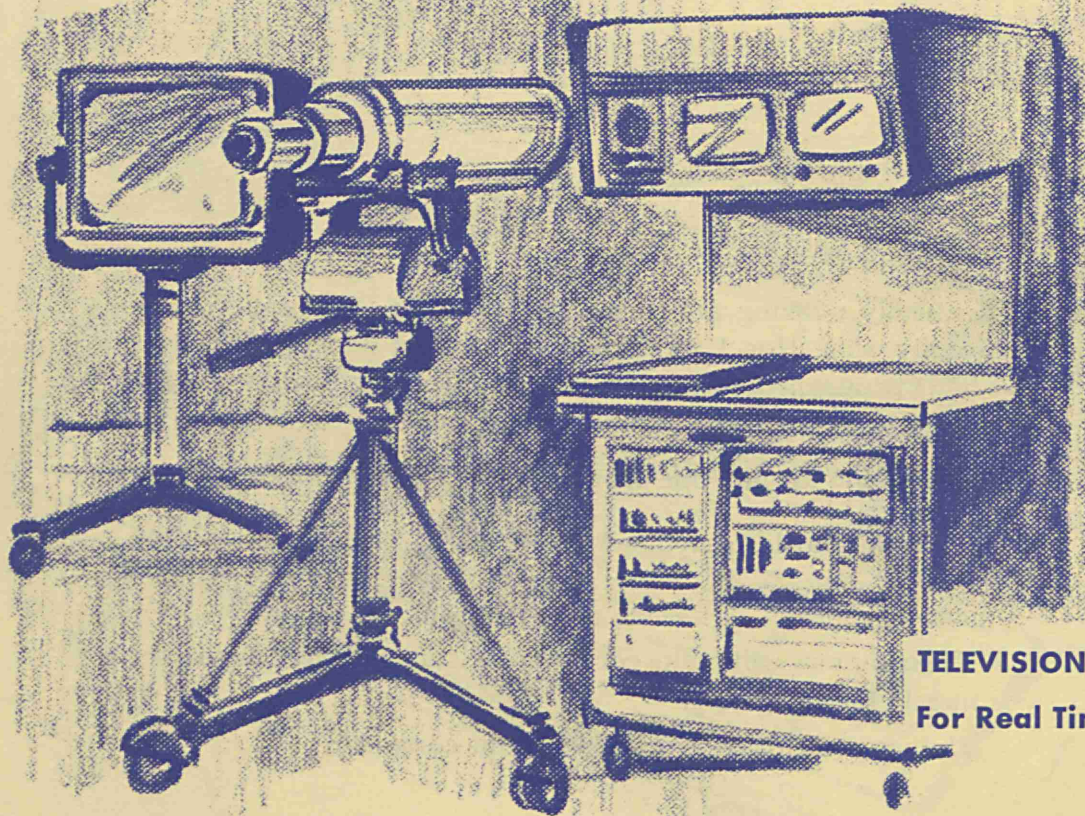
Presently utilizing a Systems Development Corporation computer jointly with Hqs USAF, most of the past and present Air Force R&D program information is available for immediate retrieval by each program, and in a multitude of "cuts".

Is the trend for any one program or program area



The computer will make correlations, statistical trend analyses, etc., merely for the asking.

The remote teletype is our door to the computer.



TELEVISION EQUIPMENT

For Real Time Data Dissemination

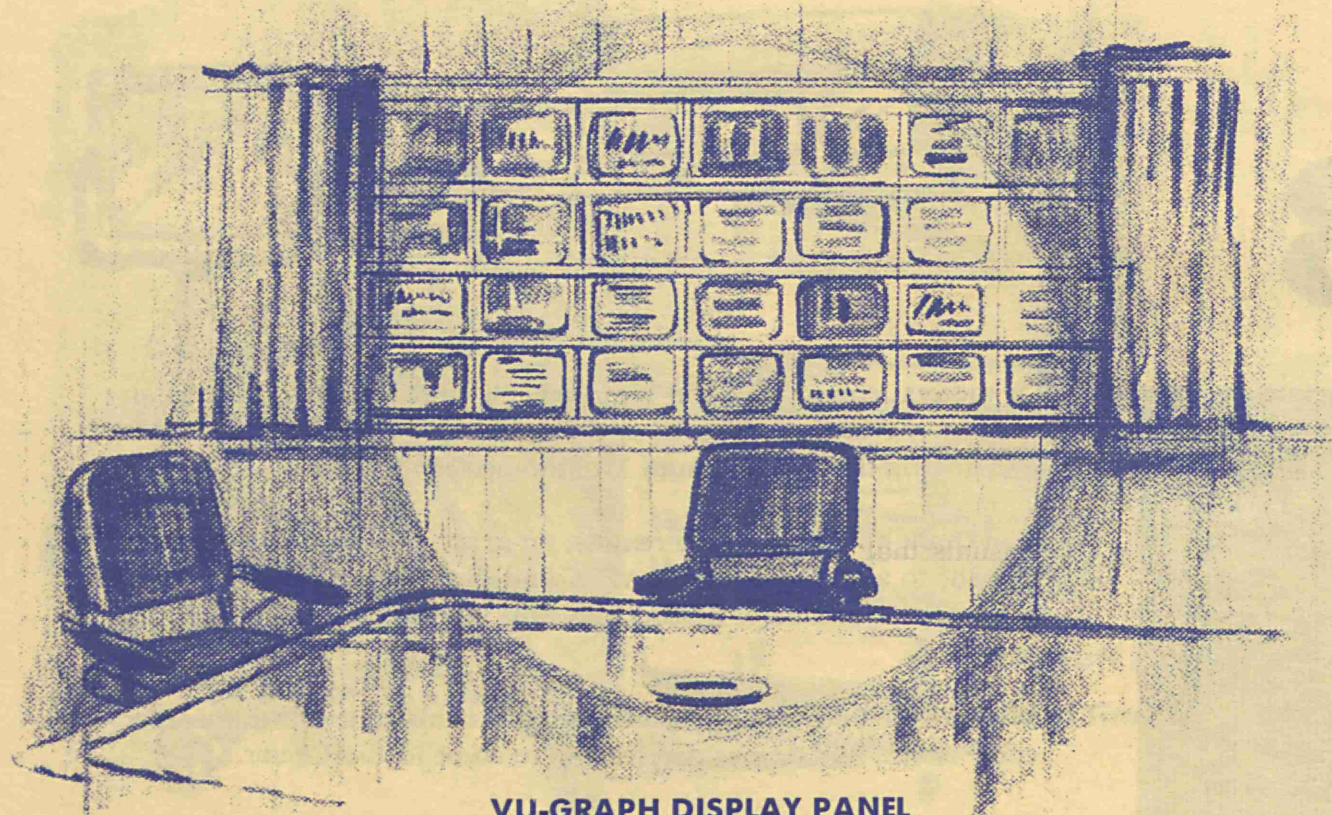
3

In today's communication requirements and methods, Television plays a vital role. The Closed Circuit TV system is capable of bringing the "Mountain to Mohammed" so to speak.

The chalk boards, teletype remote, vu-graph display panels may be "piped" to any TV set on the AFSC and Hqs USAF circuit. In this manner, the manager needn't leave his office for a look-see at his program.

We take the information to the manager, in his office, in his conference room; and do not require him to come to the Center.

Try it - - - call 3692/4



VU-GRAPH DISPLAY PANEL

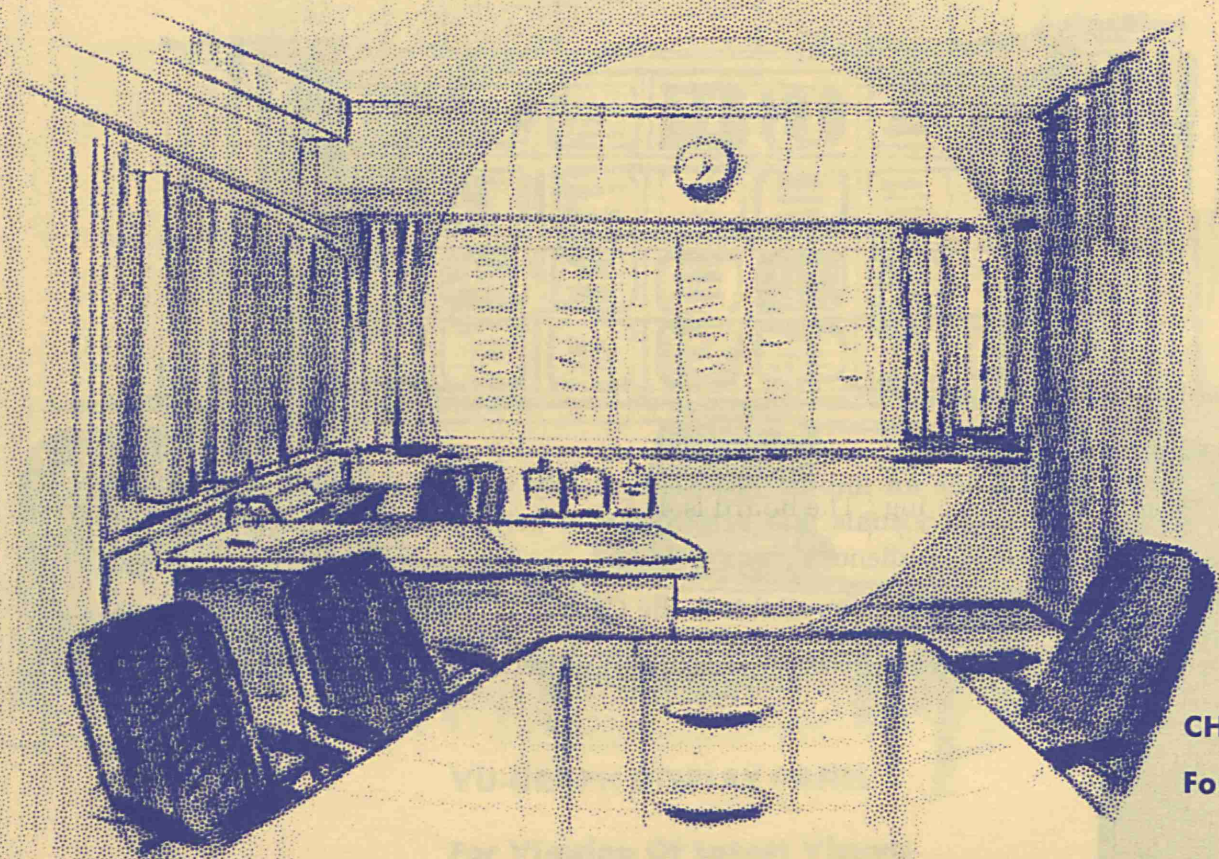
For Viewing Of Latest Visuals

4

Made an important briefing lately which contained exceptionally good visuals that are worthy of being seen by a large and high-level audience?

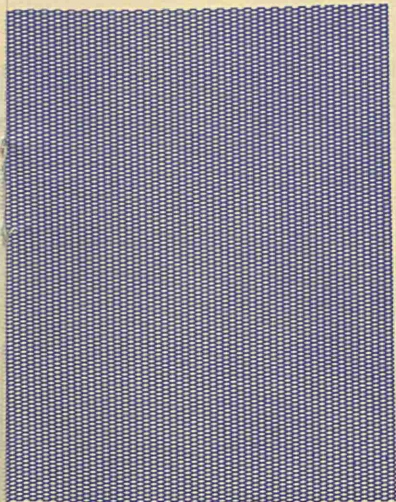
Make them available to the Center.

The capacity is 56 vugraphs and security is no problem.

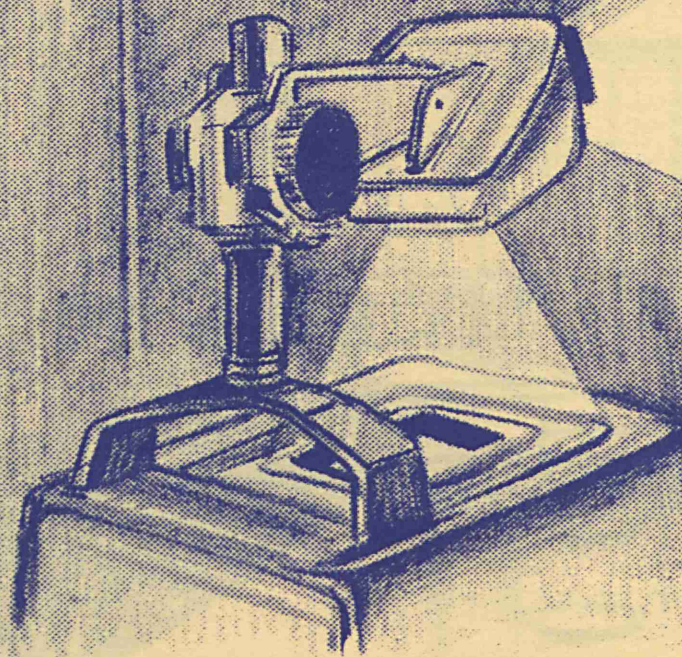


CHALK BOARD
For "Chalk Talk"

5



Need a facility for a chalk-talk on a display board to aid in a briefing? The board is 4' high by 12' long and is well lighted and protected.

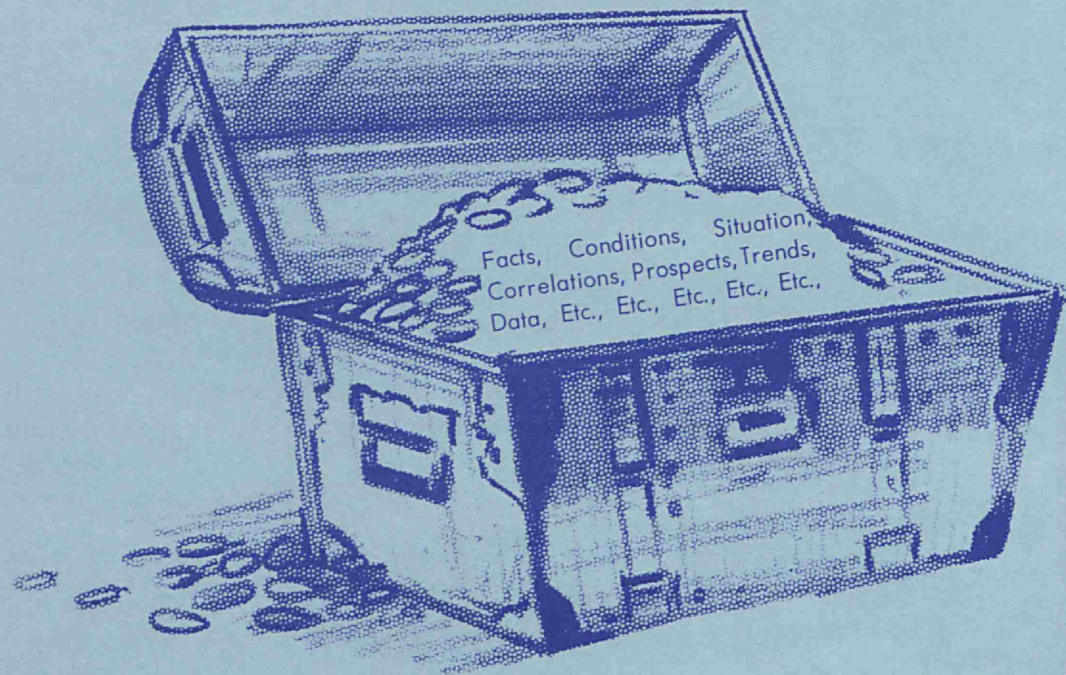


OVERHEAD PROJECTOR

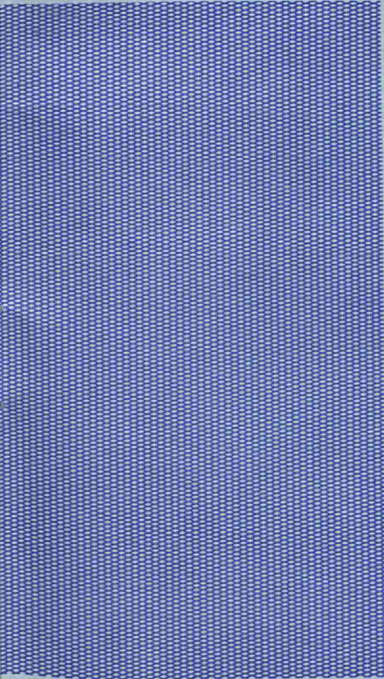
6

Rounding out the Center facilities and equipment is the vu-graph machine and screen. Motion picture and 35 mm slide projectors are available as well.

WHAT DATA DO YOU HAVE IN YOUR TREASURE CHEST?



That Is Important To Other Managers?



No manager can work in a vacuum.

The manpower man must know how many dollars the Comptroller received for personnel pay; the supply man must have advance information to provide desks for a large increase in manpower; the Civil Engineer needs to know of the manpower increase to have space available for the desks; etc.

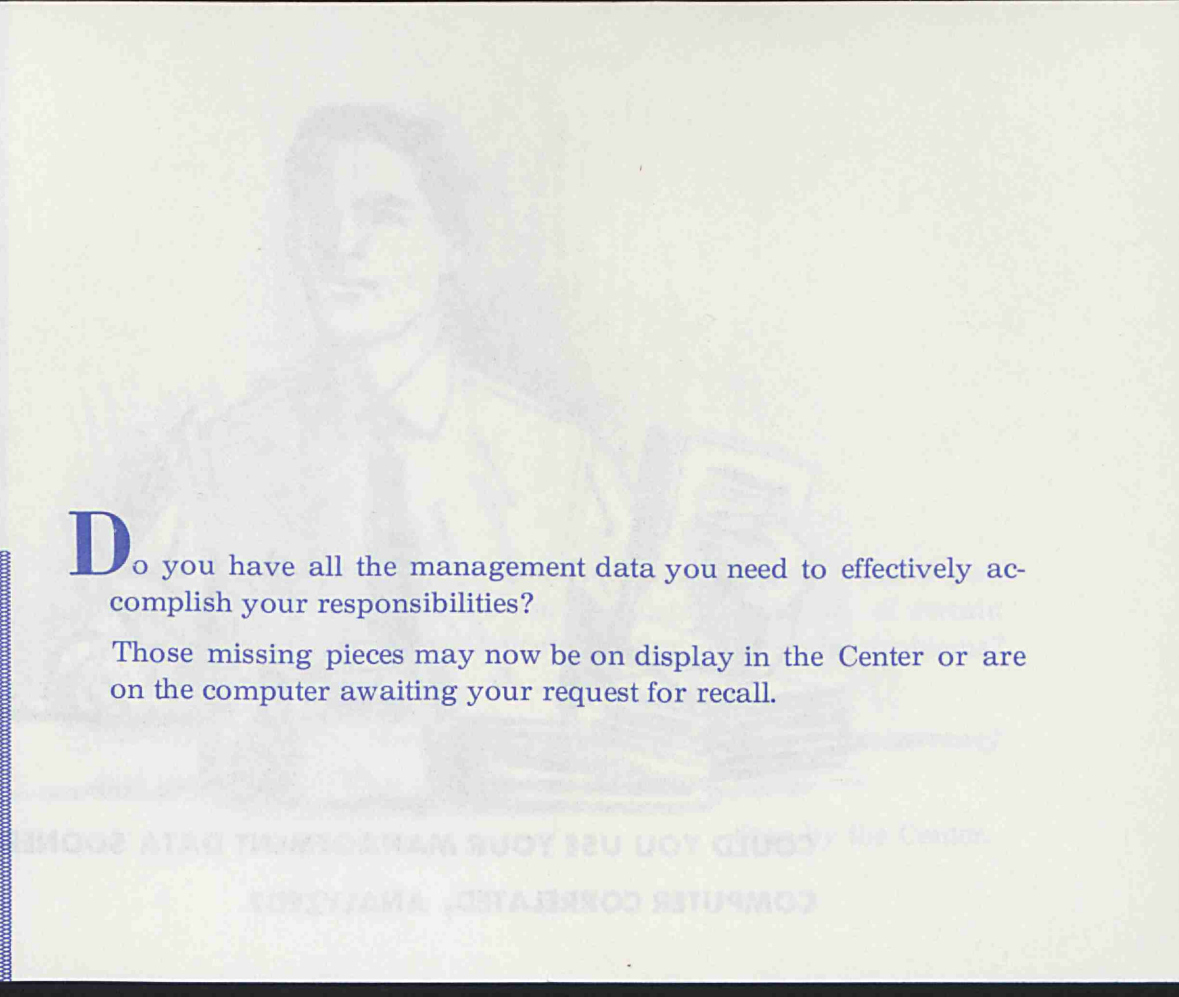
A team effort is achieved only when all involved know what is going on.

Is some of your management information of vital concern to others?

The Center may have a way of displaying your data for the assistance of others.

ARE THERE
PIECES
OF YOUR
MANAGEMENT
DATA
MISSING?



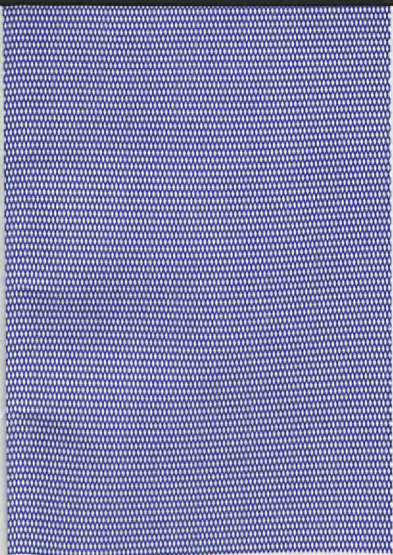


Do you have all the management data you need to effectively accomplish your responsibilities?

Those missing pieces may now be on display in the Center or are on the computer awaiting your request for recall.



**COULD YOU USE YOUR MANAGEMENT DATA SOONER?
COMPUTER CORRELATED, ANALYZED?**



What is the as-of-date of your latest management data? Could you use it in a different format? Do you need details but only of certain pieces when the aggregates indicate existing or potential problems? Etc., etc.

The computer and remote may be able to solve your data currency and display problems.

Stop by the Center.

DOD

November 12, 1969

*memo dated
11/29
rec'd from
John Warner*

MEMORANDUM FOR

**The Under Secretary of the Navy
Department of Defense**

**Would you please provide me a short summary
of the current controversy regarding the
so-called GAA ships and the position of the
Department of the Navy on this matter.**

**Clay T. Whitehead
Staff Assistant**

**cc: Mr. Whitehead
Central Files**

CTWhitehead:ed

DOD

November 10, 1969

MEMORANDUM FOR

Mr. Barry J. Shillito
Assistant Secretary
Installations and Logistics
Department of Defense

The White House has requested Assistant Secretary of Commerce for Science and Technology, Myron Tribus, to chair an interdepartmental study of Alaska's telecommunications problems. This will be a short-term effort over the next few months to assist the officials of that State with policy-level decisions regarding the opportunities and costs for telecommunications in Alaska.

The Department of Defense participation in this study is particularly important because of its unique familiarity with certain aspects of this problem. Dr. Tribus has already been in preliminary contact with people from your agency regarding availability of staff and budget resources for this interdepartmental effort. Should the issue come to your attention, I would like to emphasize that the White House regards this as an important study and hopes that you will be able to contribute resources, primarily in the form of staff participation, not to exceed \$100,000.

Clay T. Whitehead
Staff Assistant

cc: Mr. Flanigan
Mr. Whitehead
Central Files

Identical letter to Willis Shopley, NASA
CTWhitehead:ed



THE ASSISTANT SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

Alaska
Commerce

NOV 6 1963

MEMORANDUM TO DR. CLAY T. WHITEHEAD

Subject: Alaska Project

Attached is the information about the policy level persons you promised to contact to help assure firm supporting services for the Alaska communications project. In addition to these Federal agencies, you were to urge funding from Alaska through Governor Boe's office.

I appreciate very much your helping in this way to assure adequate resources for the project. I do feel, as I expressed in your office, that various deadlines are putting us under pressure to begin work as quickly as possible.

Myron Tribus
Myron Tribus

Attachments

FUNDS DESIRED

Commerce	\$100K
Defense	100K
NASA	100K
Alaska	100K

Department of Defense

Staff already contacted:

Mr. T. J. O'Brien
Deputy Director
Office of Telecommunications Policy

together with

Mr. William Ellis

Current Status:

Mr. Ellis has indicated that DoD will supply "some" money and staff.
The amount is not yet determined.

Policy level contact:

Honorable Barry J. Shillito
Assistant Secretary
Installations and Logistics
11-55254

Request:

Resources not to exceed \$100K. These may be contributed in the form of staff or money. If the contribution is in the form of staff, that support should be appropriate to the needs of the project.

National Aeronautics and
Space Administration

Staff already contacted:

Dr. Walter Radius
Communications Program Office

together with

Mr. Russ Burke
Mr. Jerry Rosenberg

Current status:

Dr. Radius offers NASA support in identifying sub-problems which should be given to private contractors and in setting up the contracts. He suggested going to Administrator Paine for money support.

Policy level contact:

Dr. Thomas O. Paine
Administrator, NASA
13-36931

Request:

Resources not to exceed \$100K. These may be contributed in the form of NASA staff, NASA contractor staff, or money. If the contribution is in the form of staff, that support should be appropriate to the needs of the project.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF TELECOMMUNICATIONS MANAGEMENT
WASHINGTON, D.C. 20504

Alaska
Communications
Defense
OFFICE OF THE DIRECTOR

October 7, 1969

Honorable Rosel H. Hyde
Chairman
Federal Communications Commission
Washington, D.C. 20554

Dear Mr. Chairman:

I am forwarding herewith a letter from the Department of Defense (DOD) reaffirming its position with respect to the award of a license by the FCC for a microwave system between Anchorage, Alaska, and the satellite earth station to be located at Talkeetna. The DOD position is supported by valid justification, and we fully support the belief that it is most essential that RCA, as a purchaser of the Alaska Communications System (ACS), be given an opportunity to develop a viable communications system for Alaska without fragmentation of the system by introducing other long haul common carriers during the critical early years.

The long haul telecommunications system of any area is the nervous system supporting the national security and related governmental functions in the area. The State of Alaska is no exception and the integrity of the system must be maintained. There is need for a carrier with the capability of, and with the clear mandate and prerogative for planning a single integrated system which will continue to provide service to the extensive national security activities distributed throughout the State of Alaska.

As indicated in the ODTM dissent to the Report of the Rostow Task Force, the National Plan for Emergency Preparedness includes the following Presidential policy:

"The telecommunication resources of the Nation would be available for use by the Government in time of emergency, contingent upon the nature and extent of the needs of the public welfare for continued service."

"It is of the utmost importance that the network characteristic and capability of the telecommunication system be preserved to the greatest degree possible during a national emergency."

In consideration of this policy, the competitive bidding process through which the ACS was offered, was designed to produce as the successful bidder that applicant which could best provide a communications system for Alaska and which would make the greatest contribution toward the welfare of Alaska. Great weight was given in the competitive bidding process to offers to reduce rates and improve and expand the system. RCA proposed to purchase the ACS for \$28.4 million, to make improvements of \$27.6 million over the first three years, and to cut rates by almost one-third. RCA recognized that it would operate at a loss initially, but was willing to place enormous sums at risk on the basis that it was bidding to be the long lines carrier in Alaska.

In view of the foregoing, it would appear essential, at least for the first few years of transition from ACS operation to the status of a regulated public common carrier, to afford the maximum opportunity for integrated system planning and the development of a cohesive, economically viable system.

Our real concern is that should the FCC approve a number of competing applications for various communications links in Alaska, it would seem difficult and unfair to hold RCA to their prior commitments. Because of the increasingly commercial aspects of ACS operations, the DOD worked for over ten years to divest itself of it to private enterprise. If the terms of the sale are impaired to the extent that the contract is not consummated on July 1, 1970, results would include that the ACS would remain with the DOD and that the improvements included in the sale arrangements would be delayed substantially. I ask, therefore, that in your deliberations concerning the award of a license for the Talkeetna-Anchorage microwave link, full consideration be given to the effects outlined above, that could result from the award of a license to other than RCA.

Sincerely,



W. E. Plummer
Acting Director

Attachment



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

INSTALLATIONS AND LOGISTICS

3 OCT 1969

Mr. William E. Plummer
Acting Asst Director/Director of Tele-
communications Management
Executive Office of the President
Office of Emergency Preparedness
Washington, DC 20504

Dear Mr. Plummer:

The Communications Satellite Corporation (COMSAT) is installing an INTELSAT earth station at Talkeetna, Alaska, with a scheduled operational date of 1 July 1970.

RCA Global Communications, Western Union International (WUI), COMSAT, and Matanuska Telephone Company have submitted individual Filings to the Federal Communications Commission (FCC) to provide the microwave link between the earth station and Anchorage, Alaska (FCC File Nos. T-C-2274).

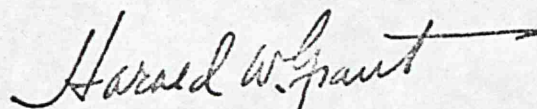
On 29 May 1969 the Department of Defense (DoD) submitted Enclosure 1 to the FCC, stating its position on the microwave link. We believe it is most essential that RCA, the purchaser of the Alaska Communications System (ACS), be given the opportunity to develop a viable commercial communications system for Alaska without competition from other common carriers during the critical first few years that they will need to meet the obligations which they accepted upon notification by the Air Force of the award to them of the sale of the ACS. Copies of this information have been provided to FCC by separate means.

The foregoing arrangement will ensure that the urgently needed communications for Alaska can be developed and provided in a timely and cost-effective manner. Furthermore, this arrangement would preclude jeopardizing the many contractual and operational requirements which must be satisfied prior to the turnover of the ACS to RCA by July 1970. With regard to communications costs, the purchaser of the ACS is obligated to drastically reduce the leased costs over the first three years

of operation. This can best be accomplished by allowing one common carrier, the purchaser of the ACS, to initially develop and implement the system as a whole.

We urge that you support the DoD position on this matter and inform the Chairman, FCC, accordingly.

Sincerely,

A handwritten signature in cursive script that reads "Harold W. Grant". The signature is written in dark ink and includes a long horizontal flourish extending to the right.

HAROLD W. GRANT
Lieutenant General, USAF (Ret)
Director for Telecommunications
Policy

Enclosure

Dept of Army 29 May 69 Ltr to FCC



DEPARTMENT OF THE ARMY
OFFICE OF THE JUDGE ADVOCATE GENERAL
WASHINGTON, D.C. 20310

U 801
JAGU 1969/9872

29 May 1969

Mr. Ben F. Waple
Secretary
Federal Communications Commission
Washington, D. C. 20554

Re: Application of Communications Satellite Corporation
for Authority to Construct a Microwave Link between
the Proposed Talkeetna Earth Station and Anchorage,
Alaska, FCC File No. 65-CSG-P-69

Dear Mr. Waple:

As duly authorized counsel for the Secretary of Defense, I wish to express the Defense interest in the above-entitled application of the Communications Satellite Corporation for authority to construct a microwave link between the proposed Talkeetna Earth Station and Anchorage, Alaska.

The Department of Defense supports the need for the establishment of a microwave link between the earth station at Talkeetna and Anchorage and urges the Commission to grant the necessary authority provided the following provisions are included in the Commission's Order establishing the facilities:

- a. That the proposed microwave link be provided by the buyer of the ACS if selected in sufficient time to enable construction to meet scheduled operational date of the Earth Station; or alternatively, that COMSAT transfer both ownership and operation of the terrestrial facilities to the Alaska Communication System or to the successful buyer of the ACS not later than 1 July 1970.

U 801

JAGU 1969/9872

Mr. Ben F. Waple


29 May 1969

b. That the order direct that the interface of the microwave facility with the Alaska long lines system be located at an established ACS facility, specifically the ACS Anchorage Toll Center.

The Department of Defense believes that the above provisions are necessary to protect not only the purchaser of the ACS, but also the people of the State of Alaska. In this connection, I might point out that the final evaluation of the four offers to purchase the ACS is currently in progress and the matter is expected to be sent to the President for selection of the purchaser on or before 1 July 1969.

I will be pleased to furnish any additional information you may desire.

Sincerely yours,


CURTIS L. WAGNER, JR.
Chief, Regulatory Law Division

cc: Lawrence M. DeVore
Assistant General Counsel
Regulatory Matters
Communications Satellite Corporation
950 L'enfant Plaza South, S. W.
Washington, D. C. 20024

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

Defense

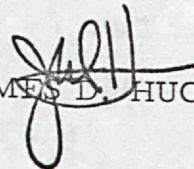
June 16, 1969

MEMORANDUM FOR MR. WHITEHEAD

I have queried Defense on two points as follows:

1. The recommendations which are forthcoming from Governor Miller after he meets with the task force appointed by Secretary Hickel and with the Mayors of Anchorage and Fairbanks.
2. The views of the Attorney General on Anti-trust considerations which are pending.

Defense informs me that you are working on these items.


COLONEL JAMES D. HUGHES

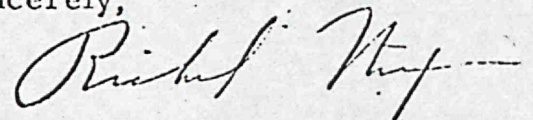
THE WHITE HOUSE
WASHINGTON

April 29, 1969

Dear Mr. Secretary:

As you are undoubtedly aware, the Defense Communications Agency, is responsible for Presidential communications. In establishing this responsibility, it was determined that DCA/WHCA should be directly responsive to Presidential requirements. Direct contact and continuous liaison between DCA/WHCA and my designated White House representative are authorized and directed. Colonel James D. Hughes, the Armed Forces Aide to the President, has been designated my representative for a point of contact for requirements and for giving policy direction to DCA/WHCA concerning Presidential communications.

Sincerely,



Honorable Melvin R. Laird
Secretary of Defense
Washington, D. C.

WH 7761