



**THE AEROSPACE  
CORPORATION**

E. C. Aldridge, Jr.  
*President and  
Chief Executive Officer*

May 27, 1993

General Charles A. Horner  
Commander  
Air Force Space Command  
Peterson AFB, CO 80914

Dear Chuck:

As you know, for over thirty years The Aerospace Corporation has maintained the tradition of objective, independent, and comprehensive technology and engineering analyses of all aspects of our government space programs. We have taken pride in our products, our contributions to mission success, and our support to the Air Force and other national security space missions. While we are asked often for our technical assessment of spacecraft or launch vehicle system alternatives, it is not the policy of Aerospace to advocate one solution over another or to "sell" a particular system at the expense of another.

On a recent occasion we were asked to document for internal use only a study of an Air Force option for ballistic missile early warning using a derivative of the Defense Support Program (DSP). This DSP option had been considered in the Sensor Integration Study, but rejected because it did not meet the operational requirements. The objective of the Aerospace effort was to provide the documentation to the DSP System Program Office (SPO) for such an Air Force back-up option should: a) the Follow-on Early Warning System (FEWS) be delayed or terminated by the Department of Defense or Congress and b) near-term performance improvements to DSP be needed prior to FEWS full operational capability. Overall, this is certainly an appropriate request by the SPO and activity for Aerospace.

Aerospace clearly understands the operational needs of FEWS, has supported its development, and has established that the FEWS capability and design is the only concept that satisfies the needs of the operational commander. Unfortunately, too much program "advocacy" crept into the report and its Executive Summary in support of the DSP alternative. This led to the mistaken conclusion by many that Aerospace supported a DSP derivative over FEWS. I want to emphasize that this is not the position of The Aerospace Corporation, or any member of our management or staff.

*An Affirmative Action Employer*

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I am most distressed that a report on such a critical Air Force mission took on this advocacy tone for support of a particular solution and then was approved and released outside of its intended channels without sufficient and appropriate coordination and review. I am taking immediate action to: a) withdraw from distribution the existing report as written, b) initiate an independent technical review of the content of the report, c) have the Aerospace staff participate with the Air Force to "clear the air," and d) review the processes and procedures to ensure that this is a one-time, anomalous event for Aerospace. In addition, I will counsel my staff on the proper role of Aerospace in support of our customers.

I want to assure you and the rest of your Command that The Aerospace Corporation, and I personally, will remain an objective member of the Air Force team and will continue to be dedicated to the successful support of your mission.

Sincerely,



E. C. Aldridge, Jr.