

[Redacted]

(b)(3)

From: [Redacted]
Sent: Tuesday, January 17, 2017 11:26 AM
To: [Redacted]
Cc: [Redacted]
Subject: NRO POCs for GAO Report on Space Launch Coordination

(b)(3)

[Redacted]

(b)(3)

Per today's entrance meeting related to the GAO report on Space Launch Acquisition Coordination, the Primary POC for the National Reconnaissance Office (NRO), Office of Space Launch (OSL) will be [Redacted] (CC'd above).

(b)(3)

[Redacted] and I can also assist in getting you in contact with any other offices if required from the NRO.

(b)(3)

Please let us know if you need anything else.

[Redacted]

(b)(3)

National Reconnaissance Office

[Redacted]

Unclassified

[Redacted] (b)(3)

From: [Redacted] (b)(3)
Sent: Wednesday, February 08, 2017 10:06 AM
To: 'Horiuchi, Richard' (b)(3) 31 USC § 711
Cc: [Redacted] (b)(3)
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

Rich,
 I'm leaving around 1200 today for the week. I've CC'd [Redacted] who can also discuss the comments. I do not think the comments require a high-side discussion. (b)(3)

[Redacted] (b)(3)
 Can you let Rich know if you are available to discuss?

V/R

[Redacted] (b)(3)
 National Reconnaissance Office
 [Redacted]

From: Horiuchi, Richard [mailto:Horiuchir@gao.gov]
Sent: Tuesday, February 07, 2017 4:08 PM
To: [Redacted] (b)(3)
Cc: [Redacted] (b)(3) 31 USC § 711
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Hello [Redacted] (b)(3)

I'd be glad to discuss the program office's comments. I could try giving you a call tomorrow afternoon—would 3:00 pm your time work for you? Also, please let me know if the comments need to be discussed on the high side (which would be no problem, as I plan to be in our SCIF at that time).

By the way, just received a note from the contractor that they sent the requested documents to us.

Thanks,
 --Rich

Unclassified

303-572-7443

From: [redacted] (b)(3)
Sent: Tuesday, February 07, 2017 8:28 AM
To: [redacted] (b)(3) 31 USC § 711
Cc: Horiuchi, Richard
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

Thank you. Good luck on your travels!

V/R
[redacted] (b)(3)

From: [redacted] (b)(3) 31 USC § 711
Sent: Monday, February 06, 2017 10:06 PM
To: [redacted] (b)(3)
Cc: Horiuchi, Richard
Subject: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

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Thank you [redacted] I will leave it up to Rich as to whether or not he would like to discuss the comments. If not, (b)(3) then I will wait until a meeting is set. If there is something Rich needs from you in my absence, I'm sure he will contact you.
Thanks again,
V/R
[redacted]

(b)(3) 31 USC § 711

Sent with Good (Caution-Caution-www.good.com)

-----Original Message-----

From: [redacted] (b)(3)
mailto:[redacted]
Sent: Monday, February 06, 2017 05:21 PM Eastern Standard Time
To: [redacted] (b)(3) 31 USC § 711
Cc: Horiuchi, Richard
Subject: RE: Scheduling a Pgm Office Mtg

[redacted] (b)(3) 31 USC § 711

No worries. Is there anything you'd like us to help work in the meantime?

The program office already approved the [redacted] document request for release.

(b)(3)

However, they do have a couple comments on the documents.

Rich,

I'm happy to discuss the comments by our program office if you would like, or we could wait until a meeting is set up. Up to you guys. Just let me know.

V/R

[redacted]

(b)(3)

National Reconnaissance Office

[redacted]

-----Original Message-----

From: [redacted]

(b)(3) 31 USC § 711

Sent: Monday, February 06, 2017 4:08 PM

To: [redacted]

(b)(3)

Cc: Horiuchi, Richard

Unclassified

Subject: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

Hello [redacted]

(b)(3)

Sorry we have not been able to touch base; however,

I wanted to let you know that I will be

out of the office for several weeks. I should be

back by February 27th but in the meantime feel

free to communicate with Rich (303-572-7443) if you

need anything. Upon my return,

I will touch base with you to see what days/times

might work for a site visit. I'm holding off

proposing any

days/times since I'm unsure of what my schedule will

look like when I return.

Thank you for your understanding and patience.

V/R

[redacted]

(b)(3) 31 USC § 711

-----Original Message-----

From: [redacted]

(b)(3)

Sent: Wednesday, February 01, 2017 8:45 AM

To: [redacted]

(b)(3) 31 USC § 711

Subject: Scheduling a Pgm Office Mtg

[redacted]

I know you were on travel last week. When you get
situated, please let me
know what availability you and your team might have
for the meeting with the
program office that you had in mind. Thanks!

V/R

[Redacted signature]

(b)(3)

National Reconnaissance Office

[Redacted address]

[Redacted]

(b)(3)

From: [Redacted]
Sent: Monday, February 27, 2017 10:30 AM
To: [Redacted]
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3)

(b)(3)
(b)(3) 31 USC § 711

Thanks [Redacted]

(b)(3) 31 USC § 711

We look forward to supporting the meeting. That's for sending over the questions in advance of the meeting.

[Redacted]

(b)(3)

From: [Redacted]
Sent: Monday, February 27, 2017 10:25 AM
To: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3) 31 USC § 711

(b)(3)

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All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

[Redacted]

(b)(3)

Thanks for your email. 1400 Eastern time on the 1st works well for us. We should only need an hour for the meeting. We can use the below call-in number. I will send over a list of discussion questions by noon tomorrow.

Thank you,

[Redacted]

(b)(3) 31 USC § 711

From: [Redacted]
Sent: Monday, February 27, 2017 7:37 AM
To: [Redacted]
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3)

(b)(3)
(b)(3) 31 USC § 711

Unclassified

[Redacted]

(b)(3) 31 USC § 711

I am the liaison for NRO launch office. We have availability on Wednesday 1 March from 1400-1600. Please let us know if that time works for you.

[Redacted]

(b)(3)

National Reconnaissance Office

[Redacted]

From: [Redacted] (b)(3)
Sent: Monday, February 27, 2017 9:12 AM
To: [Redacted] (b)(3)
Subject: FW: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

From: [Redacted] (b)(3) 31 USC § 711
Sent: Thursday, February 23, 2017 2:28 PM
To: [Redacted] (b)(3)
Cc: Horiuchi, Richard; [Redacted] (b)(3)
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Great, thank you.

[Redacted]

(b)(3) 31 USC § 711

-----Original Message-----

From: [Redacted] (b)(3)
Sent: Thursday, February 23, 2017 02:02 PM Eastern Standard Time
To: [Redacted] (b)(3) 31 USC § 711
Cc: Horiuchi, Richard; [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

[Redacted]

(b)(3) 31 USC § 711

I apologize, I did not see the original email. I have reached out to the appropriate POCs to gauge their preference and schedule.

V/R

[Redacted]

(b)(3)

National Reconnaissance Office

[Redacted]

From: [Redacted]

(b)(3) 31 USC § 711

Sent: Wednesday, February 22, 2017 12:09 PM

To: [Redacted]

Cc: Horiuchi, Richard; [Redacted]

(b)(3) 31 USC § 711

Subject: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

All active links contained in this email were disabled. Please verify the identity of the sender, and confirm the authenticity of all links contained within the message prior to copying and pasting the address to a Web browser.

Good morning,

Have you had a chance to look at scheduling this meeting? We are looking to get all of our discussions completed by early March, if possible. Please let me know if you need anything from my end to get it scheduled.

Thanks,

[Redacted]

(b)(3) 31 USC § 711

From: [Redacted]

Sent: Tuesday, February 07, 2017 8:40 AM

To: [Redacted]

Cc: Horiuchi, Richard; [Redacted]

(b)(3) 31 USC § 711

Subject: GAO review of governmentwide space launch coordination

[Redacted]

(b)(3)

As you know from our entrance conference in January, GAO is conducting a review of how the government coordinates its space launch activities. You were identified as the POC for NRO on this review, and I wanted to touch base to see how best to get NRO's input on these topics.

We sent a notification letter to NRO, and as you attended our DOD entrance, hopefully NRO is fully aware of the review. However, if you would like a separate entrance we would be happy to do that as well. If no separate entrance is needed, we'd like to set up a time to meet with relevant NRO officials by phone to discuss launch coordination. Alternatively, we

could provide questions for NRO to respond to in writing. Please let me know what will work best on your end. Our schedule is fairly open right now for scheduling in February.

Thanks and I look forward to working with you on this.

[Redacted]

(b)(3) 31 USC § 711

[Redacted]

Senior Analyst
Acquisition & Sourcing Management
U.S. Government Accountability Office

[Redacted]

[Redacted]

(b)(3)

From: [Redacted]
Sent: Tuesday, February 28, 2017 3:47 PM
To: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3)

(b)(3) 31 USC § 711

[Redacted]

Great we will hold the meeting for tomorrow and answer the acquisition related questions. I will see if OSL wants to do a written response to the questions or hold a follow up meeting. Most of the office is out due to the launch of NROL-79 at Vandenberg AFB tomorrow morning, so it might be a few days before we can finalize the rest of the data.

[Redacted]

(b)(3)

From: [Redacted]
Sent: Tuesday, February 28, 2017 3:22 PM
To: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3) 31 USC § 711

(b)(3)

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[Redacted]

(b)(3)

We would like to keep the meeting tomorrow with [Redacted] and we can plan to only discuss the questions he is able to answer. For the other questions, would we be able to get a meeting with Col Skeen and [Redacted] to discuss them, or alternatively could they send us written answers to those questions? Those are important aspects of our review so we'd like to get their thoughts on the topics.

Thanks,

[Redacted]

(b)(3) 31 USC § 711

From: [Redacted]
Sent: Tuesday, February 28, 2017 1:19 PM
To: [Redacted]
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

[Redacted]

(b)(3) 31 USC § 711

I reviewed the questions below and realized we might not have all the answers based on who I have attending the meeting tomorrow. I currently lined up [Redacted] who is the lead for the [Redacted] He will likely be able to provide information on questions 1, 4, 6, and 7. The other questions deal with certification and coordination meetings and would likely be better suited for the OSL Director (Col Skeen) and the OSL [Redacted]

Please let me know if you would like me to still hold the meeting for tomorrow with [redacted] so he can answer the questions that apply to Launch Acquisition coordination. (b)(3)

[redacted]

(b)(3)

National Reconnaissance Office

[redacted]

From: [redacted]
Sent: Tuesday, February 28, 2017 2:16 PM
To: [redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3) 31 USC § 711

(b)(3)

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Hi [redacted]

(b)(3)

Below are our questions for the meeting tomorrow.

Thanks,
[redacted]

(b)(3) 31 USC § 711

**Space Launch Coordination review (GAO code 101245)
Questions for NRO:**

1. What involvement did NRO have, if any, in drafting or reviewing the Air Force's report on government-wide space launch collaboration?
 - a. What are NRO's thoughts on the report?
 - b. Were any topics or areas of coordination not included in the report?

2. Regarding the GEEB, Summit meetings and LCSG:
 - a. What is NRO's role in these groups?
 - b. To what extent do these groups meet the coordination needs of the government launch community? What changes, if any, would you recommend?
 - c. Are these bodies governed by policy directives or any other formal mechanism? Are minutes kept at these meetings?
 - d. Please provide examples of decisions, major issues discussed, or changes that have been made based on the launch collaboration groups (GEEB, LCSG, or Summit)?

- 3. Regarding the JANNAF:
 - a. Is NRO involved in JANNAF?
 - b. How does the JANNAF relate to the above mentioned groups?
 - c. Please provide examples of issues, if any, discussed by JANNAF that relate to NRO space launch and any relevant decisions made.

- 4. New Launch Certification and Coordination:
 - a. How is NRO involved in certifying new launch vehicles? Is NRO's involvement the same as in past certification processes?
 - b. Are the certification requirements changing at all? If so, are you changing your process based on what you're seeing from other groups' processes? Are there synergies to be had when reviewing each other's?
 - c. We understand there are separate certification processes for NRO, NASA and the Air Force. Why are multiple processes needed? How does the NRO certification process differ from the Air Force and NASA processes?

- 5. Regarding coordination in general:
 - a. What coordination mechanisms, other than the ones mentioned, are used in the government launch community, if any?
 - b. Are the coordination mechanisms currently in place adequate for unexpected challenges? For example, how effective were they in allowing for coordinated responses to the recent RD-180 availability issues?
 - c. If needed, could the established coordination bodies collaborate on more launch issues?
 - d. To your knowledge, to what extent is there coordination on small launch?

- 6. Are there any areas of coordination on space launch that could be improved? If so, what are they and how could they be improved?

- 7. How has the NRO been involved with Air Force planning for future phases of the EELV program?

- 8. What is NRO's position on the idea of combining all government space launch acquisition functions under a single new or existing organization?

From [redacted] (b)(3)
 Sent: Monday, February 27, 2017 8:30 AM
 To [redacted] (b)(3) 31 USC § 711
 Cc: [redacted] (b)(3)
 Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

Thanks [redacted] (b)(3) 31 USC § 711

We look forward to supporting the meeting. That's for sending over the questions in advance of the meeting.

[redacted] (b)(3)

From [redacted] (b)(3) 31 USC § 711
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 To: [redacted] (b)(3)
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Thank you,

[Redacted]

(b)(3) 31 USC § 711

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Sent: Monday, February 27, 2017 7:37 AM
To: [Redacted] (b)(3) 31 USC § 711
Cc: [Redacted] (b)(3)
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

[Redacted]

(b)(3) 31 USC § 711

I am the liaison for NRO launch office. We have availability on Wednesday 1 March from 1400-1600. Please let us know if that time works for you.

[Redacted]

(b)(3)

National Reconnaissance Office

[Redacted]

Unclassified

From: [redacted] (b)(3)
 Sent: Monday, February 27, 2017 9:12 AM (b)(3)
 To: [redacted] (b)(3)
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[redacted] (b)(3) 31 USC § 711

-----Original Message-----

From: [redacted] (b)(3)
 mailto: [redacted]
 mailto: [redacted]
 mailto: [redacted]
 Sent: Thursday, February 23, 2017 02:02 PM Eastern Standard Time (b)(3) 31 USC § 711
 To: [redacted]
 Cc: Horiuchi, Richard; [redacted]
 Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

[redacted] (b)(3) 31 USC § 711

I apologize, I did not see the original email. I have reached out to the appropriate POCs to gauge their preference and schedule.

V/R

[redacted] (b)(3)

National Reconnaissance Office

[Large redacted block]

From: [Redacted]
Sent: wednesday, February 22, 2017 12:09 PM
To: [Redacted]
Cc: Horiuchi, Richard [Redacted]
Subject: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3) 31 USC § 711

(b)(3)
(b)(3) 31 USC § 711

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Thanks,

[Redacted]

(b)(3) 31 USC § 711

From: [Redacted]
Sent: Tuesday, February 07, 2017 8:40 AM
To: [Redacted]
Cc: Horiuchi, Richard [Redacted]
Subject: GAO review of governmentwide space launch coordination

(b)(3)
(b)(3) 31 USC § 711

[Redacted]

(b)(3)

As you know from our entrance conference in January, GAO is conducting a review of how the government coordinates its space launch activities. You were identified as the POC for NRO on this review, and I wanted to touch base to see how best to get NRO's input on these topics.

We sent a notification letter to NRO, and as you attended our DOD entrance, hopefully NRO is fully aware of the review. However, if you would like a separate entrance we would be happy to do that as well. If no separate entrance is needed, we'd like to set up a time to meet with relevant NRO officials by phone to discuss launch coordination. Alternatively, we could provide questions for NRO to respond to in writing. Please let me know what will work best on your end. Our schedule is fairly open right now for scheduling in February.

Thanks and I look forward to working with you on this.

[Redacted]

[Redacted]

Senior Analyst

(b)(3) 31 USC § 711

Acquisition & Sourcing Management
U.S. Government Accountability Office

(b)(3) 31 USC § 711

