



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

16 April 2004

MEMORANDUM FOR SECRETARY OF DEFENSE

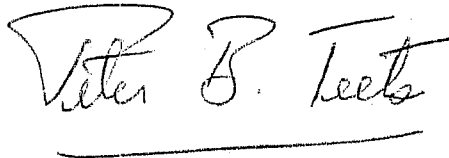
SUBJECT: Integrating National Security Space

Over the last two years we have made significant progress in integrating National Security Space (NSS) activities across both the Department of Defense (DoD) and the Intelligence Community (IC). Much of this success is due to the hard work of the National Security Space Architect (NSSA) and the National Security Space Integration (NSSI) directorate since 2002. You realigned the NSSA under my supervision and I established the NSSI to help me integrate my Under Secretary of the Air Force, Director of the National Reconnaissance Office, and DoD Executive Agent for Space responsibilities.

The present arrangement has served us well for this initial phase of NSS integration, however, the next logical step is to combine the functions of NSSA and NSSI into a single office. This new National Security Space Office (NSSO) will build on the functions and processes of NSSA and NSSI and add new capabilities including NSS-wide enterprise engineering and functional area integration. Transformational Communications will be the first functional area to receive full-time end-to-end attention.

I will stand up NSSO by 30 April 2004. The NSSO will retain the present complement of IC and joint billets and will be led by a Major General or equivalent Senior Executive. In addition, a Senior Steering Group will provide guidance and advice on capability studies, analyses, evaluation criteria, assessments, and trades.

I look forward to continuing to work with you as we advance National Security Space capabilities.

A handwritten signature in black ink, reading "Peter B. Teets". The signature is written in a cursive style and is underlined with a single horizontal line.



NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road
Chantilly, VA 20151-1715

Office of the Director

16 April 2004

MEMORANDUM FOR DIRECTOR OF CENTRAL INTELLIGENCE

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Peter B. Teets