

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF SCIENCE AND TECHNOLOGY POLICY
WASHINGTON, D.C. 20506

November 6, 1985

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MEMORANDUM FOR DR. KEYWORTH
DR. SINGER *SS*
FROM: LT COL BAILEY
SUBJECT: SDI Management Status

Lt Gen Abrahamson would like to have the new management structure for the SDIO solved by the end of the month of November. There are three basic issues: The first is the SDIO Charter; a coordination copy is attached. The second is the internal SDIO organization; a chart and memorandum are attached. The third is the concept of a support organization to the SDIO, herein referred to as the FCRC.

SDIO CHARTER

The final coordination copy of the SDIO Charter is attached and highlighted. It seems to be generally acceptable to the services except with a perceived (by the services, especially AF) over-emphasis on direct contracting by the SDIO, source-selection authority and Executive Secretary of the SDI EXCOM. Air Force would like to see a neutral party be Executive Secretary. The Charter is being pushed by Gen Abrahamson to have it signed by 30 Nov 85.

SDIO ORGANIZATION (Internal)

The attached SDIO organization chart depicts the organization that Gen Abrahamson would like to have. The information that was passed to you about Dr. Elliott having been selected is in slight error. He has been nominated by Gen Abrahamson and is awaiting approval in some fashion. The staff functions to be filled will give SDIO the required autonomy and "interface staff" to work with other agencies to assure Gen Abrahamson that his actions are at least "legal." He becomes an autonomous program with these staff functions and the SDIO Charter.

The four key people in the SDIO with the new structure become the Director, Principal Deputy Director, the Deputy for Programs and Systems, and the Deputy for Technology. I think if I were Dr. Yonas I would look for another job if I were not the Deputy for Technology. I am afraid John Gardner will become the Deputy for Programs and Systems. From the general commentary I received from everywhere, he is a divisive force in the program and a non-communicator! His job should be the second great communicator! If BG O'Neill stays, I would see him as the leading candidate for the Deputy for Technology.

I recommend Sid talk to Gen Abrahamson first and then a meeting early next week should be held between you and Gen Abrahamson on the topic of selection of good people for those jobs. The organization is good enough to work as designed if the SecDef gives Gen Abrahamson a good charter and good people are selected.

The FCRC

A meeting is being set up between Dr. Hicks, Gen Abrahamson, and Gen Smith (IDA) as soon as possible (next two weeks) to discuss the FCRC concept. This leads me to believe that the preferred near-term option for FCRC support is to have a division of IDA created to handle SDIO. Col Fiorino suggests, however, that the long-term plan is to establish a new group competitively.

Gen Abrahamson is looking at parallel ways to get a new FCRC started and also the viability of a civilian sector FCRC (e.g., SAIC alternative of having a SETA act as an integrator of many contractors to provide SDIO with needed technical expertise).

The total SDIO and FCRC manpower is estimated at 500 with an unknown split. Again, the meeting next week should discuss not only the charter and the internal SDIO but also the FCRC concept.

SUMMARY

The SDIO is moving rapidly in an attempt to institutionalize the SDI in an organizable sense. The keys are the charter, good people, and Gen Abrahamson delegating both responsibility and authority to his key people, especially his deputy.

A discussion between Gen Abrahamson and Dr. Singer prior to a meeting between you, Gen Abrahamson and Dr. Singer is appropriate.

Attachments a/s



THE SECRETARY OF DEFENSE
WASHINGTON THE DISTRICT OF COLUMBIA

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W. G. W.
Charter

SUBJECT: Strategic Defense Initiative Organization

- References:
- (a) National Security Decision Directive Number 119, "Strategic Defense Initiative," 6 January 1984
 - (b) Secretary of Defense Multiple-Addressee Memorandum, "Management of the Strategic Defense Initiative," April 24, 1984 (hereby canceled)
 - (c) Federal Acquisition Regulation 2.1, April 1, 1984

A. PURPOSE

Pursuant to the authority vested in the Secretary of Defense under the provisions of Title 10, United States Code, the Strategic Defense Initiative Organization (hereinafter referred to as "SDIO") is established with responsibilities, functions, relationships, and authorities as outlined below.

B. MISSION

SDIO shall manage and direct the conduct of a vigorous research program, including advanced technologies, that will provide the basis for an informed decision regarding feasibility of eliminating the threat posed by nuclear ballistic missiles of all ranges, and of increasing the contribution of defensive systems to U.S. and allied security. The program shall protect options for near-term deployment of limited ballistic missile defenses. The program will be carried out in full consultation and, where appropriate, with participation of our allies. The program will be conducted in compliance with all existing treaty obligations and will emphasize non-nuclear technologies.

C. ORGANIZATION AND MANAGEMENT

1. SDIO is established as a separate agency of the Department of Defense. It shall consist of a Director, appointed by and reporting to the Secretary of Defense, and such subordinate organizational elements as are established by the Director within resources authorized by the Secretary of Defense, under the direction, authority, and control of the Secretary of Defense.

2. The SDIO Executive Committee (EXCOM) will provide DoD oversight and guidance for the internal management of the program. The EXCOM will provide formal review of the program for the Secretary of Defense. The EXCOM will be chaired by the

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Deputy Secretary of Defense and will include as members: The Chairman of the Joint Chiefs of Staff; the Secretaries and Chiefs of the Military Departments; the Under Secretaries of Defense; the Assistant Secretary of Defense (Comptroller); the Director, Program Analysis and Evaluation; the Chairman, Military Liaison Committee; and the Directors of the Defense Advanced Research Projects Agency and the Defense Nuclear Agency. The Director, SDIO, will serve as Executive Secretary of the EXCOM.

D. RESPONSIBILITIES

1. The Director, SDIO, shall:

a. Be responsible for planning, programming, and executing the Strategic Defense Initiative Program (SDIP). This includes defining the goals and objectives, setting priorities, establishing specific performance requirements, and directing the evaluation of all elements of the SDIP.

b. Organize, direct, and manage the SDIO and all resources appropriated to the SDI program. In this regard, the Director shall implement principles of streamlined management consistent with applicable laws and good management practices.

c. Establish a program element and project and task structure.

d. Identify service, agency, and SDIO responsibilities for program execution, and delegate source-selection authority to the Military Departments and Defense Agencies, where appropriate.

e. Issue program direction, and insure frequent and comprehensive review of all programs.

f. Serve as Procurement Executive for SDIO in accordance with DoD Directive 5128.1.

g. Prepare and submit, in accordance with established procedures, the SDIO annual program-budget estimates.

h. Periodically present program reviews, including the SDI Program Objective Memorandum (POM) and annual budget to the SDIO EXCOM.

i. Be responsible for presenting the SDI Program and SDI budget before Congress.

j. When required, initiate and implement Congressional reprogramming actions in consultation with the OSD Comptroller.

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k. Manage SDI Allied Participation efforts, including delegation of appropriate projects to the Military Department and Defense Agencies.

l. Serve as the principal public spokesperson for the SDI Program.

m. Plan for future transition of the SDI research program into development and subsequent production and deployment.

n. Establish supportability criteria for integrated logistic factors with system architectures, concepts, and design activity during the early phases of the SDIP.

o. Perform such other functions as may be assigned by the Secretary of Defense.

2. OSD Components and DoD Agencies shall provide advice and support to the Director, SDIO, in accordance with applicable DoD Directives.

3. The Secretaries of the Military Departments and Directors of Defense Agencies shall:

a. Execute the program as assigned by the Director, SDIO, and approved by the Secretary of Defense.

b. Establish a streamlined management structure, to include a single office of primary responsibility to facilitate expedited communications and action on the SDI Program.

c. Provide input to the Program Objective Memorandum (POM) and budget to the Director, SDIO, to include manpower and facilities requirements to support SDI assigned programs.

d. Submit program documentation and reports required by the Director, SDIO.

e. Establish simplified contract/procurement procedures for rapid and creative methods of achieving program objectives, consistent with applicable laws and good management practice.

4. The Joint Chiefs of Staff shall provide strategic guidance and define operational concepts and requirements.

E. RELATIONSHIPS

1. In the performance of assigned functions, the Director, SDIO, shall:

a. Consult with the Joint Chiefs of Staff and Under Secretary of Defense for Policy when addressing issues under their respective purview, to include the strategy and policy implications of defensive capabilities.

b. Establish, in consultation with the Under Secretary of Defense for Research and Engineering (USDRE); Assistant Secretary of Defense (Acquisition and Logistics); Assistant Secretary of Defense (Communications, Command, Control and Intelligence); and the Director, Operational Test and Evaluation, mechanisms for coordination of SDI programs with other DoD technical efforts.

c. Establish procedures for streamlined communication with each Military Department and Defense Agency involved in the SDI Program.

d. Maintain active liaison for the exchange of information and advice in the field of assigned responsibility with all DoD Components, other U.S. Government activities, and non-DoD research institutions (including private business entities and educational institutions).

e. Keep the Secretary of Defense, the OSD Staff, the Military Departments, the Joint Chiefs of Staff, and other DoD and non-DoD U.S. Government Agencies informed, on schedules, status, and significant new developments, breakthroughs, and technological advances within assigned projects.

f. Be responsible to the Secretary of Defense for planning, programming, and budgeting of the SDI Program. The participating Military Departments and Defense Agencies shall provide timely recommendations on the SDI program to the Director, SDIO, who will consider them in the development of the SDI POM. These recommendations shall be developed as an integral part of the Military Department/Defense Agency's POM process. The participating Military Departments and Defense Agencies must review their assigned work packages and resources to ensure that supporting Military Department/Defense Agency assets (e.g., manpower, facilities, etc.) are addressed in their own PPBS process. The SDI POM will be presented to the SDI Executive Committee (EXCOM) for review prior to submission to the Secretary of Defense. The Military Departments/Defense Agencies must review these projects and resources to ensure that Service unique requirements to implement the SDI program, i.e., manpower, facilities, etc., are addressed in their POM, budget, and execution.

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g. Make appropriate use of established facilities in the Office of the Secretary of Defense, other DoD Components, and other Government Agencies rather than unnecessarily duplicating such facilities.

2. Within available resources, officials of all DoD Components will provide support, in their respective fields of responsibility, to the Director, SDIO, as may be necessary to carry out the assigned responsibilities and functions of the SDIO.

F. AUTHORITY

The Director, SDIO, is specifically delegated authority to:

1. Enter into and administer contracts, directly or through a Military Department, a DoD contract administration services component, or other governmental department or agency, as appropriate, for supplies, equipment, and services required to accomplish the mission of the SDIO.

2. Serve as the head of an Agency and Contracting Activity within the meaning of and subject to the limitations of FAR 2.1 and DoD FAR Supplement 2.1 for the SDIO.

3. Authorize the allocation/suballocation of funds made available to SDIO for assigned research and development projects.

4. Establish for SDIO, the Military Departments, and other research and development activities, such procedures required in connection with work being performed for SDIO.

5. Acquire or construct, through a Military Department or other Government Agency, such research, development, and test facilities and equipment required to carry out assignments and that may be approved by the Secretary of Defense in accordance with applicable statutes.

6. Negotiate agreements, as necessary, with other US agencies and organizations to insure proper coordination and execution of the SDIP.

7. Negotiate agreements, as necessary, with foreign governments to execute Allied Participation in the SDI research program. These agreements will be subject to approval by duly constituted DoD authorities.

8. Recommend to the Secretary of Defense waivers of Military Department/Defense Agency regulations, directives, pro-

cedures or instructions for or related to acquisition for individual or the class of SDIO requirements as determined necessary to accomplish the SDIO objectives.

9. Exercise the administrative authorities contained in Enclosure 1 of this Directive.

10. Establish special security procedures for sensitive SDI research programs.

G. ADMINISTRATION

1. SDIO shall be authorized such personnel, facilities, funds, and other administrative support as the Secretary of Defense deems necessary.

2. The Military Departments shall assign personnel to SDIO in accordance with approved authorizations and procedures for assignment to joint duty.

3. Administrative support required for SDIO will be provided by the Director, Washington Headquarters Services, and other DoD Components, as appropriate.

H. EFFECTIVE DATE

This Directive is effective immediately.

Enclosure
Delegations of Authority

DELEGATIONS OF AUTHORITY

Pursuant to the authority vested in the Secretary of Defense, and in accordance with DoD policies, Directives and Instructions, the Director of the Strategic Defense Initiative Organization (SDIO) or, in the absence of the Director, the person acting for him or her, is hereby delegated authority, as required in the administration and operation of the Strategic Defense Initiative Organization to:

1. Perform the following functions in accordance with the provisions of Title 5, United States Code, Section 7532; Executive Order 10450, "Security Requirements for Government Employment," April 27, 1953; and DoD 5200.2-R, "DoD Personnel Security Program," December 20, 1979:

a. Designate any position in the SDIO as a "sensitive" position.

b. Authorize, in case of an emergency, the appointment of a person to a sensitive position in the SDIO for a limited period of time for whom a full field investigation or other appropriate investigation, including the National Agency Check, has not been completed.

c. Authorize the suspension, but not the termination, of the services of an SDIO employee in the interest of national security.

2. Authorize and approve:

a. Travel for SDIO civilian employees in accordance with Volume II, Joint Travel Regulations.

b. Temporary duty travel only for military personnel assigned or detailed to SDIO in accordance with Volume I, Joint Travel Regulations.

c. Invitational travel to persons serving without compensation whose consultive, advisory, or other specialized technical services are required in a capacity directly related to, or in connection with, SDIO activities.

3. Approve the expenditure of funds available for travel by military personnel assigned or detailed to SDIO for expenses incident to attendance at meetings of technical, scientific, professional, or other similar organizations in such instances where the approval of the Secretary of Defense or his designee is required by law (37 U.S.C. 412). This authority cannot be redelegated.

4. Develop, establish, and maintain an active and continuing Records Management Program under DoD Directive 5015.2, "Records Management Program," September 17, 1980; DoD Directive 5400.7, "DoD Freedom of Information Act Program," March 24, 1980; and DoD Directive 5400.11, "Department of Defense Privacy Program," June 9, 1982.

5. Establish and use imprest funds for making small purchases of material and services, other than personal, for the SDIO when it is determined more advantageous and consistent with the best interests of the government, in accordance with DoD Instruction 5100.71, "Delegation of Authority and Regulations Relating to Cash Held at Personal Risk Including Imprest Funds," March 5, 1973, and the Joint Regulation of the General Services Administration/Treasury.

6. Authorize and approve overtime work for SDIO civilian personnel in SDIO in accordance with the provisions of the Federal Personnel Manual Supplement 990-1, Section 550.111.

7. Establish and maintain appropriate property accounts for SDIO and appoint Boards of Survey, approve reports of survey, relieve personal liability, and drop accountability for SDIO property contained in the authorized Property Accounts that have been lost, damaged, stolen, destroyed, or otherwise rendered unserviceable, in accordance with applicable laws and regulations.

8. Establish and maintain, for the functions assigned, an appropriate publications system for the promulgation of regulations, instructions, and reference documents, and changes thereto, pursuant to the policies and procedures prescribed in DoD 5025.1-M, "Department of Defense Directives System Procedures," April 1981.

9. Issue the necessary security regulations for the protection of property and places under the jurisdiction of the SDIO, under DoD Directive 5200.8, "Security of Military Installations and Resources," July 29, 1980.

10. Exercise original TOP SECRET classification authority.

11. Establish security classification guidance and review policy.

12. In coordination with the Deputy Assistant Secretary of Defense (Administration), enter into interservice support agreements with the Military Departments, other DoD Components, or other Government agencies as required, for the effective performance of responsibilities and functions assigned to the SDIO.

13. Establish advisory committees and employ part-time advisors as approved by the Secretary of Defense for the performance of SDIO functions pursuant to Title 10, United States Code, Section 173(a).

14. Communicate directly with heads of DoD organizations, including the Secretaries of the Military Departments, the Joint Chiefs of Staff, the Directors of Defense Agencies, and the Commanders of Unified and Specified Commands.

15. Authorize the publication of advertisements, notices or proposals in newspapers, magazines, or other public periodicals as required for the effective administration and operation of SDIO (44 U.S.C. 3702).

16. Request specific Military Departments and DoD Agencies to serve as contracting activities for the SDIO, as necessary.