

# National Security Space Management and Organization

by

Donald Rumsfeld

I HAVE COMPLETED MY REVIEW of the conclusions and recommendations of the Commission to Assess United States National Security Space Management and organization as required by section 1623 of the National Defense Authorization Act for Fiscal Year 2000. I agree with the Commission's conclusion that a new and comprehensive approach to national security space man-

agement and organization is needed to promote and protect the nation's interests in space.

The attachment provides additional guidance as to how best to ensure the Department of Defense is arranged and focused for this purpose.

I have asked the Under Secretary of Defense for Acquisition, Technology, and Logistics to oversee this activity and provide me with regular updates on the status of implementation actions.



## National Security Space Management and Organization Implementation Guidance

1. The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) shall:

1.1. Promulgate a policy memorandum within 60 days, in coordination with the General Counsel, Department of Defense (DoDGC), delegating Milestone Decision Authority for Department of Defense (DoD) space Major Defense Acquisition Programs and designated space programs to the Secretary of the Air Force with authority to redelegate to the Under Secretary of the Air Force (USecAF).

1.2. Prepare a plan within 120 days to make National Security Space Architect (NSSA) military positions Joint Duty Assignments. Coordinate the plan, with the Under Secretary of Defense for Policy (USD(P)), the Secretaries of the Military Departments, the Chairman

of the Joint Chiefs of Staff (CJCS), the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I)), the DoDGC, the Director, Administration and Management (DA&M), and, as appropriate, the Directors of Defense Agencies. Consult with the Deputy Director of Central Intelligence for Community Management (DDCI/CM), as appropriate, in preparation of the plan.

1.3 Promulgate, in consultation with the USecAF and the Director of the National Reconnaissance Office (DNRO), a policy memorandum within 60 days directing to the Director of the Defense Advanced Research Projects Agency and the Military Department's science and technology laboratories to undertake research and demonstration of innovations in space technologies and systems for dedicated military

missions. This guidance should direct the USecAF-DNRO to initiate a comprehensive assessment, in consultation with the Secretaries of the other Military Departments, other U.S. Government departments and agencies, as appropriate, of U.S. technology for access to and operations in space leading to specific recommendations for technology investments.

1.4 Prepare a memorandum for my review and approval within 120 days, in consultation with the USecAF and Director, Ballistic Missile Defense Office (BMDO), defining the authorities and the relationship between the Department of the Air Force and BMDO for space and space-related systems under the management of BMDO.

2. The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall:

2.1 Prepare a plan within 30 days for my approval, in coordination with the Secretaries of the Military Departments, the CJCS, and the DoDGC to ensure an effective sourcing of a four-star billet for the Commander of Air Force Space Command (AFSPC), reflecting the appropriate language in the National Defense Authorization Act.

2.2 Prepare a memorandum, in coordination with the Secretary of the Air Force and the DoDGC, and with the DCI, to recommend that the President approve the Secretary's appointment of the USecAF as the DNRO.

3. The USD(P) shall:

3.1 Prepare an update of DoD Directive 5100.1, "Responsibilities and Functions of the DoD Components," within 45 days for my review and approval, in coordination with the USD(AT&L), the Secretaries of the Military Departments, the CJCS, the ASD(C3I), the DoDGC, and the DA&M, to assign the Air Force responsibility to organize, train, and equip for prompt and sustained offensive and defensive air and space operations and clarify the other Service's unique space responsibilities and functions.

3.2. Prepare a DoD Directive within 60 days for my review and approval, in coordination with the USD(AT&L), the Secretaries of the Military Departments, the CJCS, the

ASD(C3I), the DoDGC, and the DA&M, to designate the Department of the Air Force as the Executive Agent for Space within the Department of Defense, with Department-wide responsibility for planning, programming, and acquisition of space systems. This directive should clarify the lines of authority, specific responsibilities, and coordination requirements between the Executive Agent for Space and DoD Components.

3.3 Prepare an updated Memorandum of Understanding between the DCI and me within 120 days for our review and approval, in coordination with the USD(AT&L), the Secretaries of the Military Departments, the CJCS, the ASD(C3I), the DoDGC, the DA&M, and the DDCI/CM that: (1) realigns the NSSA under the USecAF and the DNRO; (2) authorizes the USecAF-DNRO, with my approval and in consultation with the DCI, to select the NSSA as a nominative position open to the Services and the Intelligence Community; (3) makes the NSSA responsible for reporting to the USecAF-DNRO on the consistency of the implementation of the defense and intelligence space programs with policy, planning guidance, and architectural decisions; and (4) makes the NSSA responsible for assisting the USecAF-DNRO in the assessment of trades between space and non-space solutions to meet user requirements as well as appropriate integration of space with land, sea, and air forces in support of the USD(AT&L), the Secretaries of the Military Departments, and the DDCI/CM. Architectures will be provided to the Joint Requirements Oversight Council (JROC) for final evaluation and approval.

3.4 Prepare a policy issuance within 30 days for my review and approval, in coordination with the CJCS, for establishing a mechanism to coordinate the Department's positions on space and related policy matters at deliberations of the National Security Council's Policy Coordinating Committee for Space.

3.5 Develop a plan within 60 days, in coordination with the USD(AT&L) and the CJCS, for working with the Department of State and the National Security Council to propose to our North Atlantic Treaty Organization

(NATO) allies the establishment of a planning group within NATO for the purpose of consulting on the formulation of alliance policy and plans regarding space activities. Consult with the DDCI/CM, as appropriate, in preparation of the plan.

3.6 Review within 120 days and, if necessary, revise the Department's policies regarding the use of commercial space products, goods, and services in support of Department of Defense missions. This policy shall be coordinated with the USD(AT&L), the Secretaries of the Military Departments, the CJCS, and other DoD Components, as appropriate.

4. The Under Secretary of Defense Comptroller/Chief Financial Officer, in coordination with the USD(AT&L), the USD(P), the Secretaries of the Military Departments, the ASD(C3I), Directors of Defense Agencies, and, as appropriate, in consultation with the DDCI/CM, shall:

4.1. Establish within 60 days a "virtual" space program, budget, and accounting mechanism (referred to as a "virtual" Major Force Program (MFP) for Space) to increase visibility into the resources allocated for space activities. The "virtual" Space MFP will be identified in the Future Years Defense Plan (FYDP) by specific and exclusive program elements.

4.2 Promulgate planning, programming, and budgeting guidance documents, beginning with the current program cycle, that include separate guidance for the DoD Space Program. Separate fiscal guidance will not be issued for space programs.

4.3. Promulgate a policy memorandum directing the USecAF-DNRO to submit, through the Secretary of the Air Force, an annual National Security Space Program Assessment to the Senior Executive Committee (SEC) comprised of the SecDef, the DepSecDef, the USD(AT&L) and the Service Secretaries. Additionally, in coordination with the DDCI/CM, direct the USecAF-DNRO to submit an annual National Security Space Program Assessment to the Executive Committee, comprised of the DCI and me, based upon the Program Objective Memoranda/Intelligence Program Objective Memoranda FYDP.

5. The CJCS shall promulgate guidance, in coordination with the Commander in Chief of U.S. Joint Forces Command (CINCJFCOM) and CINCSPACE, directing CINCJFCOM to establish a Space Applications Experimentation Cell at JFCOM.

6. The Secretaries of the Military Departments shall:

6.1 Promulgate guidance within 90 days regarding the development and maintenance of a cadre of space-qualified professionals comprised of military and civilian personnel in sufficient quantities to represent their Military Department's and DoD agency's interests in space requirements, acquisition, and operations. This guidance should ensure each Service generates a sufficient number of appropriately qualified personnel to man joint space organizations as well as function as space experts within Service organizations.

6.2 Promulgate guidance within 90 days to assure space education, including Professional Military Education (PME), at all levels to ensure the cadre of space-qualified professionals described in paragraph 6.1 above have a direct understanding of space activities and how space capabilities and applications are integrated into military operations. PME core curriculum at junior, middle, and senior levels shall stress the application of space systems to combat operations. In addition, the number of advanced technical degree programs offered to space professionals shall be increased.

6.3 Maintain a sufficient cadre of space-qualified professionals as described in paragraph 6.1 within each of their Military Departments to assure that each Service retains the ability to develop, plan, program, and acquire space systems uniquely required by individual Service missions.

7. The Secretary of the Air Force shall:

7.1 Assign responsibility for the Command of Air Force Space Command (AFSPC) to a four-star officer other than CINCSPACE and CINCNORAD within 60 days of the identification of the source of the four-star billet required for this position.

7.2. Realign headquarters and field commands within 120 days to more effectively organize,

train and equip for prompt and sustained offensive and defensive space operations. Such organizational realignments shall support the adoption of a “cradle-to-grave” approach for space to more closely integrate space acquisition and operations functions. This realignment shall:

7.2.1. Provide the resources to, and assign AFSPC the organize, train, and equip responsibility for, executing Air Force space development, acquisition, and operations, as well as prioritizing, overseeing, and directing the Air Force space research executed by Air Force Materiel Command’s Air Force Research Lab.

7.2.2. Reassign the Space and Missile Systems Center (SMC) from Air Force Materiel Command (AFMC) to AFSPC.

7.2.3. Provide a process for the Commander, AFSPC to program funds and direct research and development programs within the Air Force laboratory system.

7.2.4 Disestablish the position of Assistant Secretary of the Air Force for Space once a USecAF has been confirmed.

7.2.5 Realign the appropriate staff functions within the Air Force Secretariat to the Under Secretary of the Air Force.

7.2.6 Assign the Program Executive Officer for Space directly to the Under Secretary of the Air Force to provide program execution oversight and staff support for Air Force space acquisition programs.

7.2.7 Assign the SMC Commander as the Program Executive Officer for Space and

relocate the function to Los Angeles Air Force Base, CA.

7.3. Assign the Commander of AFSPC appropriate responsibility within the Department of the Air Force for managing the space career field, in accordance with the Secretary of the Air Force’s guidance.

7.4. Prepare and present to me within 120 days a space career management plan to include military and civilian Air Force personnel. The plan will address space career management, accession, education and training requirements, and investments needed for advanced technical degrees. It will also address career path advancement; methods for developing a space career field that combines research, development, acquisition, and operations; and a personnel management policies that will result in a cadre of space professionals with greater depth and breadth of experience in the space career field.

7.5. Assign the USecAF as the Air Force Acquisition Executive for Space within 30 days.

8. The USecAF-DNRO, in coordination as appropriate with the USD(AT&L), the USD(P), the CJCS, and the DDCI/CM, will develop a process to align Air Force and NRO programs and permit both organizations to use each other’s “best practices” for space research, development, acquisition, and operations. The USecAF-DNRO shall also develop an ongoing process that will allow my office along with the DCI to monitor all significant progress in this area.