Ballistic Missile Defense Organization (BMDO)

Transition Book

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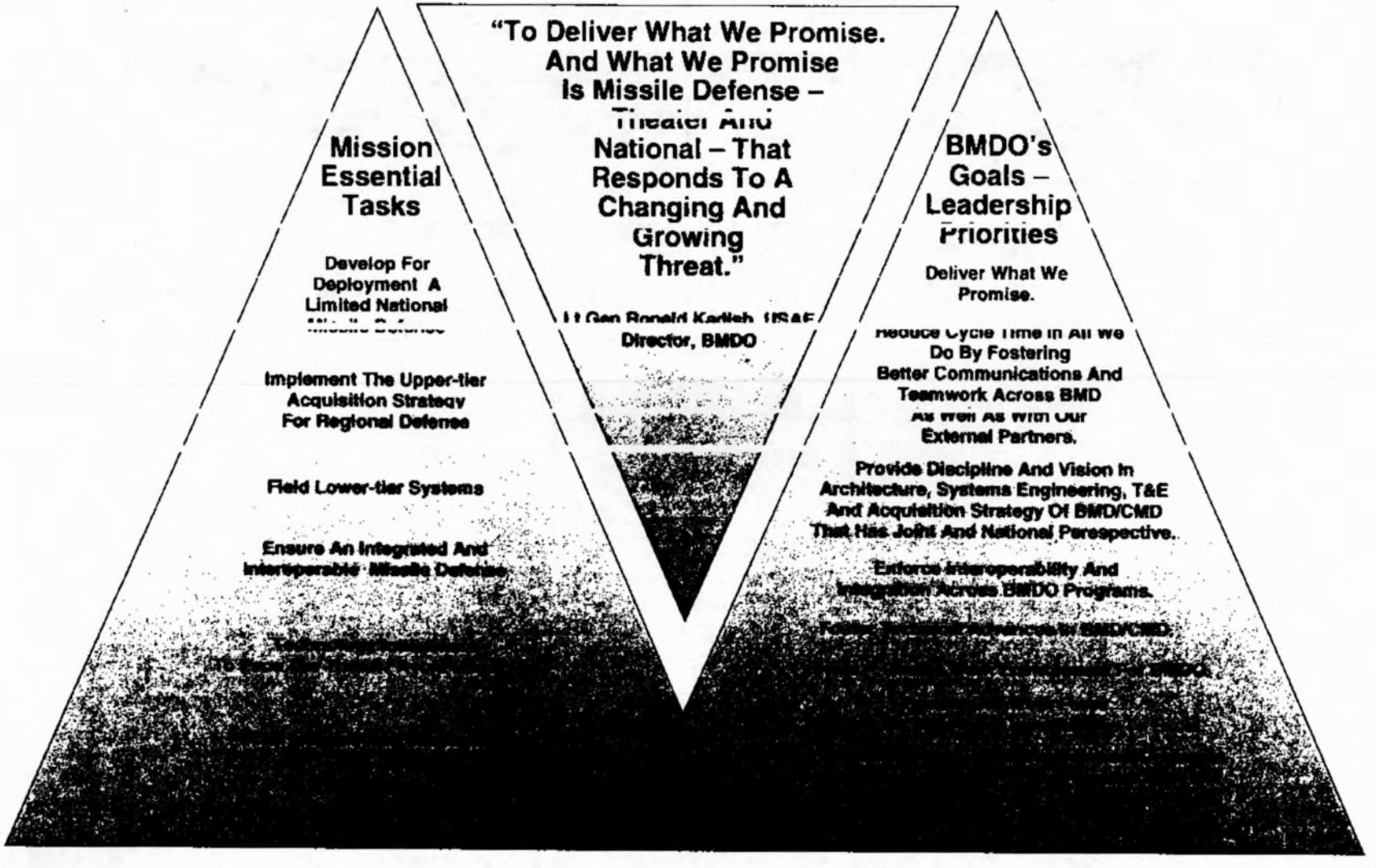
BMDO's Mission



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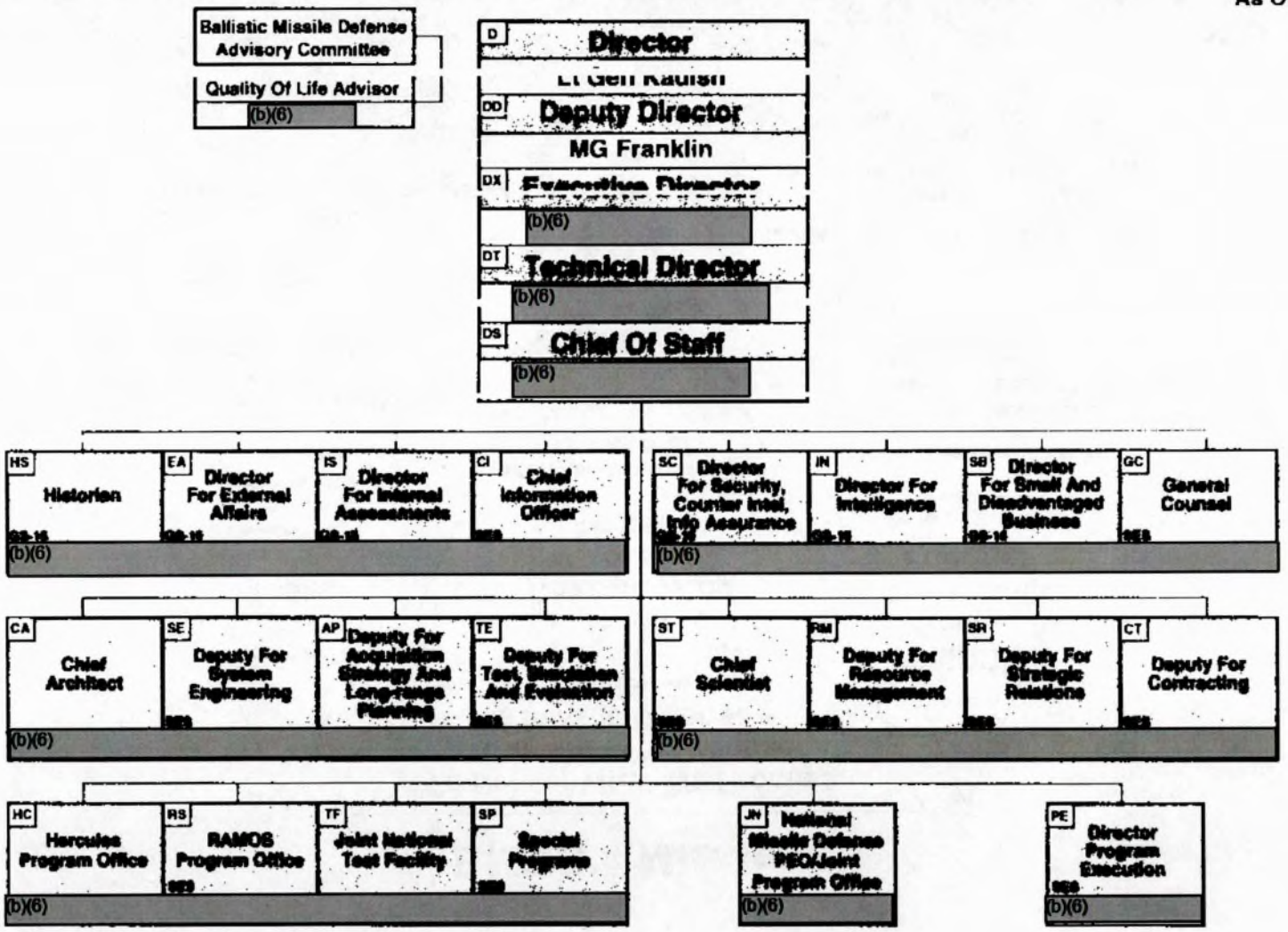
BALLISTIC MISSILE DEFENSE ORGANIZATION

As Of 4 DEC 00



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A. Organization

I. ORGANIZATION AND MANAGEMENT

A. Organization

1. Mission Statement

In 1994, Department of Defense (DoD) Directive 5134.9 chartered the Ballistic Missile Defense Organization (BMDO), the successor to the Strategic Defense Initiative Organization (SDIO), as a defense agency. The transition from SDIO to BMDO reflected the findings of the Bottom-Up Review (BUR) that the primary focus of the Ballistic Missile Defense program should be the acquisition of Theater Missile Defenses while maintaining a National Missile Defense technology readiness program and a technology base to posture for follow-on systems.

The BMDO Charter, DoD Directive 5134.9, broke new ground for the Department by designating an Acquisition Executive, the BMDO Director, to lead an independent defense agency. The Director is the only non-Service Acquisition Executive besides the Under Secretary of Defense for Acquisition, Technology, and Readiness. The Director is responsible for Ballistic Missile Defense programmatic policy, requirements, priorities, systems, resources, and programs, and is accountable for the research, development, and transition of Ballistic Missile Defense systems to the Services and operations by the Combatant Commands.

In establishing the Ballistic Missile Defense Organization, the Department acknowledged the need for unity in the acquisition of Ballistic Missile Defense capabilities, specifically with respect to Theater Missile Defenses. Effective Theater Ballistic Missile Defense cannot be accomplished by a single point solution but rather through coordinated, multiple engagements at different points throughout the missile's trajectory. Because operationally effective Theater Ballistic Missile Defense is a joint effort, a joint Service development and acquisition program is required. Furthermore, both near and far-term Research and Development efforts are required to meet existing and evolving ballistic missile threats.

Since the 1993 Bottom-Up Review, BMDO has taken the lead in the development of joint mission area acquisition for Ballistic Missile Defense systems supporting the joint warfighting Commanders in Chief (CinCs) and our allies. No single Service has the complete perspective on Ballistic Missile Defense, yet all contribute to the effective employment of systems in any given theater of operations. For Ballistic Missile Defense, the theaters of operation are worldwide, and these systems could potentially support every Commander in Chief (CinC).

Within the context of Joint Mission Area Acquisition, BMDO serves two overarching principal functions. The first function is the effective integration of the multiple Ballistic Missile Defense technology and acquisition programs executed by the Services. The second function includes classical program management and oversight activities needed

to ensure that individual program objectives are planned, assigned, and achieved within the Service Executing Agent structure.

Within the Department of Defense, BMDO is the central advocate for Ballistic Missile Defense programs and the honest broker for all BMD-related Planning, Programming, and Budgeting related policy and decisions. The Director uses this authority to make critical program tradeoffs between and among near-term acquisition programs and longer-range efforts that maximize limited resources and deliver capabilities to the warfighter in a timely fashion.

Working in conjunction with the user community, BMDO develops the overarching vision, defined by the Ballistic Missile Defense Architecture, that guides the definition of new requirements, long-term technology development required for next- generation Ballistic Missile Defense systems as well as current system enhancements. Through the Design-to-Threat process, BMDO also ensures that systems currently in development are responsive to the threat to include countermeasures and counter-countermeasures.

Because Ballistic Missile Defense is a high profile mission area within the Department, relations with the Administration, the Congress, the media, and public are critical to the program's success. BMDO serves as the single focal point for interaction with all of these stakeholders to ensure that a clear and coherent message is presented at all times. Despite several instances of technical setbacks and cost growth, the Ballistic Missile Defense program has enjoyed continued support in Congress as a result of close cooperation and constant communication between the membership and BMDO.

2. Organization Structure

In order to meet the increasing challenges of developing ballistic missile defense systems, the Ballistic Missile Defense Organization (BMDO) continues to refine the organizational structure to better manage both Research and Development (R&D) and the transition to greater acquisition responsibilities. Ultimately, the organizational structure of BMDO is designed to provide centralized management of the nation's anti-ballistic missile defense programs.

As established by Department of Defense Directive 5134.9, the Ballistic Missile Defense Organization is comprised of a Director, who serves under the Office of the Under Secretary of Defense/Acquisition, Technology and Logistics (USD/AT&L). The Director reports directly to the USD/AT&L and is responsible for Ballistic Missile Defense (BMD) programmatic policy, requirements, priorities, systems, resources, and programs and is also responsible and accountable for the research, development, and transition of BMD systems to the Military Departments' Combatant Commands. Among the numerous responsibilities of the office, the Director is to serve as the Ballistic Missile Defense Acquisition Executive, define BMD program goals and objectives, set priorities, assign responsibility, and manage program resources to achieve approved program

objectives. The Director also determines subordinate elements that comprise the Ballistic Missile Defense Organization.

The Deputy Director serves as the Director's principal assistant and exercises authority delegated by the Director. The Deputy's responsibilities include, but are not limited to, serving as the Acting Director, BMDO, in the absence of the Director, and maintaining management oversight of technical aspects of the Ballistic Missile Defense program and operations of the organization.

The remainder of the Director's staff consists of the offices of the Executive Director, the Technical Director, and the Chief of Staff. The Executive Director serves as the senior advisor on matters related to operational and management functions. The Technical Director is responsible for providing direction to technical activities and the development of hardware and systems required to support the BMDO mission. The Chief of Staff is responsible for the daily operations of the Front Office executive support services.

3. Goals

Develop for deployment a limited NMD system. The NMD program is planning for an initial deployment of a Capability-1 system, to include space- and ground-based sensors, associated Battle Management/Command, Control, and Communications (BM/C3) capability, and 20 operational ground-based interceptors. With authorization to proceed, this system would defend against a limited attack involving simple countermeasures by a "state of concern," such as North Korea, Iran, and Iraq. The Expanded Capability-1 NMD system would consist of a total of 100 interceptors at one site and incorporate other capability improvements. After deployment of the Expanded Capability-1 system, the NMD program would be poised for further long-term expansion to include multiple interceptor sites, sea-and/or space based adjuncts, additional ground-based sensors, and the integration of Space Based Infrared Sensor (SBIRS)-Low satellites that will provide improved tracking and discrimination capability. The NMD program is executed along a high-risk schedule and managed through phased, event-driven decisions based on test, technological, and engineering progress.

On September 1, 2000 the President announced his decision not to begin preparations for deployment of the planned NMD system at this time. He did elect, however, to continue robust development and testing to improve the system's technical maturity. The Administration's decision has precipitated a comprehensive OSD/BMDO review of the program. The output of this review will be reflected in the FY 2002 President's Budget.

Field Lower-Tier systems to counter current and near-term threats. As programs offering the lowest risk and earliest deployment opportunities, Lower-Tier TMD systems are on track to achieve First Unit Equipped (FUE). These systems will provide a point defense capability for deployed forces against short-range targets. The Army's PATRIOT system provides a re-locatable defense against air and missile threat systems. PAC-3, the latest evolution of the PATRIOT, will provide improved interceptor

performanc : and incre ised letha ity. Imp ort nt changes include the new PAC-3 hit-to-kill missile, a remote l.unch cap bility, c mmunications and computer/software improveme: its, and radar upgrad :s to imp rov e tracking and target handling capabilities. PAC-3 testi ng has been a compl te succe ss t o date with four successive intercepts. There will be a tot al of 14 PAC-3 fligh tests durin EMD. Follow-on tests will validate incremental hardware :nd softw: re upgr des to the PAC-3 system using increasingly complex sc narios. In this vein, we have ini iated in FY 01 spiral development to address advanced E ectronic C unter-Co nter M: asu res (ECCM) to keep pace with the threat. However, th e Departm ent elimin ated the spi al development funding beyond FY 2001, jeopardizin our abi lity to respo d to em rgi ng requirements resulting from flight-testing and/or futur : threats.

An October 1999 revie w verifie that the PA C-3 program successfully completed all the exit criteria for enterin; Low-Ra e Initial Pro duction (LRIP). The PAC-3 program is on schedule to achieve mi ssile FUE in FY 0 . I n response to Joint Requirements Oversight Council (JR OC) conce ns that pr posed i ve tories were insufficient for basic warfighter requirement s, 76 additional PAC -3 missiles v ere added across the FYDP in PDM I. Initial Prod ction Facilitization (PF) tha is required to increase missile procurement plans and su pport plan ed Forei n Milita y S ales remains unfunded due to the offsets directed in I DM I, cap ping miss le produ ctio n to only 72 missiles per year. Additional IPF invest m ent is need d to imp ove econom ic production efficiency, achieve target unit missile cost and facilit ate FMS. BMDO anti cipates revisiting this issue during this Fall within the D epartment. The tota progra n de liveries currently planned are 824 missiles and 6 battal ons (six Fi e Units p r battalion)

The Navy A rea progra n builds o n the nation l investment in the existing AEGIS weapon system to ac hieve a sea-based Lo wer-Tie BM D capability. The Navy Area capability consists of r odification s to the A EGIS co mb t systems and the SPY-1 radar to enable the ship to d tect, track, and eng ge theat r b llistic missiles using an updated version of the Navy's S TANDARD Missile Succe sfu flight intercepts will provide the technical basis to beg n LRIP using the Na y's wea pon s procurement funding. Program funding also pays fo continued develop n ent of th e AEGIS ship systems, including software. The total pr gram, whi h include s fundin g fr om both the Navy and BMDO, delivers 1,500 missil es and 79 r odernize I AEGIS cr isers and destroyers from FY 2002-14.

Control Tes Vehicle(CTV)-1 an CTV-2, bo h non-intercept flight tests, were successfully conducted in June a d Augu t 2 00, respectively, and completed the exit criteria for b ginning LRIP Long Lead (LLM). Despite these successes, technical challenges i cluding A EGIS soft vare inte gra ion, SM-2 Block IVA missile software and hardware in egration, a id the imp act of in dus rial consolidation have resulted in cost growth in F 2001-03. Addition l resou ces were not available to mitigate increased cost; therefo e, First Un it Equipp d (FUE) is delayed from FY 2003 to FY 2004.

The Mediun Extended Air Defer se System (MEADS) program will focus on developing technologie essential f r maneu er force pro ection through an international cooperative program wit Germany and Italy. The ne t th ree years of the program will focus on

conducting a MEADS risk-reduction program and a prototype demonstration/end-to-end simulation. Current funding maintains the FUE in FY 2012.

Deploy Upper-Tier TMD for regional defense. DoD studies have consistently validated the need for two Upper-Tier systems. The Theater High Altitude Area Defense (THAAD) system is land-based, air-transportable and will fulfill user requirements for endo- atmospheric and exo-atmospheric capabilities to engage theater ballistic missiles. THAAD is able to provide inland area defense. The Navy Theater Wide (NTW) sea-based system complements these capabilities and provides early, exo-atmospheric engagement opportunities in the ascent phase. This feature increases the battle space and area covered, and negates WMD at greater distances from the intended target.

In June and August 1999, the THAAD system conducted two successful intercept tests. Based on these intercepts, THAAD was granted approval to move from the Program Definition/Risk Reduction (PD/RR) phase and into the Engineering and Manufacturing Development (EMD) phase on a path to achieve Configuration 1 FUE in FY 2007. The total program deliveries include two THAAD battalions and 1,250 missiles delivered during FY 2007-15. The fielding of a Configuration-2 system in FY 2012 will handle threats emerging in that timeframe.

In September 1999, the NTW program successfully demonstrated the first shipboard launch of a Control Test Vehicle. The program focus is on the successful completion of the AEGIS LEAP Interceptor (ALI) flight-test series in FY 2002. Upcoming tests will mitigate the higher risk in many areas and will obtain valuable data to support system-engineering requirements. Work will continue in lethality requirement definition, Block I system-engineering, and Block I risk reduction (to include research on an advanced missile with the Government of Japan). Following successful ALI testing and NTW performance evaluations, we plan to use the spiral development approach to achieve incremental NTW Block I capabilities (Block IB, IC). However, NTW is fully funded only through FY 2002; out-year funding for the baseline NTW Block I program will be reviewed following successful ALI flight testing. Recently, the ALI program has experienced technical setbacks that have resulted in schedule delays and cost growth. In conjunction with the Navy, we are also undertaking a detailed study of NTW requirements and alternative acquisition strategies. The results of this study will be incorporated into the review of the program upon completion of ALI testing.

Ensure integrated and interoperable missile defenses. In addition to the above weapons systems development efforts, BMDO is charged with developing and managing core engineering, integrating, and testing programs. Central to this activity is the development of the technical requirements necessary to ensure that the systems will achieve planned performance and will be interoperable, thus providing the warfighter an effective and flexible "family of systems."

Systems engineering continuously assesses systems development to track progress, determine capability, and identify and mitigate risks, including risks incurred due to the evolving threat environment. For example, the Hercules program was recently established

to develop advanced algorithms needed to respond rapidly to the emergence of likely countermeasures to NMD and TMD systems. Other mitigation activities include the generation of technology planning requirements, and coordinating opportunities for timely technology insertion into the respective weapon systems. In conjunction with the Test and Evaluation (T&E) program, systems engineers also develop test requirements and conduct post-test analyses to ensure that weapons systems meet requirements and satisfy warfighter needs in a family of systems context.

BMDO also provides for the development, operation, maintenance and modernization of the core BMD test and evaluation infrastructure. This includes targets, ground test facilities, range assets, instrumentation, data collection platforms, and computational facilities such as the preeminent Joint National Test Facility and the Advanced Research Center. Major BMDO T&E efforts include the Critical Measurements Program, the Hardware-in-the-Loop Tests, and the System Integration Tests. These activities provide for system testing under stressing and realistic conditions, and augment testing ongoing within individual weapons programs. Such testing is essential for verifying and validating overall system performance, establishing system robustness, and identifying performance shortfalls to be addressed in future upgrades.

Foster international cooperation. Through international cooperative activities, BMDO leverages the technologies, data, facilities, and scientific and operational know-how of foreign allies and partners to address coalition Theater Air and Missile Defense (TAMD) interoperability requirements and reduce the technical, schedule and cost risks associated with the U.S. BMD Programs. BMDO's international programs with Israel, Japan, and Russia are funded in accordance with the Department's guidance.

BMDO is continuing the Arrow Deployability Project in accordance with the U.S.-Israeli Memorandum of Agreement. The program includes the Israeli test bed, cooperative research and development, and system architecture and integration efforts. The BMDO program supports Israeli procurement of the Arrow Third Battery components.

The bilateral Russian-American Observation Satellite (RAMOS) program will continue, with hardware fabrication beginning in FY 2002. BMDO is also defining a follow-on cooperative program with Russia to support the U.S.-Russian TMD exercise program.

PDM I provided $25M in FY 2002 for NTW Japanese Cooperative efforts matching Japan's budget of $35M ($10M already available). This activity is focused on Block II technology risk reduction.

Manage technology programs to pace the threat and avoid surprises. The Science & Technology (S&T) program remains focused on evolving the effectiveness of our current Major Defense Acquisition Programs (MDAPs), reducing associated costs, and strategically investing in advanced concepts and capabilities to defend against future missile threats.

In recent years, fiscal constraints and program tradeoffs have caused us to focus more of our S&T investments on near-term MDAP technology needs for risk and cost reduction. We have not been able to make all investments necessary to provide for new systems or for our current acquisition programs to attain and sustain robust objective performance levels in the face of rapidly evolving threats. Investments in advanced technologies are fundamental to our ability to defeat more stressing threats in the future. We plan to revisit this issue within the context of the Quadrennial Defense Review (QDR) and the FY 03 Amended POM.

4. Functions

In recent years, the Director has taken steps to create a more flat organization that provides greater flexibility, reduces the cycle time for decision-making, and increases overall accountability within BMDO. BMDO's organization reflects the need to fulfill two basic functions for producing missile defense systems effectively and efficiently. First, BMDO must integrate multiple Ballistic Missile Defense technology and acquisition programs executed by the Services. Activities include threat analysis, systems engineering and architecture, test and evaluation, and technology development and integration. Second, it must perform program management and oversight activities needed to ensure that objectives are planned, assigned, and achieved within the Service Executing Agent structure. These functions include planning, estimating, budgeting, resource allocation, and funds control; assignment of program tasks and resources for execution; program and project cost, schedule, and technical monitoring; and status reporting and re-planning as necessary.

The current functional structure of the organization includes offices supporting agency operations, mission area focus, program execution, program support, and the corporate boards process.

Agency Operations: Agency Operations consists of eight directorates that conduct the day-to-day operations of BMDO and provide support to the Director and his staff. These offices include External Affairs, Internal Assessments, the Chief Information Officer, Security, Counterintelligence and Information Assurance, Intelligence, Small/Disadvantaged Business Advocacy, and General Counsel.

Mission Area Focus: Eight additional directorates focus on the various mission areas, providing mission-related guidance and support in developing product lines. These activities include Architecture, System Engineering, Test, Simulation, and Evaluation, Acquisition Strategy/Long-range Planning, Science and Technology, Resource Management, Strategic Relations, and Contracting.

Program Execution: BMDO develops mission area and project financial plans and then passes project execution direction and funding to Program Executive Officers (PEOs), Program Managers (PMs), and Executing Agents (EAs). The Program Executive Officers are the designated leads for the BMDO Major Defense Acquisition Programs (MDAPs) and the service MDAPs funded by BMDO. They are chartered to execute

specific programs to include National Missile Defense and Theater Missile Defense (upper and lower tier) systems. Program Managers are subordinate to Program Executive Officers and are responsible for managing the programs in terms of planning, organizing, directing and controlling the combined efforts of participating/assigned civilian and military personnel and organizations in accomplishing program objectives. Executing Agents are responsible for project planning and execution, which are tracked through project planning status updates to BMDO.

Program Support: The Program Support Teams (PSTs) provide targeted support for specialized or important projects. Temporal in nature, Program Support Teams allow the Director to create teams of multi-disciplinary specialists to respond to specific issues without incurring additional infrastructure or personnel costs. The Program Support Teams, which report to the Director, serve as a conduit to the Service staffs, and are able to provide quick responses to external taskings from the Office of the Secretary of Defense, the Joint Theater Air and Missile Defense Organization, the Joint Staff, and Congress. In addition, Program Support Teams provide the opportunity for the Ballistic Missile Defense Organization to interface with Program Managers and program offices.

The Corporate Boards: The Corporate Boards incorporate the entire BMDO organizational structure. The Director refined the Corporate Board Process in December 1999 to review and integrate all BMDO plans, programs and budget actions. The Corporate Boards are designed to ensure that all planning, programming, and technical issues are reviewed and adjudicated in a collaborative and integrated manner. The process is designed to facilitate the organization's goal of delivering timely, affordable, and effective ballistic missile defense capabilities consistent with the priorities and guidance set forth by the Department of Defense, the Congress, and the users.

Included within the Corporate Boards are a number of informational and decision-making forums. The BMDO Board of Directors (BBoD), is the most senior decision-making body in BMDO. Decisions made by the BBoD affect BMDO's program budgeting formulation and development throughout the fiscal year. The Program Integration Panel (PIP) is the executive-level group operating just below the BMDO Board of Directors and is tasked to either funnel issues of interest to the Board of Directors, or otherwise dispose of issues raised by a series of tributary boards. These tributary boards include the Technical Integration Group (TIG), the Resource Integration Group (RIG), the International Cooperative Group (ICG), the Joint Technology Board (JTB), and the Information Management and Technology Group (IMTG). Finally, several Working Integrated Product Teams (WIPTs) influence the Corporate Boards process at the lowest level, allowing Service and Agency input on Ballistic Missile Defense issues.

B. Management

B. Management

1. Chain of Command

The Director serves under the authority, direction and control of the Under-Secretary of Defense for Acquisition, Technology, and Logistics. The Under Secretary, in his role as the Defense Acquisition Executive, provides oversight and guidance for the Ballistic Missile Defense acquisition program and conducts formal reviews, including Defense Acquisition Board reviews for Ballistic Missile Defense programs.

Through the Under-Secretary of Defense for Acquisition, Technology, and Logistics, the Director is charged with keeping the Secretary of Defense, the Deputy Secretary of Defense, the Department of Defense Components, and non-Department of Defense Components informed, as appropriate on all matters related to Ballistic Missile Defense efforts within his purview. He is charged with providing information on schedule, status, and significant new developments, breakthroughs, and technological advances within assigned projects. The Director serves as a member of the Defense Resource Board when Ballistic Missile Defense matters are to be considered.

2. Regulatory Authority

Pursuant to the Goldwater-Nichols Department of Defense Reorganization Act of 1986, Title 10 Section 113 vests the Secretary of Defense with complete authority, direction, and control over the Department of Defense, including the Services. Using this authority, the Secretary of Defense has promulgated DoD Directive 5134.9, "Ballistic Missile Defense Organization (BMDO), 1994" which delegates to the Director, BMDO, the authority to "manage, direct, and execute" the nation's ballistic missile defense programs, under the supervision of the Under Secretary of Defense for Acquisition, Technology and Logistics [USD (AT&L)]. Ballistic missile defense programs include theater missile defense, national missile defense, advanced technology demonstrations, and basic and applied research to develop follow-on technologies.

The Director is responsible for programmatic policy & direction, requirements, priorities, systems, resources, evaluation, and programs, and is responsible and accountable for the research, development, and transition of ballistic missile defense systems to the Military Departments and operations by the Combatant Commands. The Director is the Component Acquisition Executive for ballistic missile defense programs. The Military Services provide infrastructure, personnel, and expertise needed to carry out BMDO programs, but they do so as agents of BMDO.

In order to accomplish the BMD mission the Director has the authority to:

- Communicate and enter into agreements with heads of DoD components;

- Recommend to USD(A&T) revisions or exceptions to Military Departments and/or Defense Agency regulations, directives procedures or instructions necessary to accomplish the BMD objectives;
- Enter into and administer contracts, directly or through a Military Department for supplies, equipment, and services;
- Serve as the head of an Agency and Contracting Activity, and act as the Senior Procurement Executive, in accordance with FAR 202.101;
- Authorize the allocation and/or sub-allocation of funds available to BMDO for research, development, test, and acquisition projects;
- Acquire the necessary research, development, and test facilities and equipment required to carry out assignments;
- Negotiate agreements, as necessary, with other U.S. Agencies and organizations to ensure proper coordination and execution of the BMDP;
- Negotiate agreements, as necessary, with foreign governments to execute allied participation in the BMDP. These agreements are subject to approval by the appropriate DoD authorities;
- Establish, in coordination with appropriate DoD Components, special security procedures for sensitive BMDPs
- Exercise original classification authority over BMDO funded technology development and acquisition programs;
- Exercise foreign disclosure authority over BMDO funded technology development and acquisition programs; and,
- Carry out the functions and exercise the responsibilities of the Theater Missile Defense Initiative Office

The Director is also delegated, by the Secretary of Defense, administrative and operational authority to accomplish the BMD mission. Such duties include but are not limited to:

- Designating "sensitive" positions at BMDO;
- Authorize suspension or termination of an employee in the interest of National Security;
- Authorize and/or approve travel, temporary duty travel, expenditure approval, maintenance of a Records and Management Program;
- Establish advisory committees; and,
- Enter into inter service agreements with Military Departments, other DoD components or other Government agencies.

3. Management Studies and Issues

While BMDO has overall responsibility for the planning, acquisition, and integration of Ballistic Missile Defense systems, as well as research and follow-on programs, the Services are critical to the successful program implementation. The Service Secretaries

provide Service-wide support to the Ballistic Missile Defense program, as required, to ensure proper execution and transition to operation.

Since the individual weapon systems within the Ballistic Missile Defense program are being developed by the military Services, these elements managed as defense acquisition programs fall under the cognizance of a Program Executive Officer within the respective Service. The Program Executive Officer is the military or civilian official who has primary responsibility for directing a portfolio of assigned, normally mission related, acquisition programs. Traditionally, the Program Executive Officer reports directly to the respective Component Acquisition Executive for the performance of assigned programs, and the program managers for those individual acquisition programs must report to the Program Executive Officer.

Until recently, the various Service Program Executive Officers responsible for Ballistic Missile Defense element programs reported to their Service Acquisition Executives and to the BMDO Director the Component Acquisition Executive for Ballistic Missile Defense programs,. The requirement for dual reporting was a source of tension and in practice was un-workable. However, the relationship between the Director, BMDO and the Program Executive Officers and Program Managers has been greatly strengthened as of late. Program Budget Decision 224R, signed December 17, 1999 by the Deputy Secretary of Defense Hamre, directed that Service Program Managers and Program Executive Officers responsible for the execution of BMDO programs are to report directly to the Ballistic Missile Defense Acquisition Executive, the BMDO Director.

The overall goal of PBD 224R is to resolve issues early and develop Theater Ballistic Missile Defense corporate positions to present to the Department of Defense and external stakeholders. BMDO and the program offices have a joint responsibility to share information freely.

Under the reporting chain directed in PBD 224R, the Program Managers have the responsibility for managing, staffing and executing their assigned programs. Additionally, the program offices have the responsibility for keeping BMDO informed on program status and issues.

BMDO is responsible for ensuring that the program offices participate in the early phases of budget exercises where guidance and schedules are established. BMDO is responsible for providing the Program Managers an early opportunity to review and comment on products provided to the Department.

To assist in focusing issues (internal and external (OSD, Services and Congressional)) to BMDO and the Program Manager, the BMDAE has formed Program Support Teams (PSTs). These teams serve as the direct conduit to the Service Staffs, PEOs and PMs and coordinate interchanges with OSD and other DoD agencies in support of their respective programs. In addition they also serve as the principal lead within BMDO for coordinating all acquisition documents to include Planning, Programming, and Budgeting

System (PPBS) documents for assigned programs. The PST's duties are defined in reference.

C. External Process

C. External Processes

1. Executive – Key Interagency Relationships

Pursuant to DoD Directive 5134.9, BMDO serves under the authority, direction, and control of the Office of The Undersecretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)) and works with other OSD staff offices on acquisition matters. The USD (AT&L) acts as the Defense Acquisition Executive (DAE) providing DoD oversight and guidance for the Ballistic Missile Defense (BMD) acquisition program. The DAE conducts formal reviews including Defense Acquisition Board (DAB) milestone reviews. In addition, BMDO keeps the Secretary of Defense, DoD components, and non-DoD U.S. Government agencies informed via the USD (AT&L), of mission area status, plans, programs, and resource needs.

In concert with USD (AT&L), BMDO works closely with the Office of the Undersecretary of Defense, Comptroller and Chief Financial Officer (OUSD(C)). Within OUSD(C), the Office of Program Analysis and Evaluation (PA&E) analyzes and evaluates plans, programs, and budgets in relation to U.S. defense objectives, projected threats, allied contributions, estimated costs, and resource constraints.

Process

Each year, BMDO is required to formulate or revise its organizational position via the Planning, Programming, and Budgeting system (PPBS) in order to reflect changes in policy, strategy, and force requirements. BMDO's relationship with OSD is vital to this task. BMDO annually receives key documents intended to guide the program budgeting process, primarily the Defense Planning Guidance (DPG) and Fiscal Guidance (FG).

Issued by PA&E, DPG is the principal OSD document guiding the preparation and development of the BMD programs. The DPG is developed using input from the National Security Strategy (NSS), the Office of Management and Budget (OMB), and the Chairman of the Joint Chiefs of Staff (CJCS). It dictates Department priorities, major changes, and initiatives for resource programming.

In addition, OUSD(C) dispenses Fiscal Guidance to BMDO. The FG provides the fiscal constraints that BMDO must observe in the formulation of force structures and the Future Years Defense Plan (FYDP), and by OSD in reviewing proposed programs.

Based on the direction from these documents, BMDO builds or amends its Program Objectives Memorandum (POM) and Budget Estimate Submission (BES) and delivers them to OSD on an annual basis. Once submitted, the documents undergo a series of reviews by OSD that ensure that the BMDO program budgeting process is in compliance with the Department's guidance.

The Program Review Group (PRG), conducted by PA&E, provides further review of BMDO documents, with emphasis on the POM. The Defense Resources Board (DRB), chaired by the Deputy Secretary of Defense, provides a mechanism with which OSD provides guidance throughout the PPBS process and review of the resulting documents after their development. DRB members include the Secretaries of the Military Departments, CJCS, USD (AT&L), PA&E, and OUSD(C).

Throughout the review process, BMDO maintains coordination with AT&L, OSD(C), and PA&E during formulation and implementation of the Program Decision Memoranda (PDMs) and Program Budget Decisions (PBDs).

Additional Relationships/Interfaces

The BMDO Major Defense Acquisition Programs (MDAP) report to OSD on a quarterly basis (unless monthly is requested) with the Defense Acquisition Executive Summary (DAES). The DAES provide a detailed program overview, financial status of existing contracts, and a rating of the program contracts.

Within BMDO, numerous other offices maintain a relationship with the OSD staff including:

- The Director for External Affairs coordinates actions requested by Congress to ensure consistency between DoD and BMDO policies, as well as interacts with the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) on all media-related questions;
- The Director for Internal Assessments acts as principal liaison with the General Accounting Office and the DoD Inspector General for all external assessments of BMDO programs and management processes;
    - The Director for Small and Disadvantaged Business Utilization (SADBU) coordinates the BMDO SADBU programs with OSD, the Military services, other defense agencies, and other ballistic missile defense program participants;
    - The Deputy for Systems Engineering coordinates with appropriate DoD acquisition executives, the OSD staff and other agencies on BMD development and acquisition matters as they relate to the MDAPs;
    - The Deputy for Acquisition Strategy and Long Range Planning interfaces with OSD by providing input to the OSD DPG and FYDP, participating in the Summer Program Review Group with OSD and Service representatives, and leading BMDO efforts in OSD reviews and studies;
    - The Deputy for Resource Management is the agency focal point for DoD Directive 5000.1 and DoD 5000-series directives related to cost performance and earned value management; maintains OSD financial databases; and is the principal agency liaison to the OSD Cost Analysis Improvement Group (CAIG); and,
- The Deputy for Strategic Relations represents U.S./DoD in International Missile Defense Cooperation forums and provides liaison and coordination between BMDO and both internal DoD and external interagency organizations on matters related to political-military, arms control, and international issues.

Interagency

BMDO maintains many interagency relationships across the entire spectrum of the federal government, including the Intelligence Community, arms control, budget issues, cooperative research with academia and allies, launch services, technical support to agencies and strategic defense policy issues:

- The Intelligence Community includes the Defense Intelligence Agency (DIA), the Central Intelligence Agency (CIA), the National Security Agency (NSA) and the National Reconnaissance Office (NRO);
- Within the Arms Control and Disarmament Agency, BMDO provides direct programmatic support to the U.S. Commissioner to the ABM Treaty Standing Consultative Commission during the biannual meetings;
- The National Security Council (NSC) has focused on arms control, programmatic, and legislative issues impacting the BMDO with specific emphasis on National Missile Defense issues as of late;
    - The Department of Energy maintains an active relationship with BMDO through several U.S. national laboratories (e.g., Los Alamos National Laboratory, Lawrence Livermore National Laboratory and Sandia National Laboratory);
    - The Naval Research Laboratory;
    - NASA's relationship with BMDO encompasses a wide range of activities from launch services to space flight support;
    - The National Space Council is involved with space-related BMDO issues such as space launch systems.
    - The Department of Commerce includes technology transfer cases and export licensing arrangements related to BMDO cooperative research projects with allies;
    - The Office of Science and Technology Policy (OSTP); and,
    - The State Department.

Joint Requirements Oversight Council (JROC)

The Joint Requirements Oversight Council (JROC) is an advisory group to the Chairman of the Joint Chiefs of Staff. The JROC helps the Chairman in identifying and assessing the priority of joint military requirements (including existing systems and equipment) and acquisition programs to meet the National Military Strategy. Another responsibility is assisting the Chairman in considering alternatives to any acquisition program that has been identified to meet military requirements by evaluating the cost, schedule, and performance criteria of the program and identified alternatives. The JROC also reviews and approves the military need for all potential major defense acquisition programs and validate performance objectives and thresholds in the acquisition program baseline for all such programs prior to any milestone consideration by the DAB. The Joint Review Board (JRB) is the preliminary board aiding the JROC. The JRB receives all information before the JROC and decides whether it needs the attention of the JROC.

Joint Staff

The Secretary of Defense and the Chairman of the Joint Chiefs of Staff directed the establishment of the Joint Theater Air and Missile Defense Organization (JTAMDO) in

1996. The purpose of JTAMDO is to define the required system interoperabilities and operational architectures, and to validate the developing joint theater air and missile defense capabilities through both simulation and technology demonstrations.

The JTAMDO coordinates with the warfighting CINCs and Military Services to develop joint mission capstone requirements, a joint mission architecture, and a joint capabilities roadmap. These efforts are documented in the requirements section of the TAMD Master Plan for validation by the Joint Requirements Oversight Council (JROC). All responsibilities and functions previously assigned by the Assistant Secretary of Defense to the Executive Agent for Theater Air Defense BMC4I were transferred to the JTAMDO.

BMDO is the Integration System Architect for theater air and missile defense. Working jointly with JTAMDO and the Services, BMDO translates the JTAMDO developed operational architecture into systems architectures, performs systems engineering at the architecture level, plans and ensures integrated testing of defense architectures, and leads program acquisition activities. BMDO works closely with Service and joint program offices to develop a joint acquisition roadmap. These efforts are documented in the acquisition section of the TAMD Master Plan for validation by the Service and Ballistic Missile Defense Acquisition Executives.

In 1995, the SecDef directed the Department of Defense to apply the Integrated Product and Process Development concept for using Integrated Product Teams (IPTs) throughout the acquisition process. Employment of the IPT concept represented a management commitment to eliminate functional barriers and to operate in a spirit of teamwork. IPTs facilitate that teamwork and improve management effectiveness by providing early insight into programs and permitting early identification and resolution of issues.

In response to this mandate, in 1996 the DepSecDef directed JTAMDO and BMDO to work closely using an IPT approach, to include the CINCs, Services, OSD and Joint Staff. The JTAMDO Director and the BMDO Director for TAMD were directed to co-chair an Integration IPT to oversee coordination of TAMD requirements and acquisition activity. In 1997, the DepSecDef directed the BMDO Director to use the IPT approach to manage BMDO ACAT ID programs until initial Low-Rate Initial Production (LRIP) buy, unless otherwise agreed between BMDO and the Services. To do this, BMDO was directed to serve as a member of all BMDO overarching Integrated Product Teams and provide representatives to all Working Level Integrated Product Teams (IPT).

The BMDO Acquisition Executive represents BMDO and the missile defense community at DAB reviews, and has established other IPTs to assist with program coordination and issue resolution.

The Director, JTAMDO and the BMDO planner co-chair an Integration Integrated Product Team (IIPT) to oversee coordination of TAMD requirements and acquisition activity. This IIPT forms working level IPTs in such areas as operational concepts,

requirements, weapons, BMC4I integrated testing, modeling and simulation, hardware and software commonality, navigation warfare, combat identification and red teaming.

The Services

Navy

The Navy has just formed a new office to work with all Navy programs within the Ballistic Missile Defense Organization (BMDO). The new Assistant Chief of Naval Operations (ACNO) will coordinate all missile defense related programs and initiatives throughout the Navy. The new office will have oversight of all policy, planning, budgeting, funding, requirements definition, test and evaluation, deployment, training, operational doctrine, tactics and employment of Naval missile defense systems, including area and theater-wide Theater Ballistic Missile Defense (TBMD) as well as overland cruise missile defense.

The objectives behind the establishment of the new Assistant Chief of Naval Operations for Missile Defense include: clarifying the lines of authority to the Chief of Naval Operations and Assistant Secretary of the Navy for Research, Development, and Acquisition with regard to naval Theater Ballistic Missile Defense; expanding naval focus on doctrine, joint coordination, interoperability and international cooperative initiatives; providing a single point of contact within the Chief of Naval Operations staff for all Missile Defense matters; and strengthening coordination with the Department of Defense, the Ballistic Missile Defense Organization, and the other Services.

Air Force

The office of the Secretary of the Air Force, Acquisition (SAF/AQ) works with the Ballistic Missile Defense Organization to cover all Air Force Ballistic Missile Defense programs. This office oversees three major programs: Airborne Laser (ABL), Space Based Laser (SBL), and Space Based Infrared System (SBIRS). The Air Force also focuses on Surveillance, Warning, Battle Management Command, Control and Communications (BM/C3), Attack Operations and Boost Phase Intercept (BPI).

The office of the Secretary of the Air Force, Acquisition also directly supports BMDO in the areas of Technologies (supporting programs), Battle Management Command, Control, Communications and Intelligence (BM/C4I), Sensors, Core Support Infrastructure, National Missile Defense Battle Management Command, Control and Communications (BM/C3) and Radars. The Air Force is the focal point to coordinate issues, problems and inquiries between the BMDO Staff and Air Force Field Task Manager (TFM) for 26 Program Management Agreements (PMAs).

Army

The Army utilizes two commands to coordinate all Army missile defense-related programs and initiatives with BMDO. The first command is the Program Execution Office for Air and Missile Defense (PEO AMD). Under this command, there are four major Army missile programs resourced by BMDO; Theater High Altitude Area Defense

(THAAD) system, the Patriot Advanced Capability (PAC-3) system, the Medium Extended Air Defense System (MEADS) and ARROW

The second command is the U.S. Army Space and Missile Defense Command (SMDC). This command is the Army's proponent for Land-Based National Missile Defense components and the integrator for Theater Missile Defense (TMD). This command oversees Army Ballistic Missile Defense programs for the Ballistic Missile Defense Organization. The Space and Missile Defense Command is composed of five elements.

The first element is that the Space and Missile Defense Command provides theater Commanders In Chief (CinCs) with the only in-theater tactical ballistic missile warning capability on the battlefield.

The Space and Missile Defense Technical Center is the second element and it is the executive agent for BMDO. It provides the cost, schedule and technical oversight for national and theater missile defense technology. The center also oversees all research and development for the command and executes space and missile defense as well as the Directed Energy research and development programs.

The third element is the National Missile Defense (NMD) Training and Doctrine Command (TRADOC) System Manager. This element integrates and manages all National Missile Defense user activities within the Army. It provides a single Army user representative an advocate in the development of the land-based NMD system.

The fourth element of this command is the Force Development and Integration Center. This center develops space and missile defense concepts, validates requirements and ensures Army-wide solution integration.

Space and Missile Defense Acquisition is the fifth element and it is composed of four different offices: the High Energy Laser Systems Test Facility, the Ronald Reagan Ballistic Missile Defense Test Site at Kwajalein Atoll, the Ballistic Missile Targets Joint Program Office and the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System Project Office.

2. Congressional

The Director of the Ballistic Missile Defense Organization (BMDO) is responsible for Ballistic Missile Defense (BMD) programmatic policy, requirements, priorities, systems, resources, and programs, and is responsible and accountable for the research, development, and transition of BMD systems to the Military Departments and operations by the Combatant Commands. In that capacity the Director serves as the principal Department of Defense (DoD) official responsible for presenting the BMDO budget to the Congress.

In addition, he Directo is respor sible for pr moting coordination, cooperation, and mutual unde standing within the Department of Defense and between the Department of Defense and other Fede al Agenc ies, and he civilian community with respect to Ballistic Missile Defe nse matter s. To faci itate thi s, th e Director maintains an active liaison for the exchang e of inform ation and dvice in the field of assigned responsibility with all the Department of Defense Compon nts, othe r U S. government activities, and non-Department of Defense research nstitutic ns (ncluding private business entities and educational nstitutions).

Relationshi s

The primary interface with Cong ess for the Ballistic Missile Defense Organization comes from the staffs c f the four defense con mittees (Senate Armed Services, Senate Appropriati ons, House Armed Se rvices, and House Appropriations). Within these committees the following sub-co nmittee s ha ve primary oversight of BMDO programs: Senate Strat egic Force s Sub-Con mittee, Sen ate Defense Appropriations, House Military Research an d Develop ment, Hou se Defer se Appropriations.

Additionall y, the Senate Govern nent Affairs and the House Government Reform committees have been aking an ctive role in Ballistic Missile Defense issues. Specifically the Senate Internatic nal Secu rity, Proliferation, and Federal Services Sub-Committee and the Ho use Natio al Secu rity, Veterans Affairs, and International Relations. BMDO also has a rel atively sma l military construction budget. The House and Senate Military Co nstructio sub-co mmi ttees took an active role in oversight of the National M ssile Defer se Milita y Constru ct on (MILCON) budget this year.

The Directo r of the Ba listic Mis sile Defe nse Organization also maintains relationships with key m embers of congress th rough: 1) re sponding to congressional member requests for briefing s, 2) BMDO initiativ es to dis cuss the President's budget with members prior to budget h earings, and 3) testify ing before c ongressional committees.

a. Key Committees

- **House Armed Services Committee**
  - Current Ratio: 32R/28D No expected to change in the 107th Congress
  - New Chairman: Chairman Spence will resign in accordance with the House rules that require a Chairman of a committee or subcommittee serve no longer than 6 year
    - Members Running for Chairman
      - Stump (R-AZ)
      - Weldon (R-PA)
      - Hunter (R-CA)
  - Vacancies: Four vacancies
    - Through retirements and defeats
  - Outlook:
    - Ratio should remain the same
      - Democrats may gain one seat
    - Rep. Skelton (D-MO) will retain his position as ranking member

- New chairman

- **R&D Subcommittee**
  - Current Ratio: 14R/13D
  - Current Chairman: Curt Weldon (R-PA)
  - Current Ranking: Owen Pickett (R-VA)
  - Vacancies: Three vacancies
    - Rep. Kuykendall (R-CA) Defeated
    - Rep. Kasich (R-OH) Retired
    - Rep. Pickett (D-VA) Retired
  - Outlook: New Chairman and Ranking.
    - Rep. Weldon will relinquish is seat due to term limits.
    - Rep. Pickett resigned at the end of the 106th
    - Rep. Bartlett (R-MD) next in line for Chairman

- **Procurement Subcommittee**
  - Current Ratio: 15R/13D
  - Current Chairman: Duncan Hunter (R-CA)
  - Current Ranking: Norman Sisisky (D-VA)
  - Vacancies: One vacancy
    - Rep. Talent (R-MO) Retired
  - Outlook: New Chairman; Ranking will remain the same
    - Rep. Hunter will relinquish is seat due to term limits.
    - Rep. Spence next in line for Chairman; however, he may be interested in the R&D Subcommittee

- **Military Installations and Facilities**
  - Current Ratio: 10R/8D
  - Current Chairman: Joel Hefley (R-CO)
  - Current Ranking: Gene Taylor (R-MS)
  - Vacancies: One vacancy (Rep. Fowler (R-FL) retired
  - Outlook: New Chairman; Ranking will remain the same.
    - Rep. Hefley (R-CO) will relinquish his seat due to term limits
    - No indication of who the next Chairman may be

- **Senate Armed Services Committee**
  - Current Ratio: 11R/9D
  - Leadership: Likely to stay the same
  - Vacancy: Senator Robb (D-VA) only member not returning
  - Outlook:
    - No major changes
    - New Democrat named to the Committee to replace Senator Robb (D-VA)
    - Democrats may gain one seat

- **Strategic Subcommittee**
  - Current Ratio: 5R/4D

- Current Chairman: Wayne A lard (R-CO
- Current Ranking: Mary Lanc rieu (D- .A)
- Outlook No change expect :d in thi: sul committee in the 107th Congress

- **Readiness and Managem nt Supp rt Subc mmittee**
  - Current Ratio: 6R/5D
  - Current Chairman: Pat Robe ts (R-KS)
  - Current Ranking: Jeff Binga nan (D-NM
  - Outlook No char ge expect :d in thi: su committee in the 107th Congress

- **Senate Appro riations D fense Su committee**
  - Current Ratio: 9R/3D
  - Current Chairman: Ted Stev ns (R-AK)
  - Current Ranking: Daniel Ino ye (D-HI)
  - Vacanci s: One va ant seat (Lautenb rg etired)
  - Outlook Minima change e pected in t is subcommittee in the 107th

- **Senate Appro riations M ilitary C nstruct on Subcommittee**
  - Current Ratio: 4R/3D
  - Current Chairman: Conrad E urns (R-MT)
  - Current Ranking: Patty Mur ay (D-W A)
  - Outlook No anti ipated ch nges in the 107th Congress

- **House Appro riations D fense Sul committee**
  - Current Ratio: 10R/6D
  - Current Chairman: Jerry Lev is (R-C A)
  - Current Ranking: John Mur ha (D-PA)
  - Vacanci s: One va ant seat (Dickey R-AR))
  - Outlook:
    - No change n leaders ip in 107th
    - New membe to repla e Rep. Dic ey
    - Democrats may gain one seat

- **House Appro riations Military C nstruct on Subcommittee**
  - Current Ratio: 8R/5D
  - Current Chairman: David H bson (R-OH)
  - Current Ranking: John Olve r (D-MA)
  - Vacanc es: One va ant seat (John Porter (R-IL)
  - Outlook:
    - New Chairman in the 107th d ue t rules on term limits.
    - Subcommittee skepti al of NMD MILCON
      - Red ced NMD major on truction by $20 million in FY01
      - New member to repla e Rep. Porter
      - Dem ocrats m y gain one seat

OTHER COMMITTEES

- **House Intelligence Committee**
  - 9 Republicans/8 Democrats
  - Goss (R-FL)/Dixon (D-CA)
  - New Ranking in the 107th Congress
    - Rep. Dixon (D-CA) died

- **Senate Intelligence Committee**
  - 8 Republicans/7 Democrats
  - Shelby (R-AL)/Bryan (D-NV)
  - New Ranking: Senator Bryan retired at the end of the 106th

- House and Senate rules state that members cannot serve more than 8 years on the intelligence committees

- **House International Relations Committee**
  - 26 Republicans/23 Democrats
  - Gilman (R-NY)/Gejdenson (D-CT)
  - New Chairman in the 107th Congress

- **Senate Foreign Relations Committee**
  - 10 Republicans/8 Democrats
  - Helms (R-NC)/Biden (D-DE)
  - 2 Vacancies (Senators Rod Grams (R-MN) and John Ashcroft (R-MO) defeated)

- **House Government Reform Subcommittee on National Security, Veterans Affairs, and International Relations**
  - 10 Republicans/8 Democrats
  - One Vacancies due to the retirement of Rep. Helen Chenoweth-Hage (R-ID)
  - Democrats may gain one seat

- **Senate Government Affairs Subcommittee on International Security, Proliferation & Federal Services**
  - 6 Republicans/5 Democrats
  - Cochran (R-MS)/Akaka (D-HI)
  - Subcommittee very interested in BMD issues
  - Chairman of the full Committee, Senator Thompson (R-TN) very interested in BMD

KEY MEMBERS

House	Senate
Tom Allen (D-ME)	Wayne Allard (R-CO)
Roscoe Bartlett (R-MD)	*Jeff Bingaman (D-NM)*
Norm Dicks (D-WA)	Conrad Burns (R-MT)
John Hobson (R-OH)	Thad Cochran (R-MS)
Duncan Hunter (R-CA)	Pete Domenici (R-NM)
Dennis Kucinich (D-OH)	*Byron Dorgan (D-ND)*
Jerry Lewis (R-CA)	*Richard Durbin (D-IL)*
John Murtha (D-PA)	James Inhofe (R-OK)
John Olver (D-MA)	*Daniel Inouye (D-HI)*
Ike Skelton (D-MO)	*Mary Landrieu (D-LA)*
John Spratt (D-SC)	*Carl Levin (D-MI)*
John Tierney (D-MA)	Richard Shelby (R-AL)
David Vitter (R-LA)	Ted Stevens (R-AK)
Curt Weldon (R-PA)	John Warner (R-VA)

b. Critical Reports to Congress

REPORTS REQUIRED BY FISCAL YEAR 2001 CONGRESSIONAL LEGISLATION

- *Prohibits obligation of funds for the RAMOS program until report submitted on the plans to protect U.S. advanced military technology (No funds until report submitted)*
- *North Korean ballistic missile threat to the U.S. (Two weeks after the next flight test by North Korea)*
- *Additional steps the President intends to take to reduce the period of time in which the Nation is vulnerable to the North Korean missile threat. (Two weeks after the next flight test by North Korea)*
- *Director BMDO shall develop a plan to adapt BMD systems and architectures to counter potential threats to the U.S. (2/15/01)*
- *Director, BMDO, in coordination with the Secretary of the Air Force, shall report on the role of the ABL in the family of system missile defense architecture (2/15/01)*
- Director, BMDO shall conduct an analysis of the advantages and disadvantages of a competitive approach to follow-on GBR development and deployment *(4/1/01)*
- Director, BMDO to submit plans for mitigating the GBI booster problems *(4/1/01)*
- President shall submit a report on cooperative projects with Russia in the area of BMD, including early warning. (From FY99 Department of State Appropriations) *(1/01)*
- Secretary of Defense shall submit a report on the SBL program baseline (From FY00 DoD Authorization Act) *(3/01)*
- Director, BMDO shall assess NTW radar requirements and technologies and architectures relevant to the NTW program *(2/15/01)*
- Director, BMDO shall examine a joint U.S.-Russian national defense system that could defend both nations from a range of missile threats *(1/15/01)*
- Secretary of Defense shall provide written notification of any proposed changes to the current established milestones for the SBIRS-High program prior to approval
- Secretary of the Army and Director BMDO shall develop an investment strategy that properly balances the need to upgrade the PAC-2 system and accelerate deployment of PAC-3 *(No specific date)*
- *DoD shall submit a revised Patriot missile program plan (30 days after enactment)*
- Undersecretary (A&T) shall conduct a study of the potential for the PAC-3 missile to be used as the interceptor in the Navy area program. *(4/15/01)*

c. Pending Legislative Issues (Anticipated issue in the 107th Congress)

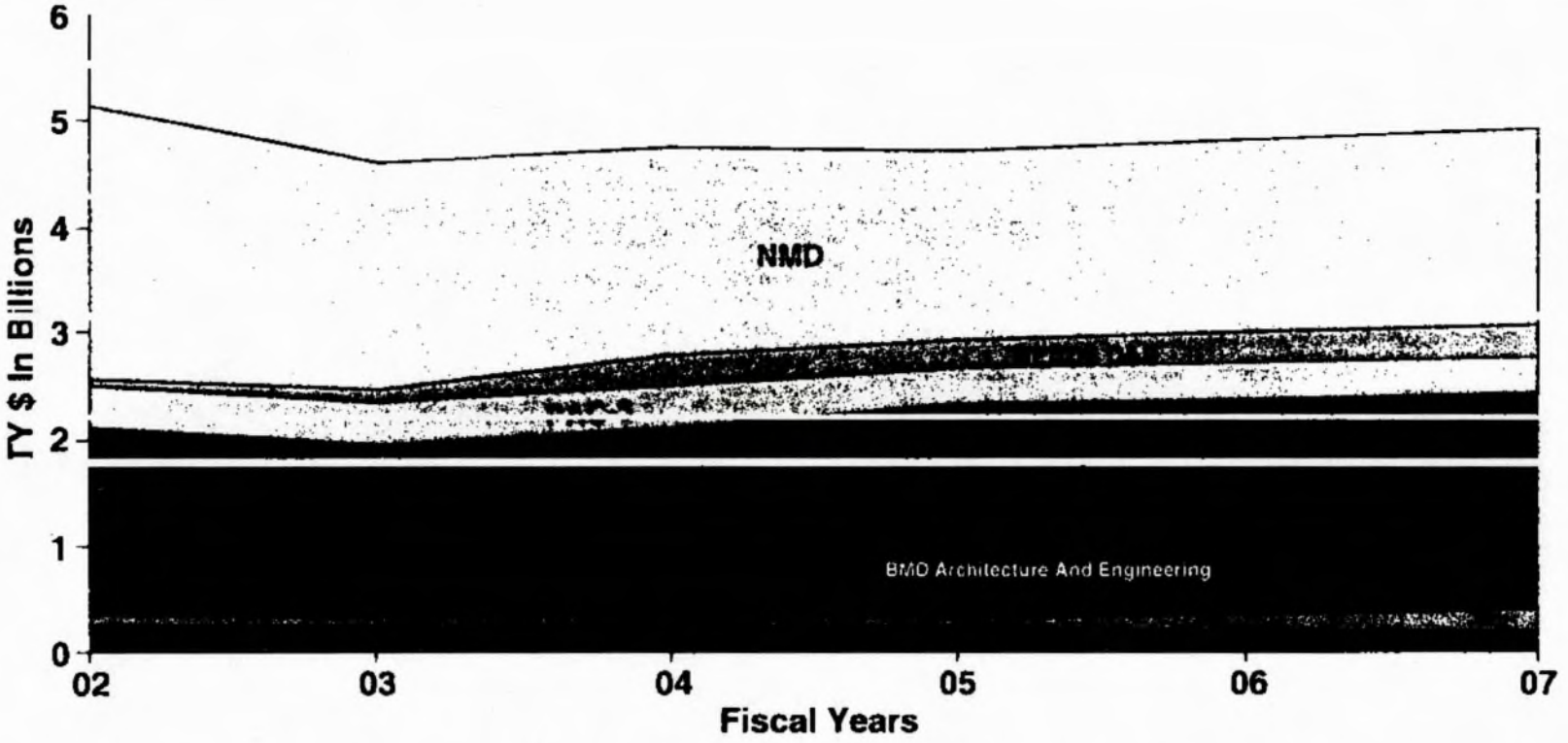
- **FUNDING**
  - Program distribution
  - Management and support costs
  - Funding for Navy sea-based NMD
- **NMD**
  - Deployment decision process/schedule
  - Sea-based study
  - Boost-Phase Intercept Concepts
  - ABM Treaty negotiations
  - Multi-national discussions (Canada, UK, and Denmark)
  - Flight test program
  - SBIRS Low role in NMD
  - Transfer of SBIRS Low to BMDO
  - GBR development
  - GBI technical and schedule risks
- **TMD**
  - Navy Theater Wide
  - Sea-Based Program
  - Kill Vehicle Concepts
  - Radar
- **PAC-3 Production**
  - Additional missiles
- **Testing**
  - Cost growth and schedule Delays
  - Navy Area
  - PAC-3

- **MEADS**
  - Funding
  - Continuation of the program
  - Support of allies
- **TECHNOLOGY**
  - Space-based Laser
  - Site selection award
  - Management
- **INTERNATIONAL COOPERATIVE PROGRAMS**
  - RAMOS
  - Report on the protection of advanced military technology
  - Obligation of funds

II. Budget

A. Budget Overview

BMDO FY 02-03 BES

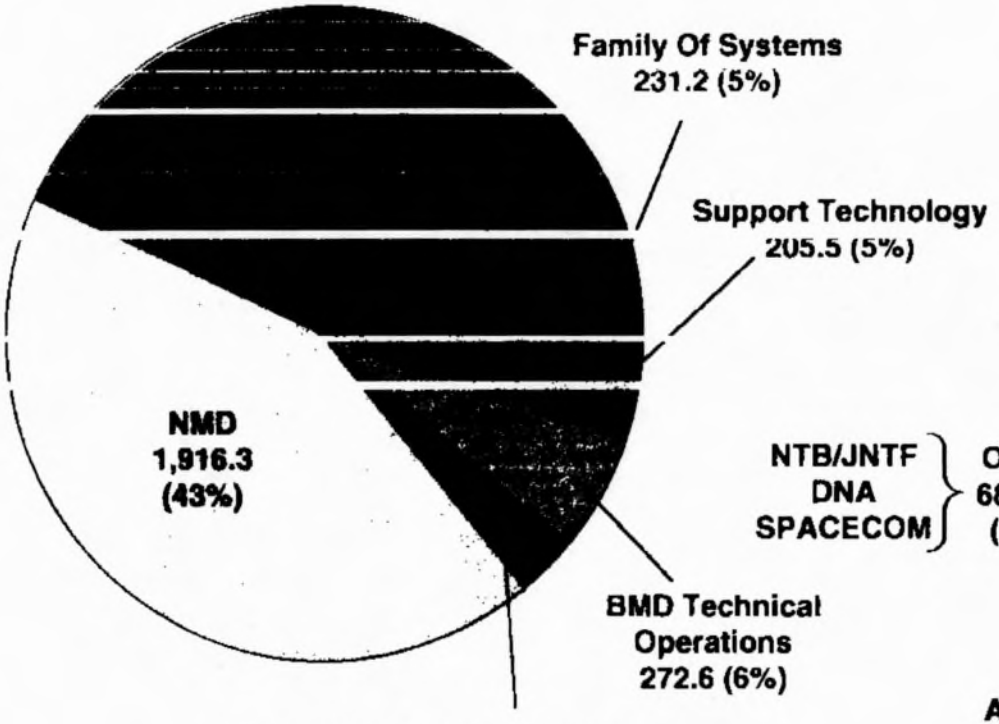


	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 02-07 Total
Total POM 02	5,058	4,557	4,747	4,673	4,768	4,864	28,667
Total BES 02	5,147	4,609	4,743	4,704	4,803	4,899	28,905
Delta BES-POM	88	52	-4	31	35	35	237

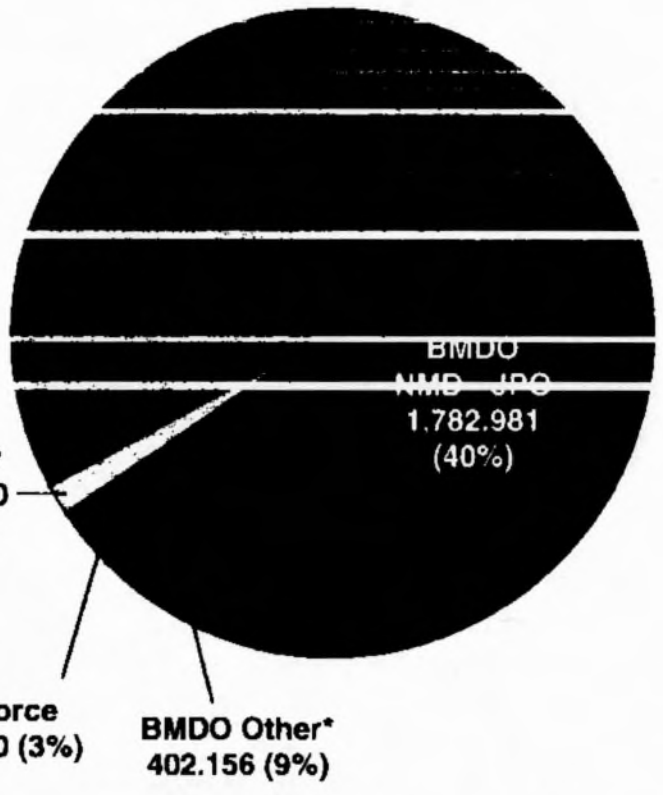
B. Budget Detail

FY 01 BMDO FUNDING REQUEST

TY $ In Millions



By Executing Agent

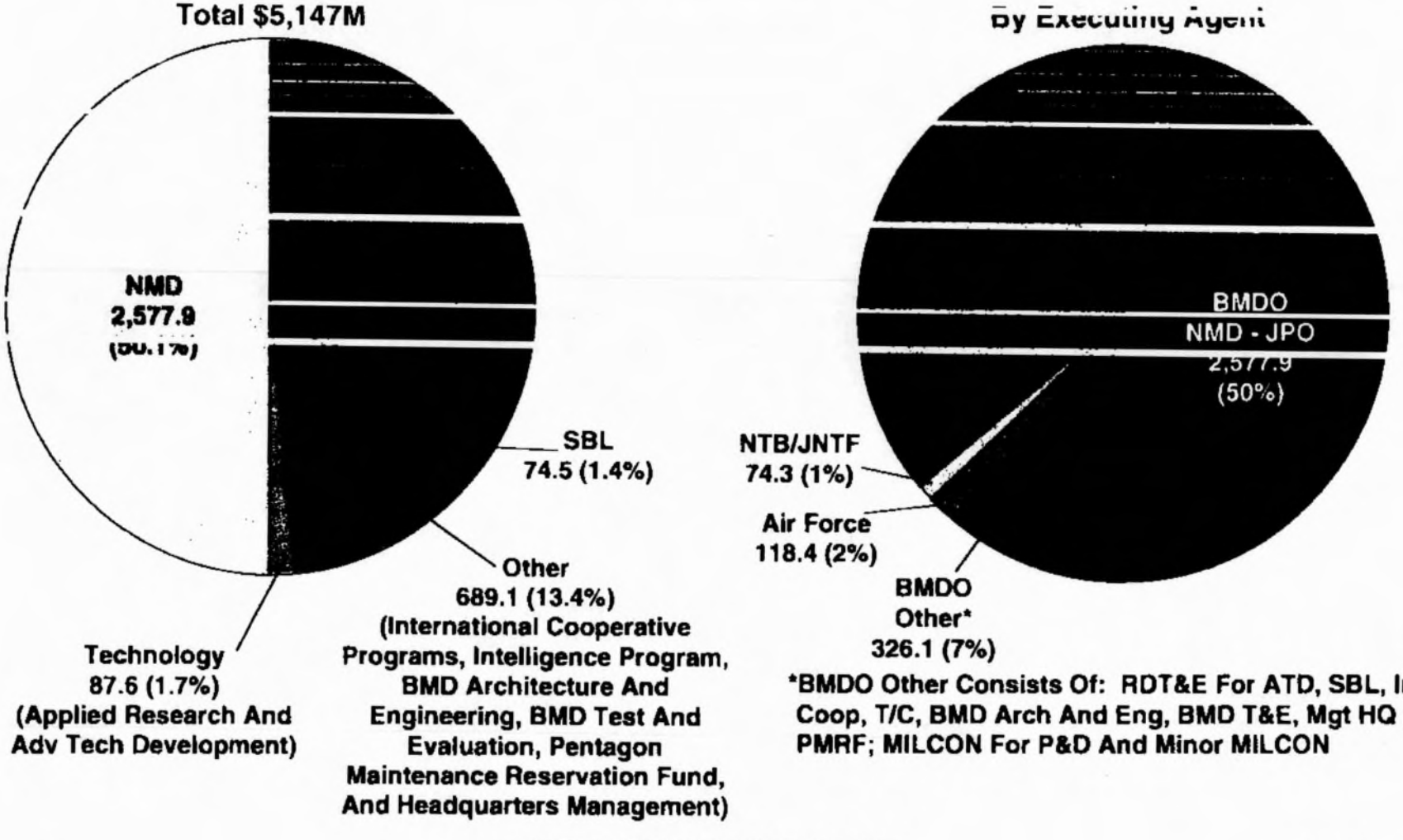


* BMDO Other Consist Of: R&D For Sup Tech, ATD, SBL, FoS, BMD Tech Opns, Int'l Coop, T/C, And PMRF; Proc For TMD BM/C^3; MILCON For P&D And Minor MILCON

mj 100863 / 112100

FY 02 BMDO FUNDING

TY $ In Millions



*BMDO Other Consists Of: RDT&E For ATD, SBL, Int'l Coop, T/C, BMD Arch And Eng, BMD T&E, Mgt HQ And PMRF; MILCON For P&D And Minor MILCON

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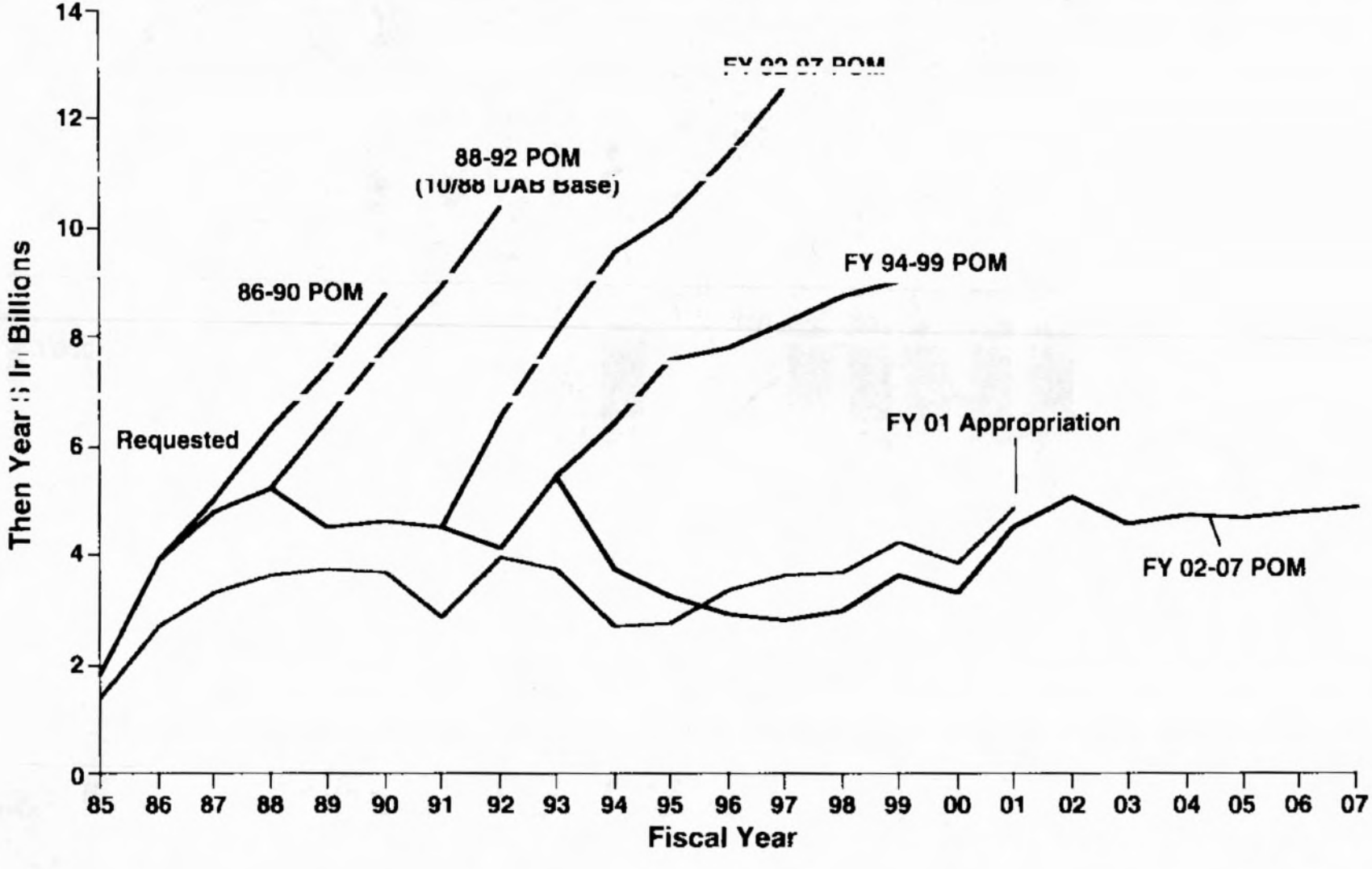
mr 99985 / 103000

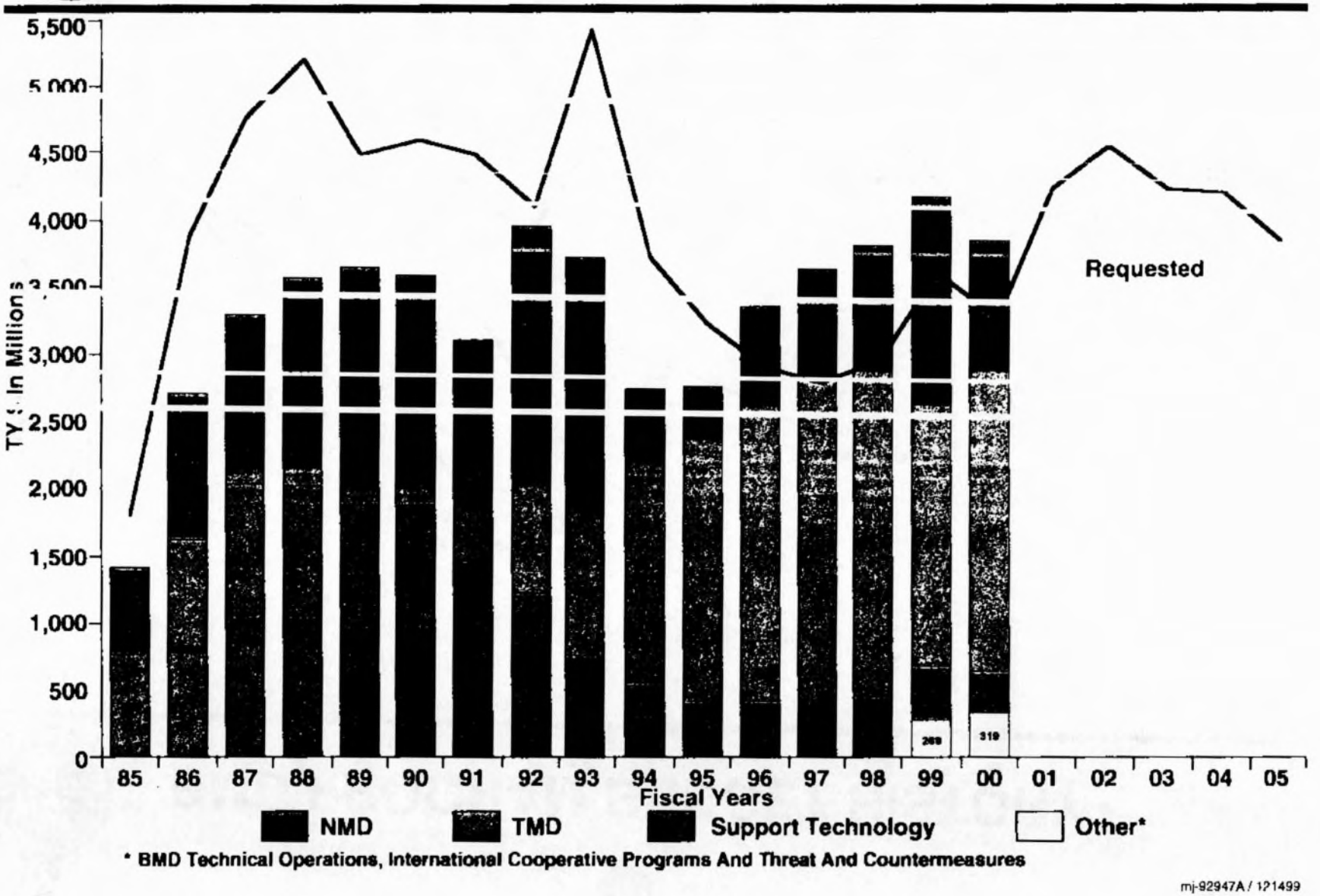
C. Budget Trends

BMD PROGRAM BUDGET HISTORY



mj-89437A / 092700

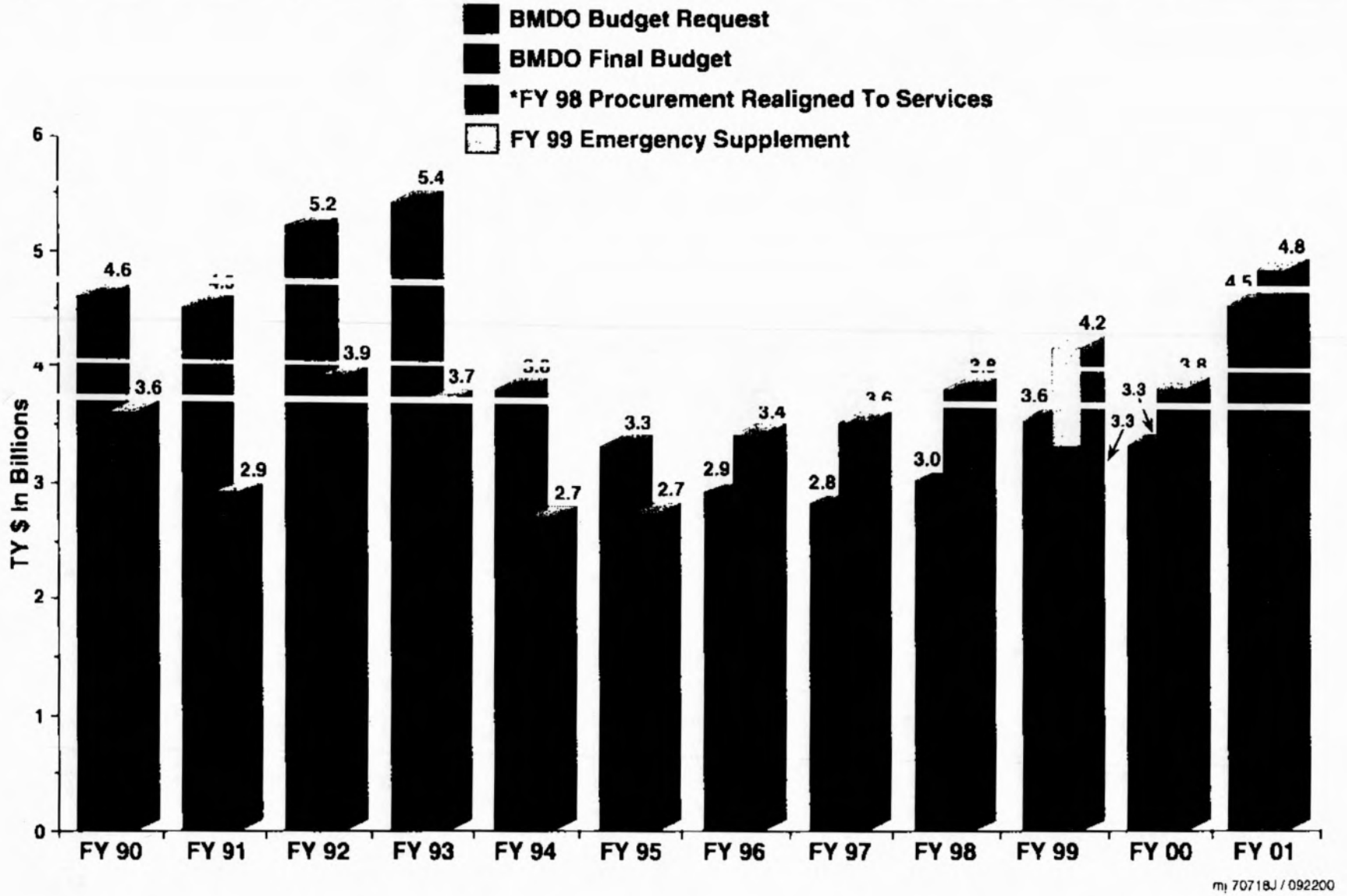
BMDO HISTORICAL FUNDING



* BMD Technical Operations, International Cooperative Programs And Threat And Countermeasures

mj-92947A / 121499

BMDO BUDGET REQUEST VERSUS FINAL FUNDING HISTORY



mj 70718J / 092200

D. Budget Issues

NATIONAL MISSILE DEFENSE ISSUE PAPER

Statement of Issue

The National Missile Defense (NMD) Research Development Test & Evaluation (RDT&E) program continues. But a Presidential decision about the program is required in Calendar Year (CY) 01. Near term decisions are required to keep the development program on track.

Background:

On September 1, 2000, President Clinton announced that he had "decided not to authorize deployment of a national missile defense at this time." The President recognized that "the emerging missile threat is real" and said, "we have an obligation to pursue a national missile defense system that could enhance our security." He also stated "I have asked Secretary Cohen to continue a robust program of development and testing."

Discussion:

Our present approach is to continue the development program of record and prepare for the earliest possible deployment decision. We expect four flight test in CY 01, two of which will be intercept attempts. While the RDT&E program continues, we have developed options to restructure the development program to handle the recommendations and conclusions concerning countermeasures and operational testing. In addition other deployment architectures are available for consideration to include sea-based adjuncts and defense of our Allies. Our current budget (on the table below) does not allow for the restructure nor is it fully funded based on this summer's Deployment Readiness Review (DRR) cost estimates.

FY 2001-2007 Funding Profile (in Billions)	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY02-07 Total
RDT&E	1.9	.8	.8	.7	.7	.7	.7	$6.3
Procurement	.1	1.5	1.2	1.2	1.1	1.1	1.1	$7.3
MILCON	.1	.2	.1	.0	.0	.0	.0	$0.5
TOTAL	2.1	2.5	2.1	1.9	1.8	1.8	1.8	$14.1

Our proposed restructured program will use a block upgrade approach that builds on the system capability baseline that provides a process to develop capability enhancements to the baseline capability. This approach establishes an effective process to assess initial/current capabilities and to address User requirements. This will be achieved by a measured evaluation of likely or potential threats, balanced with achievable design improvements. The proposed program incorporates an enhanced testing program and increases test realism through the life of the program.

CURRENT STATUS:

We are ready to brief program options when called upon. The next flight test is currently scheduled for 3rd quarter FY 2001

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

December 20, 2000

NAVY THEATER WIDE TRANSITION ISSUE PAPER

Statement of Issue

Navy Theater Wide (NTW) is a key component of Theater Missile Defense (TMD) but has not made sufficient technical progress. The program is under-funded by approximately $3 billion pending the outcome of upcoming flight tests over the next two years. Congressional support has been strong with over $1 billion of congressional adds over the last five years.

Background (including congressional interest):

The Navy Theater Wide (NTW) program is a component of the Upper Tier Strategy. The program is comprised of three elements: AEGIS LEAP Intercept (ALI) test program, NTW Block I (A/B/C), and NTW Block II. The ALI test program is currently experiencing delays resulting from technical issues. These delays now require a migration of funding from the Block I program into the ALI test program. Pending successful testing, NTW funding is now distributed to the ALI test program and the Block II objective capability

Status of Issue:

An OSD-directed study of the NTW program was completed on 1 Dec 2000. The results follow:

- ALI testing must be completed to demonstrate technical feasibility;
- After funding ALI, all remaining funds should be diverted to the objective Block II capability;
- An option to restore the interim Block I capability should be maintained. This option will be assessed at future Upper Tier Strategy decision points pending successful ALI completion and revised threat projections; and;
- Pursue a robust Japanese Cooperative Development program to reduce both risk and cost (seeking $2B from Japan).

Recommended Actions:

Define NTW Block II development program, utilizing a maximized Japanese Cooperative Development effort, with an FY02 new start pending the outcome of flight tests over the next two years.

Justification:

The recommendations of the OSD study have been approved by USD(AT&L). The Joint Staff (Joint Theater Air and Missile Defense Organization) has determined acceptable operational risk in foregoing NTW Block I and proceeding directly to Block II. Under the new approach, Block II First Unit Equipped (FUE) is estimated to be 2011.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

(b)(6) December 20, 2000

PATRIOT PAC-3 TRANSITION ISSUE PAPER

Statement of Issues

The PAC-3 program is nearing the end of the development cycle and has been our most successful Theater missile defense program to date (7 out of 7 successfully flight tests). The fundamental issue is moving the program into full rate production at the earliest date and to control the cost of the missile. The current program procures 824 missiles through FY10 the Army Acquisition Objective is 1,900 missiles.

Background

PAC-3 is the country's highest priority and most mature TMD program. PAC-3 provides critical operational capability to defend our forward deployed forces and Allies against growing ballistic missile threats. It is the only active defensive system for local and area defense capable of countering short-range theater ballistic missiles armed with weapons of mass destruction the next eight years. The PAC-3 Missile test program is being restructured to complete Developmental Testing (DT) and provide sufficient time for Operational Testing (OT). The recommended changes reduce programmatic and technical risk by sequentially finishing DT prior to starting OT, maintains a First Unit Equipped (FUE) for the missile segment in FY01 and moves the Milestone III Full Rate Production Decision back one-year to FY02. Congress has consistently added funds to the program to ensure its deployment at the earliest possible date. Allies have also expressed strong interest in acquiring a PAC-3 capability via Foreign Military Sales (FMS).

Status of Issue

In the next 2 years, there is an opportunity to make further investment to procure additional missiles to meet the warfighter's stated needs earlier and at a lower unit cost, thus making the program more attractive to the potential FMS customers.

The following table describes additional funding which could be applied:

FYDP 02-07	FY02	FY03	FY04	FY05	FY06	FY07	Total
Proc ($M)	+0.0	+39.0*	+110.0*	+152.5	+142.0	+125.0	+568.5
Missiles	+0	+3	+20	+79	+80	+76	+258

* Include fixed costs to expand production line capacity

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

(b)(6) December 20 2000

III. Personnel

A. Summary of Statistics

III. PERSONNEL

A. Summary of Statistics

In 1999, Lt Gen Ronald T. Kadish took over as Director of BMDO. Soon after taking over as Director, he directed a series of reorganizations that created a flatter management structure intended to be more responsive and to better reflect BMDO's role as an acquisition organization. The new organization that resulted from the changes also elevated the role of some activities and missions to include:

- Test Simulation and Evaluation;
- Russian American Observation Satellite Program;
- HERCULES/Counter-countermeasures; and,
- Directed Energy

In order to support these new and/or expanded missions, BMDO increased civilian manpower up to a planned level of 472 civilian billets. BMDO also receives military authorizations from the Services with current authorizations of 140. For FY01, the combined government manpower strength is planned at 612 positions.

In the last two years, BMDO has increased manpower levels to keep pace with new and expanded missions. The Administration's decision to posture the National Missile Defense system for a possible deployment by 2005 necessitated a review of Joint Program Office staffing levels. The U.S. Army Manpower Analysis Agency recommended that approximately 35 additional civilian personnel and one military officer were required to carry out the Joint Program Office's mission. They also recommended further determination of essential manpower staffing as changes in projections of workload occurred.

B. Personnel / Management Issues

B. Personnel Management Issues

Since its inception, the size of the BMDO staff, both government and contractor, has been analyzed by internal and external reviews to ensure the organization is sized properly to accomplish its mission. Within the context of this close scrutiny the organization has grown smartly in order to successfully execute its mission.

Congress has provided continuous oversight of BMDO staffing levels. The FY 1993 Defense Authorization Conference Report noted that BMDO was managing Department of Defense's largest Research and Development program with only 259 government employees. Concern centered on the ability of this limited number of employees to adequately direct the execution of the Ballistic Missile Defense program without undue reliance on support service contractors. The report directed the Secretary of Defense to ensure that BMDO "has sufficient civilian and military personnel to accomplish its mission as defined in the Missile Defense Act."

The Department subsequently authorized additional personnel for the BMDO to increase the number of personnel (civilian and military) from 247 (actual end strength in FY 1993) to a projected overall end strength of 485 in FY 1996. Commensurate with this increase in government personnel, BMDO substantially reduced the number of support contractor personnel by a six-to-one ratio. Through a greater reliance on government personnel, BMDO was able to reduce overall management support costs.

In 1996, at the behest of Congressman Curt Weldon, the General Accounting Office initiated a review of Ballistic Missile Defense management support. Specifically, the General Accounting Office set out to determine the following:

- What portion of BMD funding was allocated to management support over time;
- How many government and support personnel were devoted to management support;
- How BMDO apportioned reductions to its management support budget in FY 1995 and 1996; and,
- How BMDO planned to account for management support costs in the future.

The General Accounting Office concluded that the BMDO management support budget, as a percent of the total BMDO budget, dropped from 5.6% to 4.8% in FY 1996. Furthermore, total Ballistic Missile Defense funded staffing (government and contractor) decreased approximately 26% from FY 1993 1996.

Congress, in the FY 1996 Defense Authorization Conference Report, again scrutinized the size and structure of the BMDO management staff. The Conferees stated their concern that Ballistic Missile Defense "management infrastructure may be unnecessarily duplicated in one or more of the Services" and directed that BMDO identify any such duplication and take actions to eliminate it.

In response to congressional direction, the BMDO Director convened the BMDO Management Review Team in 1996. The Management Review Team was chaired by the Deputy Director, RADM West, with representatives from the BMDO staff and senior representatives from the Service Executing Agents. The Management Review Team's objective was to identify and eliminate any unnecessary duplication of effort among the BMDO and Service organizations. The Management Review Team evaluated work force level of effort, organizational structure, and roles and functions.

The Management Review Team arrived at the following conclusions:

- Allocation of total Ballistic Missile Defense management resources among and within BMDO and the Executing Agents were shifted in accordance with the evolution of the program;
- BMDO/Executing Agent relationships were robust and flexible to accommodate program changes;
- BMDO and Executing Agents were appropriately sized;
- Similar functions, where appropriate -- but no duplication of effort; and,
- The size and structure of BMDO and Executing Agents were appropriate for the foreseeable future.

IV. Policy/Issues

A. Policy Development process

IV. POLICY ISSUES

A. Overview of the Policy Development Process

BMDO Corporate Boards Process

The Ballistic Missile Defense Organization (BMDO) Corporate Boards are chartered by the Director to review and integrate all BMDO plans, programs, and budget actions. The BMDO Corporate Boards are structured to ensure that relevant planning, programming, and technical issues are reviewed and adjudicated in a thorough and collaborative fashion. This process facilitates the organization's goal of delivering timely, affordable, and effective ballistic missile defense capabilities consistent with the priorities and guidance set forth by the DoD, the Congress, and the users.

The Corporate Board process provides the BMDO senior leadership the opportunity to make informed and timely decisions. At the same time, the process is sufficiently decentralized to allow direct interaction, when appropriate, between senior decision-makers and functional program managers. In the Corporate Board structure, functional information flows in both directions.

The BMDO Corporate Boards are designed to address a range of issues including, but not limited to:

- Development and review of Ballistic Missile Defense (BMD) policy
- Budget and programming guidance activities
- Architecture baselines
- Threat
- Integrated Technology program
- International cooperation
- Integrated Test program
- Corporate Infrastructure (Mission Area Assets) such as facilities, test ranges, the Joint National Test Facility (JNTF), etc.

The Corporate Board structure consists of the BMDO Board of Directors (BBoD); the Program Integration Panel (PIP) which reviews issues before presentation to the BBoD; the Resource Integration Group (RIG), which provides financial alternatives for issues debated at the PIP and BBoD; and a series of subject area specific subordinate Corporate Boards. These include the Technical Integration Group (TIG), International Cooperation Council (ICC), Information Management and Technology Group (IMAT), Joint Technology Board (JTB), Facilities, Siting & Environmental Project Validation Board (FS&E PVB), Contract Support Utilization Board (CSUB), JNTF Board of Directors (JBoD), and Special Access Programs Oversight Committee (SAPOC).

B. Major Policy Issues

SBL TEST FACILITY SITE SELECTION ISSUE PAPER

Statement of Issue

This activity will result in the selection of the site for the Space Based Laser (SBL) ground test facility in one of three states: Mississippi, Alabama, or Florida.

Background

The SBL Test Facility (STF) will support two functions. The Performance Test Facility (PTF) provides for full power tests of the laser payload element and the integrated flight configured payload; operations in the PTF will begin in 2005. The Space Qualification Facilities (SQF) support environmental testing of the Integrated Flight Experiment (IFX) space vehicle; operations in the SQF will begin in 2005.

The BMDO Site Selection Process produced three finalists from 3000 potential sites. They are:

- Stennis Space Center (SSC), MS
- Redstone Arsenal (RA), AL
- Cape Canaveral Air Station (CCAS), FL/Kennedy Space Center (KSC), FL

The SBL IFX Joint Venture validated the need for new facility and site selection exclusionary criteria. In March/April 2000 the Director/BMDO visited those remaining sites (Senator Sessions (R-AL) accompanied BMDO/D during Redstone visit). Site selection evaluative criteria for the IFX project approved by the SBL Board of Directors on 9 May 00. An April 1998 memorandum was received from Senators Sessions, Shelby, Cochran, Lott, Landrieu, and Breaux and Representative Livingston expressed support for the SBL program and suggested a split-site approach.

Status of Issue: The site evaluations and environmental assessments were completed. The Site Selection Evaluation Team (SSET) briefed the site selection authority (BMDO/D). The SSET is verifying one data source and finalizing the evaluation package.

Recommended Actions: Proceed with selection of a site for the Performance Test Facility

Justification: Final design and construction of the PTF depends on site selection.

Risk of Inaction: Site selection is the forcing function – if no selection is made in the next few months, facility design and construction will be delayed and either the ground testing of the laser payload element will be delayed or additional funding will be required for modifications of an existing facility to test the laser payload element. Either option will result in delays to the flight experiment. Eventually, testing of the integrated flight configured payload will require completion of the STF.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6) (b)(6)

December 21 2000

SBIRS LOW TRANSITION ISSUE PAPER

Statement of Issue

Transfer of Space Based Infrared System (SBIRS)-Low program from the Air Force to BMDO. The transfer is required by FY 01 National Defense Authorization Act and needs to occur by 1 October 2001.

Background

The SBIRS-Low satellite system complements SBIRS-High with additional boost-phase missile warning capability and provides a unique mid-course tracking ability critical to meeting NMD requirements for evolving threats. SBIRS-Low also has the potential to greatly expand the TMD battlespace. Program Decision Memorandum I required BMDO conduct a study of cost-effectiveness issues concerning the contribution of SBIRS-Low to defense missions with a primary focus on NMD. The report is due to the DEPSECDEF on 1 March 2001.

A 17 April 2000 SECAF/CSAF memorandum to the DEPSECDEF recommended transfer of the SBIRS-Low program and funding responsibility from the AF to BMDO. The FY 2001 National Defense Authorization Act requires the SECDEF to make this transfer to BMDO by 1 October 2001.

Status of Issue:

The SBIRS-Low System Design Reviews (SDRs) are scheduled for March 2001. Following the SDRs, the program's content, cost and budget will be baselined by 15 May 2001 at a Defense Acquisition Executive (DAE) Review. The DAE will use the results of the review to specify the detailed program to be transferred to BMDO. The Air Force is now preparing a draft Memorandum of Agreement (MOA) for staffing and to begin documenting transfer details.

Recommended Actions:

Use results of May 2001 DAE Review to define baseline program for transfer. Continue to develop draft MOA to prepare for transfer.

Justification:

Mandated by FY01 National Defense Authorization Act.

Risk of Action/Inaction:

Need to transfer from Air Force to BMDO prior to 1 October 2001 to comply with FY 2001 National Defense Authorization Act or take action to recommend viable alternative to Congress.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

(b)(6)

December 20, 2000

MEDIUM EXTENDED AIR DEFENSE SYSTEM (MEADS) MOU RESOLUTION WITH GERMANY ISSUE PAPER

STATEMENT OF ISSUE

The viability of the MEADS Program is at risk. In August 2000, the USD(AT&L) approved entry into the next phase of MEADS - the Risk Reduction Effort (RRE) - contingent upon the partner nations signing the RRE MOU Amendment II. The U.S. and Italy have completed national staffing of the MOU Amendment and are ready to sign the agreement. Germany is not expected to sign Amendment II until the Parliament reconvenes in mid-January, putting the current RRE schedule at risk. Funding for the bridge contract runs out January 31, 2001 and there may not be enough time to resolve the German question.

BACKGROUND

MEADS is a cooperative development program with Germany and Italy which was initiated in May 1996. It will be a lower-tier component of the Department's Theater Missile Defense active defense pillar. MEADS is a highly mobile, deployable system to protect the maneuver force from short and medium range Ballistic Missiles, Cruise Missiles, and other Air Breathing Threats. It will have the capability to provide point defense of critical assets in addition to providing continuous protection of rapidly advancing maneuver forces when outside the umbrella of an upper-tier defense.

During the November 9 meeting of the U.S./GE High Level Defense Group, State Secretary Stuetzle stated that Germany was reluctant to proceed with MEADS because of the total estimated program cost for MEADS and because of the uncertain role of MEADS in Germany's future extended air defense structure. In a November 16 letter to Secretary Stuetzle, the USD(AT&L) suggested a way to implement the MEADS RRE phase.

On the margins of the December 5 NATO Defense Ministerial, SecDef met with German Minister of Defense Scharping, and General Kujat, Chief of the German Defense Staff, to discuss further German participation in MEADS. Minister Scharping assured SecDef that Germany intends to participate in the MEADS RRE. Meeting Minutes to this effect were prepared and signed by ASD/ISA Kramer and General Kujat.

In a December 7 follow-up, SecDef emphasized the importance of the Amendment being signed before December 15. Three originals of Amendment II were delivered to Dr. Jorg Kaempf, the German Armaments Director, requesting that Amendment II be signed.

STATUS OF ISSUE

State Secretary Stuetzle responded to USD AT&L) on December 14 suggesting a Side Letter for clarification of German participation. The draft Side Letter expresses Germany's desire to be able to "trade off" RRE tasks for German technology and assessment studies. This proposal deviates from the MOU which says nation specific tasks will be borne by that nation. The next decision facing the new Administration is whether to continue to fund current contract efforts beyond January 31, 2001, should negotiations with Germany stall. MEADS cannot continue into RRE without a signed MOU. Bridging efforts can maintain the program until January 31, 2001. If the MOU is not signed before the bridge contract expires, the program will be at risk of termination.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

December 20, 2000

RUSSIAN AMERICAN OBSERVATION SATELLITE (RAMOS) PROGRAM TRANSITION ISSUE PAPER

Statement of Issue: The viability of the 3385M Russian American Observation Satellites (RAMOS) program is in doubt

Background: RAMOS is a cooperative research program with the Russian Federation that was initiated in 1992. The RAMOS system, when complete, will consist of two co-orbital satellites each with a multi-spectral sensor suite. USD(AT&L) formally proposed a revision to the program to his Russian counterpart in a July 14,2000 letter. He proposed a jointly developed design under which Russia would provide the launch capability, satellite platforms, and ground equipment. The U.S. would provide the primary sensors. The proposal also requires a government-to-government agreement to underpin the program and a direct contract between BMDO and The Russian State Armamens Export Corporation Rosoboronexport. Since 1992 and especially over the past year we have has major difficulties in getting agreement with the two governments on how to make this program successful.

Status of Issue: The Russian government has not formally agreed to continue this revised program. BMDO has requested authorization to begin negotiations for the international agreement. A draft agreement has been prepared and is in coordination in DoD. The Russian government has not yet designated a negotiating agency. A recent reorganization of the Russian Ministry of Defense may further delay the start of negotiations.

We have informed the Russians that without a negotiated agreement and direct contract, we will not continue beyond a joint Preliminary Design Review (scheduled for December 2001.) The Russians have indicated that they desire to continue the RAMOS program regardless of the international agreement and direct contract.

Recommended Actions: Continue efforts to negotiate an international agreement and direct contract for RAMOS.

Justification: RAMOS benefits U.S.-Russian cooperation as a unique space-based sensor cooperative research program.

Risk of Action/Inaction: An international agreement and direct contract would ensure proper execution of the Russian work effort under RAMOS.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6)

(b)(6) December 20, 2000

RUSSIAN COOPERATIVE MISSILE DEFENSE PROGRAM TRANSITION ISSUE PAPER

Issue: Prime Minister Putin has proposed a Cooperative Missile Defense Program with Russia and our Allies. But there has been no progress in defining this proposal because of the lack of details from the Russians.

Background: During a TV interview in early June 2000, Russian Prime Minister Putin proposed that the US and Russia should cooperatively develop a system to counter long-range, rogue state ballistic missile threats. Subsequently, Secretary Cohen and Minister Sergeyev agreed that experts should clarify this Russian proposal at the 27-28 June 2000 US/RF Defense Consultative Group meeting. At the meeting, OSD Policy explained technical, schedule, and political challenges associated with BPI. The Russians did not respond, but replied that they "would get back to the US" on this issue. The Russians have neither clarified their initial proposal, nor responded to US requests for information.

Status of Issue: Issue is dormant at this time and seems to be linked to ABM Treaty discussions. BMDO is prepared to cooperate with Russia on this issue, if directed to do so.

Recommendation: Determine level of U.S. interest in pursuing this diplomatic offensive by Putin.

Risk of Action/Inaction: None.

POC: MG Peter C. Franklin, BMDO Deputy Director, (b)(6) (b)(6)

December 20, 2000