



SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 16 2010

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
UNDER SECRETARY OF DEFENSE, ACQUISITION,
TECHNOLOGY & LOGISTICS
UNDER SECRETARY OF DEFENSE, POLICY
UNDER SECRETARY OF DEFENSE, INTELLIGENCE
VICE CHAIRMAN, JOINT CHIEFS OF STAFF
COMMANDER, UNITED STATES STRATEGIC COMMAND
UNDER SECRETARIES OF THE MILITARY DEPARTMENTS
ASSISTANT SECRETARY OF DEFENSE, NETWORK AND
INFORMATION INTEGRATION
DIRECTOR, COST ASSESSMENT & PROGRAM EVALUATION
DIRECTOR, NATIONAL INTELLIGENCE
DIRECTOR, NATIONAL RECONNAISSANCE OFFICE
DIRECTOR, ORGANIZATIONAL & MANAGEMENT PLANNING

SUBJECT: Department of Defense Executive Agent for Space Organization

Pursuant to Fall discussions in the Deputy Advisory Working Group, on 17 November, the Deputy Secretary of Defense revalidated the role of the Secretary of the Air Force as the DoD Executive Agent for Space with responsibilities for several key functions including: integrating and assessing DoD's overall space program; compiling MFP-12 for space programs; facilitating increased cooperation with the Intelligence Community; and conducting and integrating long-term planning and architecture development. The Deputy Secretary further established the Defense Space Council (DSC) chaired by the Executive Agent for Space.

As part of these decisions, the Deputy Secretary disestablished the National Security Space Office (NSSO) and directed me, in consultation with the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), to establish a jointly manned space office to support the DoD Executive Agent for Space and the Defense Space Council. Accordingly, it is time to review the current organization supporting the Executive Agent for Space and consider options for the new staffing structure. The Terms of Reference for this effort are attached. The objective of this review is to ensure the Executive Agent for Space has the right structure, support staff, and relationships in place to exercise the authorities and responsibilities assigned by the Secretary of Defense.

I am assigning Mr. Richard McKinney, Deputy Under Secretary of the Air Force (Space Programs), Mr. Gil Klinger, Deputy Assistant Secretary of Defense of the Space and Intelligence Office for USD(AT&L), and Major General Suzanne Vautrinot, Special Assistant to the Vice Chief of Staff of the Air Force, to this important task. They will work with representatives of members of the Defense Space Council and others across DoD and other government agencies to provide options for consideration no later than 28 February 2011. Following DSC review, I will

provide recommendations to the Deputy Secretary no later than 31 March 2011. I ask that you give this team your support and assistance as this review goes forward.

Establishing the right support structure will be essential in ensuring the Executive Agent for Space can successfully execute the duties assigned to us on behalf of the Secretary of Defense. Thank you for your support of this effort.


Michael B. Donley
DoD Executive Agent for Space

Attachments:

1. Terms of Reference
2. 17 Nov 10 DepSecDef Decision Document

*Department of Defense Executive Agent for Space
Management and Organization
Terms of Reference*

1. Objective

The objective of this review is to provide options and recommendations to the DoD Executive Agent (EA) for Space regarding the structure and organization of the staff supporting the EA and the newly-established Defense Space Council.

2. Scope

This review will propose and assess options for support to the EA in executing his revalidated space responsibilities on behalf of the Secretary of Defense, including integrating and assessing DoD's overall space program; compiling MFP-12 for space programs; facilitating increased cooperation with the Intelligence Community; and conducting and integrating long-term planning and architecture development. These responsibilities and the work of the Defense Space Council will include particular focus on implementation of the 2010 National Space Policy and upcoming National Security Space Strategy.

The study should provide options and recommendations regarding the following dimensions of the new support staff:

- a. Roles and functions
- b. Necessary manning levels
- c. Composition of manning to include joint billets, PSA, interagency participation, and other representation, delineating inherently governmental positions and contractor support
- d. Needed annual funding
- e. Source of funding (evaluate current vs. new approach, and propose source(s)); and
- f. Leadership structure

Additionally, the study should identify potential impediments to implementation where assistance from higher authorities may be required (joint billet authorization, funding, etc).

3. Objectives

The study should particularly develop options regarding the following relationships:

- a. Internal Relationships: What should be the internal organizational relationships for the EA for Space and his support staff to execute its assigned duties? How closely integrated should the support staff for the EA for Space be with the Air Force space staff?
- b. External Relationships: What should be the organizational relationships between the EA for Space and his support staff and other DoD organizations with responsibilities related to the space domain, including the Services and DoD Components, as well as Combatant Commanders? How should the EA for Space's relationship with the Intelligence Community and particularly the National Reconnaissance Office be defined?

4. Methodology

This review will build on the 2010 review done on *Headquarters Air Force Space Management and Organization*. The review team is chartered to work with representatives of members of the Defense Space Council and others across DoD and other government agencies and will incorporate inputs as necessary to complete the task. The study team will report through the Under Secretary of the Air Force to the EA for Space for this review.

The work will be organized into three phases, resulting in a report for the EA for Space with associated findings, recommended options for consideration, the pros/cons of implementing the various options, potential impediments to implementation, a draft Charter, and a proposed transition plan:

- a. Phase One: Review the existing and proposed documents, such as DODD 5101.2, Presidential Policy Directive 4, the National Security Space Strategy, the Defense Planning and Programming Guidance, and others, that include responsibilities and tasks for the EA for Space.
- b. Phase Two: Provide for the EA for Space on an iterative basis options on authorities, responsibilities and organizational structure for EA for Space support functions.
- c. Phase Three: Compile a single report for the EA for Space with associated findings, recommended options for consideration and the pros/cons of implementing the various options. Additionally, the report should include a draft Charter for the new organization and a proposed transition plan with associated timeline for implementation.

5. Deadline

This review and report to the EA for Space will be completed no later than 28 February 2011.