

Assume MDA moves to Redstone Arsenal, AL:**1. Please illustrate, by functional area, which MDA units will work with which units of the missile and space defense organizations now resident in Huntsville/Redstone.**

The Missile Defense Agency today operates with a total of 1882 government, military, SETA contractor and matrixed Army Space and Missile Defense Command and Army Materiel Command personnel working in the Huntsville area. This workforce is involved with BMDS advanced technology development, modeling and simulation, and test and evaluation work, as well as staffing three MDA program offices (Ground-based Midcourse Defense, Terminal High Altitude Area Defense, and Targets and Countermeasures) located in Huntsville.

We will leverage the expertise already resident in the Huntsville region by organizing a Missile Defense Agency Joint Program Office at Redstone Arsenal to execute and deliver the approved BMDS program of work. In addition, we will align our product work into Centers of Excellence focused on program execution as well as on development of related technologies. For example, an Interceptor Systems Center of Excellence will consolidate work on missile defense interceptors under one organization to streamline management and provide for incorporation of lessons learned in the development and production of various ballistic missile defense interceptors. Similar centers will be established for development and production of BMD Sensors; Command and Control, Battle Management and Communications (C2BMC); and Targets and Countermeasures. We are also consolidating management and execution of BMD System level testing under a Combined Test Force to be matrixed from Redstone Arsenal.

This consolidation of BMD activities at Redstone Arsenal will include a centrally managed support office (functional support for legal, security, personnel, resource management, and information technology services) that will service all BMD activities in the Redstone/Huntsville region. Matrixed staff will be collocated in each of the centers of excellence to provide business management, contracting, and engineering expertise. We expect this new organizational construct will improve communication between various members of the MDA team and will allow us to more effectively integrate a variety of systems and technologies to operate as a single integrated BMD System capable of defending the United States, our deployed forces, allies and friends against ballistic missile threats of all ranges and in all phases of flight.

While we will have a significant Missile Defense Agency presence in Huntsville, we will still have important development efforts located in other geographic regions across the country. Our Aegis Ballistic Missile Defense efforts are necessarily collocated with the Navy's Aegis and Standard Missile offices in the National Capital Region and at Moorestown, NJ. Our Center of Excellence for Space is located at Los Angeles Air Force Base in California, and our Directed Energy Center of Excellence is centered at Kirtland Air Force Base in New Mexico. We use our Joint National Integration Center in Colorado Springs to host wargames and exercises with the joint warfighter community and for international partners. This facility is also a secure BMDS-level C2BMC

development testing and operation center. Each of these efforts requires unique infrastructure in their current location that offsets the benefits of relocating these efforts to Huntsville.

Even with the consolidation of a significant portion of MDA work to Huntsville, a strong MDA headquarters in the NCR to direct the overall program and control development efforts is essential. This is due to the fact that the BMDS is a Presidentially-directed program with extensive DoD and Congressional oversight and its diverse and complex nature with worldwide dispersion of development and test resources

2. As a residual calculation, what size headquarters office will optimally represent the new working relationships in #1 to the Washington, D.C. leadership?

Our reengineering effort is based on the premise of centralized decision-making in the National Capital Region and decentralized execution in the field. Ballistic Missile Defense is one of a few Presidentially directed DoD mission area and acquisition programs that requires a strong centralized management organization in the National Capital Region. MDA senior leadership regularly interacts with national senior leadership in the White House, Department of Defense and the Congress, as well as the military Services, the State Department and participating international governments/partners. Management of this complex and dispersed program of work requires a strong centralized program management and system integration organization co-located with the Director and Staff. Regular close collaboration with Military Service leadership maximizes the value of investments and facilitates delivery of militarily useful capability to the Warfighter. Dispersing too much of the Headquarters Staff away from MDA senior leadership will complicate coordination and integration efforts and will delay decision cycle time in this mission area where our capabilities lag the threat.

In the response to Question #1 we described the field activities responsible for executing (e.g., building, testing, fielding, training) assigned BMD work. For optimum overall program management, we require a strong centralized headquarters management office in the NCR for the following:

I. Administering the Agency

- Strategic planning and communications
- Human resource management
- Information management
- BMD security, intelligence support and counter-intelligence
- Small and disadvantaged business utilization

II. Acquisition Executive functions

- Acquisition policy, planning and strategy
- Budget development and resource allocation
- BMD System baselining and reporting
- Contracting policy
- International strategy planning

- Test and evaluation policy, planning and investment
- Warfighter involvement program planning

III. BMDS Program Management functions

- Safety, quality and mission assurance policy and implementation
- BMD System engineering and architecture management
- System, product, interface specification development
- Advanced concept/technology development and integration
- Small Business Innovation Research
- Producibility and manufacturing improvement
- BMDS transition and transfer planning and strategy

We currently have 403 government people and approximately 1600 collocated contractors who comprise a fully integrated headquarters staff performing the functions outlined above which should remain in the NCR. If the BRAC recommendations are approved, our reengineering efforts to date have identified several hundred positions that could be relocated to Huntsville and other locations. Our residual calculation for the mandatory NCR workforce to plan, direct and control the BMD program is 291 – an 85% reduction in today’s staff level. Preliminary results to a workforce survey indicate approximately 33% of our government employees and 28% of SETA contractor workforce are willing to move to Huntsville if their function was relocated. We anticipate the need for a significant recruitment program to fully staff our Huntsville work requirements.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
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WASHINGTON DC 20310-0700
HSA-JCSG-D-05-494

DAPR-ZB

11 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0847 – Missile Defense Agency

1. Reference letter from Mr. Frank Cirillo, BRAC Commission, 10 June 2005.
2. Issue/Question:

I respectfully request a written response from the Department of Defense concerning following question:

Assume MDA moves to Redstone Arsenal, AL.

- 1) Please illustrate by functional area, which MDA units will work with which units of the missile and space defense organizations now resident in Huntsville/Redstone.
- 2) As a residual calculation, what size headquarters office will optimally represent the new working relationships in #1 to the Washington, D.C. leadership?

I would appreciate your response by August 9, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request. My point of contact is Mr. James Durso.

3. Response:

Attached please find the response to the noted questions as provided by the Missile Defense Agency.

Please note, however, that the HSA JCSG strongly disagrees with MDA's conclusion that it requires a headquarters office in the NCR of 291 personnel, which is 141 personnel larger than the certified number provided by MDA in May 2005. The figure of 150 personnel that is included in the current recommendation and the existing COBRA run was fully discussed and vetted with MDA prior to its inclusion in the analysis, and Mr. Michael Wynne, former

DAPR-ZB

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Under Secretary of Defense for AT&L and Chairman of the Infrastructure Steering Group, to whom MDA reported during the BRAC process, participated in discussions to determine the size of MDA's remaining office in the NCR. Mr. Wynne fully supported the relocation of the vast majority of MDA's NCR-based operations to Huntsville and stated that an office of 150 personnel was on the high end of what should be required for MDA in the NCR.

4. Coordination: Mr. David Altwegg, MDA.



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