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History of Acquisition in the Department of Defense, vol. 1, Rearming for the Cold War, 1945–1960,

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Bainbridge, Oliver Hazard Perry, and Matthew Perry; and later admirals of the U.S. Navy, including Winfield Scott Schley, Henry Mayo, Ernest J. King, Harris Laning, and recent chairman of the Joint Chiefs of Staff Admiral William J. Crowe, along with a host of other naval officers and mariners of all types. The entries for each person tend to be very short, sometimes only a line with the name of the Masonic lodge with which that person was associated. In other cases, such as King George VI and President Franklin D. Roosevelt, there are twenty- and thirty-line entries on the individuals' lives and Masonic connections. Some entries have dates of birth and death, others do not.

The alphabetical listing of individuals is complemented by two short appendices. The first is devoted to a listing of prominent naval officers in the twentieth century who opposed Freemasonry, such as French admirals Darlan and Platon, the Austrian Horthy, and the German admiral von Rosenberg. The second appendix lists the Masonic lodges active in 2010 that were originally founded by people with professional maritime connections, including one in France, seventy-one in the United Kingdom, twelve in the United States, and one each in Australia, the Philippines, and Cuba. Those in the United States include naval lodges established in the Washington Navy Yard in 1805 and at Mare Island, California, in 1855, as well as the Mariner's Lodge of New York, established in 1825. The alphabetical listing of individuals also includes short histories of "Naval Lodge no. 4, Washington, D.C.," and "Naval Lodge no. 2612, London." The Masonic maritime research lodge in France, under the direction of Jean-Marc van Hille, continues its pioneering research for this reference work, aiming for complete

worldwide coverage. An updated digital edition is reportedly in planning.

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It is immediately obvious that the effort put into this work was monumental. The foreword by Dr. J. Ronald Fox states that "management of defense acquisition has slowly improved, but not without painful periods of recreating and re-experiencing acquisition management problems of the past. . . . It is my belief that the painful periods have resulted to a significant degree from the absence of a comprehensive history of defense acquisition or even a formal record of lessons learned."

The initial volume covers the twists and turns of the politics of the post-World War II transition from total war to a situation where a single, powerful adversary possessed the very same weapon that had ended the earlier conflict. The newly conceived Defense Department was required to oversee this problem.

Technology was accelerating across the entire spectrum in the 1950s. The newly constituted U.S. Air Force first fought in the Korean War with the short-legged Lockheed P-80 Shooting Star and ended up with the North American F-86 and the "century series" of operational fighters from the F-100 to the F-106. The Navy started out with the Grumman F8F Bearcat and ended up with the F8U Crusader, which set a record in 1956 at one thousand miles per hour.

The multiple external, real-world steering currents must be placed in historical context. There is no question that during the early 1950s, following the Soviets' demonstration of nuclear-weapons capability in August 1949, the U.S. Navy had to fight for a place at the table. This situation was exacerbated when Louis A. Johnson, the second defense secretary (28 March 1949 to 19 September 1950), canceled the construction of the carrier *United States* in what was for a very short time a period of untimely total-defense-budget reductions. It was to be British and U.S. carriers that provided air support for the ever-shrinking Korean "Pusan Pocket."

The relevance of these comments ties to the Defense Department's acquisition and the troubled development and operational life of the Navy's North American AJ nuclear bomber. World War II ace Jimmy Flatley called this period "the bad old days." It was a time when the naval aviation accident rate peaked for all high-performance aircraft. The Crusader was among the worst. The problems of the AJ were well known. The era, with all that was happening in military aviation, including aircraft like the B-58, should be viewed in this context.

The B-58 discussion covers the twists and turns of the contract, tracing an amazing technical achievement that pressed all sides of the engineering envelope from the coke-bottle fuselage to the requirement for navigation and ordnance delivery at supersonic speeds. This section of the book provides insights into and lessons in government and contractor interactions, many of which remain valid today. The similarity will become evident in the next volume when the Total Package Procurement Concept will be

covered in the Lockheed C-5 chapter—an example of Dr. Fox's continuing reoccurrence of acquisition concepts.

The two major successes of acquisition in the 1950s were the Atlas and Polaris ballistic-missile programs. General Bernard A. Schriever managed the Air Force program, and Admiral "Red" Raborn led Polaris development. "Years later, [the former CNO Admiral Arleigh] Burke told interviewers that the officer he wanted 'didn't have to be a technical man. He had to be able to know what technical men were talking about. He had to get a lot of different kinds of people to work [together].'"

The Soviets tested a hydrogen bomb in 1955 and launched Sputniks 1 and 2 in October and November 1957, respectively. In September 1961 the Atlas D was operational, and in mid-November 1960, shortly after Kennedy's election, USS *George Washington* (SSBN 598) departed Charleston, South Carolina, on an operational patrol with sixteen nuclear-tipped Polaris missiles.

How did this happen?

What remains clear in the text are that both Schriever and Raborn were given carte blanche and direct access to their service heads, as well as to whoever could provide assistance in industry and academia. A review of Air Force and Navy aircraft development highlights that the two services were literally stumbling through technology advances in aero and engine developments and systems. The 1950s produced aircraft that continued (in several cases into the 1980s) to contribute—for example, the A-6 and F-4. And of course, the B-52, C-130, and KC-135 still do today.

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