



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

OCT - 2 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
SERVICE ACQUISITION EXECUTIVES  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Establishment of the Joint Integrated Air and Missile Defense (JIAMD)  
Governance Joint Analysis Team (JAT)

The Guidance for Development of the Force (GDF) tasked USD(AT&L), in coordination with USD(P), the CJCS and Combatant Commanders, to develop an implementation strategy for Integrated Air and Missile Defense (IAMD) that addresses both Joint and Service-unique needs by February 2009. Specifically, this implementation strategy will establish an approach to manage the Air and Missile Defense portfolio by providing oversight and direction for efforts to integrate applicable sensors, weapons systems, and weapons capabilities across the Department.

To develop a timely, focused Department response to this critical tasking, I approve the formation of the JIAMD Governance JAT. The Director, Plans and Programs, DDR&E, Director, Joint Advanced Concepts, and the Deputy Director for Force Protection, J-8, will co-chair this JAT. The JIAMD Governance JAT will have representatives from AT&L activities including Joint Advanced Concepts, Portfolio Systems Acquisition, Systems and Software Engineering, Defense Research and Engineering, and the Missile Defense Agency. I invite representatives from Joint Staff/J-8 Joint Integrated Air and Missile Defense Organization (JIAMDO), ODOT&E, OUSD(P), and PA&E to join the JIAMD Governance JAT. I invite representatives from the Service Staffs, and USSTRATCOM, NORAD-USNORTHCOM, USPACOM, and other Combatant Commands to participate as ex-officio members of the JIAMD Governance JAT as appropriate.

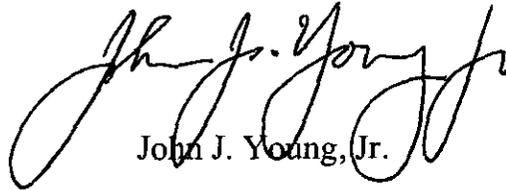
The JIAMD Governance JAT will crosswalk and provide recommendations to USD(AT&L) for harmonization of existing and draft JIAMD-related charters, including but not limited to those for the USSTRATCOM Air and Missile Defense Integrating Authority, the Missile Defense Executive Board, the JIAMD, and the Air and Missile Defense Board of Directors. In addition, this effort should be informed by other related ongoing DoD and interagency activities, including the: Integrated Air and Missile Defense Capability-Based Assessment; congressionally mandated Next Generation Air



Transportation System effort; and the President-approved National Strategy for Aviation Security implementation supporting tasks. Concurrently, the JIAMD Governance JAT will analyze options and provide recommendations to the USD(AT&L) regarding development of organizational roles and responsibilities for governance of IAMD acquisition activities. This will include budgeting, systems architecture definition, testing, System of Systems integration, and acquisition planning and execution that support both Homeland and Theater IAMD. The JAT will report its findings and recommendations to me not later than December 15, 2008. Results of JIAMD Governance JAT analysis will form the basis of a briefing to the DAWG in February 2009.

While policy and capability development governance is not explicitly mentioned within AT&L tasking in the GDF, the linkage between these areas and subsequent acquisition activity is vital. Therefore, the JIAMD Governance JAT should provide recommendations for appropriate linkages with the lead policy and capability development entities to best harmonize DoD processes that ultimately result in fielding of systems for the Warfighter. Further, the JAT should address follow-up activities involving appropriate U.S. Government Department and Agency partners as active participants in an interagency implementation strategy and roles and responsibilities analysis for homeland air security and defense mission sets.

The first meeting of the JAT will commence by October 2008. The utility of the JIAMD Governance JAT will be reviewed in February 2009 to determine if the team's work should be terminated, modified, or continued.



John J. Young, Jr.

cc:

Assistant Deputy Commandant for Aviation  
Deputy Director, Air Warfare (N88B/N882)  
Deputy Director, Force Application, J8  
Director, Army Mobilization Operations (G-33, DAMO)  
Director, Operational Test and Evaluation  
Director, Defense Research and Engineering  
Director, Joint Advanced Concepts  
Director, Operational Capability Requirements (AF/A5R)  
Director, Portfolio Systems Acquisition  
Director, Systems and Software Engineering  
Director, Studies & Analyses, Assessments and Lessons Learned (AF/A9)  
Director, Tactical Air Forces Division (PA&E TAC AIR)