

[Redacted]

(b)(3)

From: [Redacted] (b)(3) 31 USC § 711
Sent: Friday, March 10, 2017 2:59 PM
To: [Redacted] (b)(3)
Cc: [Redacted] (b)(3) 31 USC § 711
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.

[Redacted]

(b)(3)

Thank you very much, have a good weekend.

[Redacted]

(b)(3) 31 USC § 711

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

From: [Redacted] (b)(3)
Sent: Friday, March 10, 2017 02:54 PM Eastern Standard Time
To: [Redacted] (b)(3) 31 USC § 711
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

[Redacted]

In attendance at the meeting was:

[Redacted]

(b)(3)

Please let me know if you need anything else.

[Redacted]

(b)(3)

National Reconnaissance Office

[Redacted]

From: [redacted]
Sent: Friday, March 10, 2017 10:41 AM
To: [redacted]
Cc: [redacted]
Subject: RE: [Non-DoD Source] RE: GAO review of governmentwide space launch coordination

(b)(3) 31 USC § 711

(b)(3)
(b)(3) 31 USC § 711

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.

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)

My colleagues and I met with you, [redacted] and a few others on March 1st to talk about space launch coordination efforts. I don't think I heard all of the names correctly, do you happen to have a list of the NRO participants?

Thanks,

[redacted]

(b)(3) 31 USC § 711

[redacted]

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

[redacted]

From: [redacted] mailto:[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)

(b)(3) 31 USC § 711

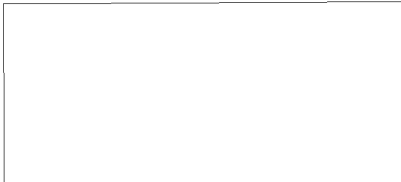
[redacted]

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]

(b)(3)

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.

Unclassified



(b)(3)

National Reconnaissance Office



From: [Redacted] mailto:[Redacted]

(b)(3) 31 USC § 711

Sent: Tuesday, February 28, 2017 2:16 PM

To: [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.

Hi [Redacted]

(b)(3)

Below are our questions for the meeting tomorrow.

Thanks,



(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:

Unclassified

- 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?

Unclassified

[Redacted]

(b)(3)

From: [Redacted]
Sent: Friday, March 31, 2017 1:40 PM
To: [Redacted]
Cc: [Redacted]
Subject: [Non-DoD Source] RE: Read-Ahead Questions

(b)(3) 31 USC § 711

(b)(3)

H [Redacted]

(b)(3)

I don't have much to send, though I may by COB today. My DC team and I haven't been able to schedule time "together" in our respective secure facilities to coordinate our thoughts, and they don't currently have access to JWICS.

I know each program should be prepared to speak on the fee plans (award, incentive, on-orbit, et al.) for their respective program, any NRO-unique clauses/contract terms they used, and the rationale for selecting the type or types of contracts for their program. We covered some of this in prior meetings, but we'll have some additional questions now that we've spent some time with the contracts.

If I can send anything else more detailed, I'll do so this afternoon.

Oh, and if you would please send an informal meeting agenda (I don't even know what time we're starting), that would help. I still have driving directions from my last visit.

Many thanks, and have a great weekend!

[Redacted]

(b)(3) 31 USC § 711

[Redacted]

USGAO

[Redacted]

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

From: [Redacted]
Sent: Thursday, March 30, 2017 12:44 PM
To: [Redacted]
Cc: [Redacted]
Subject: Read-Ahead Questions

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

Good afternoon [Redacted]

(b)(3) 31 USC § 711

I hope this email finds you well. We briefly spoke of read-ahead questions for next week's interviews. Would you have anything to share so that our teams might be best prepared to answer your questions?

Please let me know. Thank you!!

VR [Redacted]

(b)(3)

[Redacted]

National Reconnaissance Office

~~Unclassified~~



(b)(3)

Unclassified

[Redacted]

(b)(3)

From: [Redacted]
Sent: Friday, March 31, 2017 3:48 PM
To: [Redacted]
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

(b)(3) 31 USC § 711

(b)(3)

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.

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.

Thank you

From: [Redacted]
Sent: Friday, March 31, 2017 1:37 PM
To: [Redacted]
Cc: [Redacted]
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

(b)(3)

(b)(3) 31 USC § 711

(b)(3)

[Redacted]

(b)(3) 31 USC § 711

Sorry, I've been running around all day. Like I said, I'm on TDY next week. [Redacted] may be able to make some headway on discussing a timeline for visiting. Please understand this is a very hectic time for the program office. I know that's been a consistent message to you, but it's the nature of the timing on this program.

(b)(3)

If you are able to get to a high-side phone to discuss with [Redacted] next week, he can work to coordinate what kind of timeline the program office would be available on.

From: [Redacted]
Sent: Thursday, March 30, 2017 3:54 PM
To: [Redacted]
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

(b)(3) 31 USC § 711

(b)(3)

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.

Unclassified

Thank you [redacted] Sounds good. Can I call you around 9 or 10 am (MDT) – this would be 11 or noon, your time? If so, (b)(3) just let me know what number to call. Thanks!

From: [redacted] (b)(3)
Sent: Thursday, March 30, 2017 1:45 PM
To: [redacted] (b)(3) 31 USC § 711
Subject: RE: [Non-DoD Source] RE: Scheduling a Pgm Office Mtg

[redacted] (b)(3) 31 USC § 711
Good to hear from you. If you are able, I'd like to get a high side conversation tomorrow. I'm going to be TDY all next week. I will reach out to the program office, but I'd like to get a good idea of your intent, because I do know they have a lot going on and in order to facilitate something, it will be best to have a good understanding of what you're looking for.

V/R

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

[redacted]

From: [redacted] (b)(3) 31 USC § 711
Sent: Thursday, March 30, 2017 12:48 PM
To: [redacted] (b)(3)
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.

[redacted] (b)(3) 31 USC § 711
Thanks for taking my call. As I mentioned, I'll be on TDY next week. I'll give [redacted] a heads up on our conversation and your (b)(3) intent to send a document request shortly.

V/R

[redacted] (b)(3) 31 USC § 711
Senior Defense Analyst
U.S. Government Accountability Office
1244 Speer Blvd. Suite 800
Denver, Colorado 80204

~~Unclassified~~



(b)(3) 31 USC § 711

[Redacted]

(b)(3)

From:

[Redacted]

(b)(3)

Sent:

Monday, April 03, 2017 1:08 PM

To:

[Redacted]

(b)(3) 31 USC § 711

Cc:

Subject:

RE: [Non-DoD Source] RE: GAO Review 100646: Confirming meetings for tomorrow

[Redacted]

One of the things our folks have been curious about are if there are read-ahead questions...things we can prep for to ensure we're prepared to discuss the topics of interest.

Can you assist? Thank you!

VR [Redacted]

(b)(3)

[Redacted]

National Reconnaissance Office

[Redacted]

From:

[Redacted]

(b)(3) 31 USC § 711

Sent: Monday, April 03, 2017 12:15 PM

To:

[Redacted]

Cc:

[Redacted]

(b)(3) 31 USC § 711

Subject: [Non-DoD Source] RE: GAO Review 100646: Confirming meetings for tomorrow

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.

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 voicemail. We look forward to seeing you tomorrow at 10 am at the visitor's center.

Thanks,

[Redacted]

(b)(3) 31 USC § 711

Unclassified

From: [redacted]
Sent: Monday, April 03, 2017 9:49 AM
To: [redacted]
Cc: [redacted]
Subject: GAO Review 100646: Confirming meetings for tomorrow

(b)(3) 31 USC § 711

(b)(3)
(b)(3) 31 USC § 711

[redacted]

(b)(3) 31 USC § 711 (b)(3)

Hope all is well. [redacted] and [redacted] have been coordinating our meetings for tomorrow and I wanted to confirm (b)(3) that we're still good to go. Our clearances should have been sent over. The GAO attendees I have going tomorrow are:

- Richard Horiuchi

- [redacted]
- [redacted]
- [redacted]
- [redacted]

(b)(3) 31 USC § 711

I believe the plan was to meet with all three of our case study programs as well as [redacted] for about 1 hour each. For each (b)(3) program, we were planning to walk through our understanding of their on-orbit incentives (at-risk amounts relative to other fees and the contract value, the timing of these incentives, how the incentives are determined and earned). For [redacted] obtaining a brief overview of the program histories and current status would be helpful because we've received that info in bits and pieces. Also, for [redacted] to the extent that folks have insight, we were interested in obtaining information on how the prevailing acquisition philosophy at the time, the program history, staff and contractor experience, and budgeting considerations affected, if at all, the incentive structure for each program. We understand the staff who are in place today often weren't around when these decisions were being made so if there is no additional insight beyond what's in the contract files, please just let us know.

For [redacted] we would like to discuss how we're using the DCI data to make sure we've interpreted them correctly and to (b)(3) discuss some general topics related to contract types and incentives (opportunities to earn previously lost fee, discretion in the fee retention formula, FPI contracts given DOD's push, how NRO's acquisition workforce are trained in developing and negotiating the various contract types and incentives).

Also, there were some notes on PNMs that we were not able to pick up so if those could be made available tomorrow, I would appreciate it.

Please let me know if you have any questions or concerns.

Best,

[redacted]

(b)(3) 31 USC § 711

[redacted]

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

[redacted]