

Report of the

**COMMISSION TO ASSESS
UNITED STATES NATIONAL SECURITY SPACE
MANAGEMENT AND ORGANIZATION**

Pursuant to Public Law 106-65
January 11, 2001

Commission to Assess United States National Security Space Management and Organization

PO BOX 33633
WASHINGTON DC 20033-0633

Hon. Donald H. Rumsfeld *
Chairman

Hon. Duane P. Andrews
Mr. Robert V. Davis
Gen. Howell M. Estes, III, USAF (Ret.)
Gen. Ronald R. Fogleman, USAF (Ret.)
LTG Jay M. Garner, USA (Ret.)
Hon. William R. Graham

Gen. Charles A. Horner, USAF (Ret.)
ADM David E. Jeremiah, USN (Ret.)
Gen. Thomas S. Moorman, Jr., USAF (Ret.)
Mr. Douglas H. Necessary
GEN Glenn K. Otis, USA (Ret.)
Sen. Malcolm Wallop (ret.)


January 11, 2001

Chairman
Committee on Armed Services of the U.S. House of Representatives
Washington, DC 20515-6035

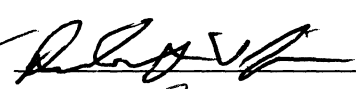
Dear Mr. Chairman:

In accordance with section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65), we hereby submit the report of the Commission to Assess United States National Security Space Management and Organization. The Commission's report is unanimous. It has been an honor to serve.

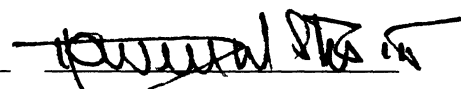
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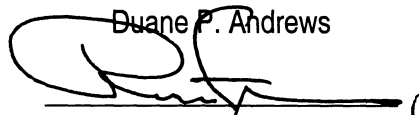
Duane P. Andrews



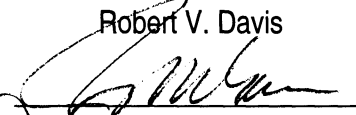
Robert V. Davis



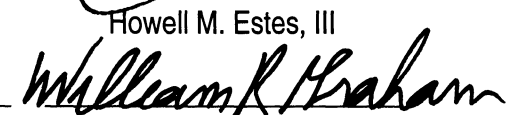
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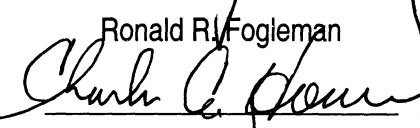
Ronald R. Fogleman



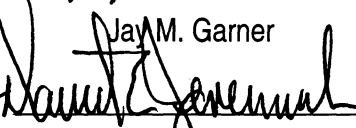
Jay M. Garner



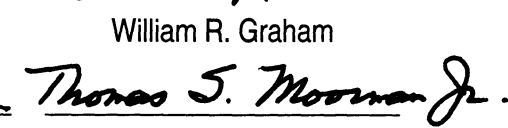
William R. Graham



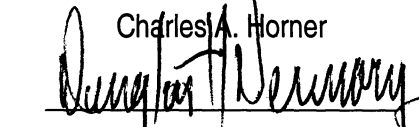
Charles A. Horner



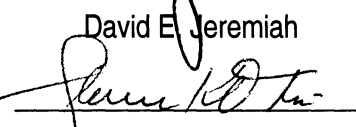
David E. Jeremiah



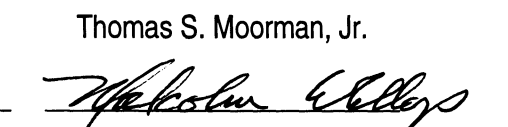
Thomas S. Moorman, Jr.



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Glenn K. Otis



Malcolm Wallop

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January 11, 2001

The Honorable Ike Skelton
Ranking Minority Member
Committee on Armed Services of the U.S. House of Representatives
Washington, DC 20515-6035

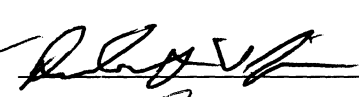
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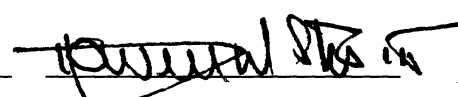
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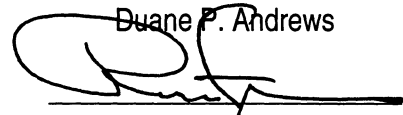
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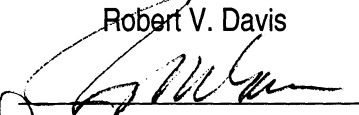
Robert V. Davis



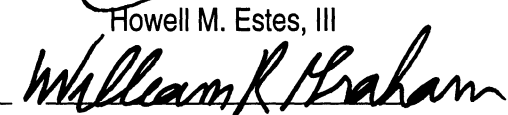
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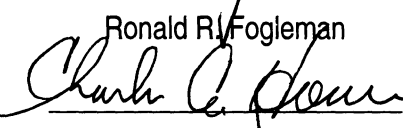
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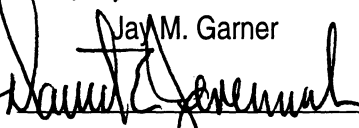
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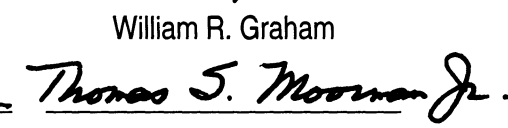
William R. Graham



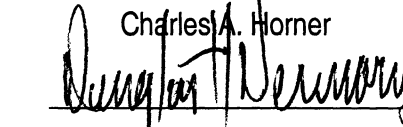
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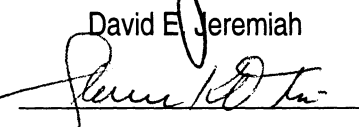
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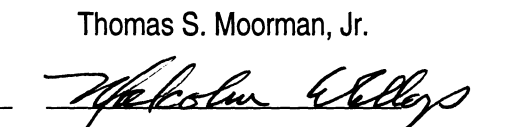
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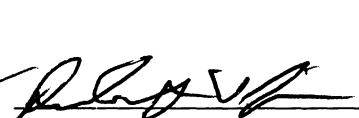
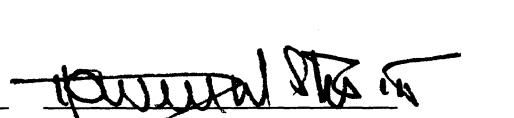
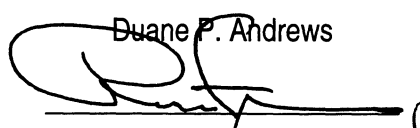
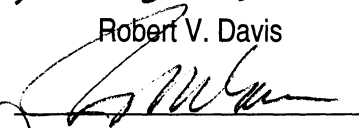
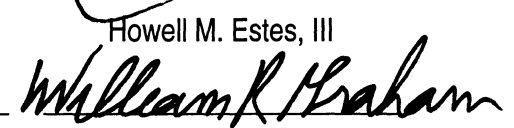
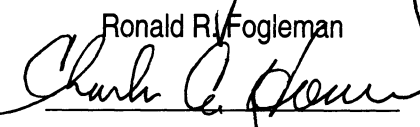
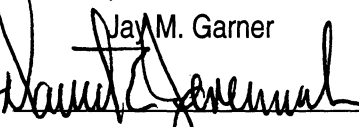
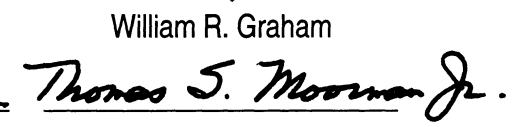
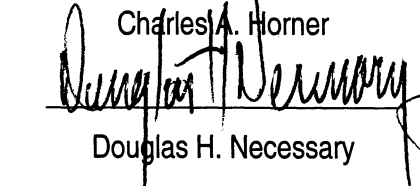
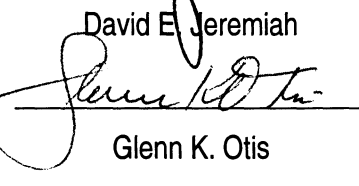
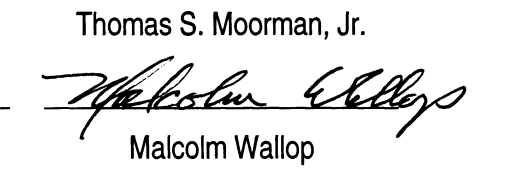
January 11, 2001

The Honorable Carl Levin
Chairman
Committee on Armed Services of the U.S. Senate
Washington, DC 20510-6050

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Respectfully submitted,

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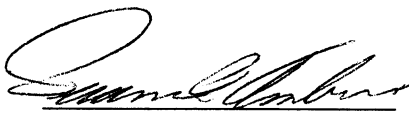
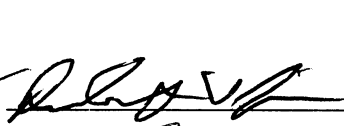
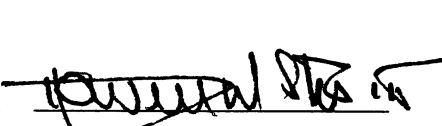
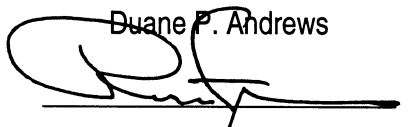
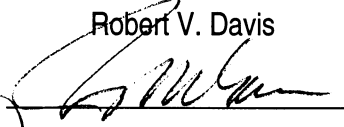
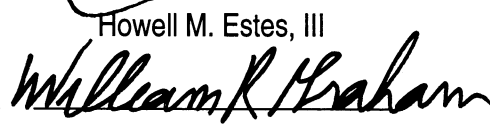
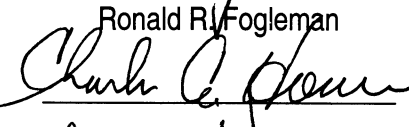
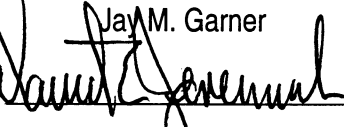
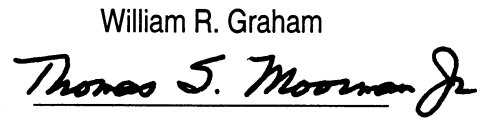
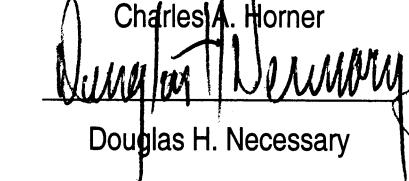
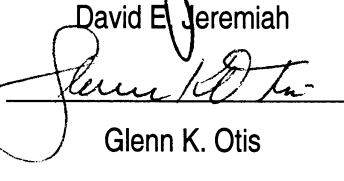
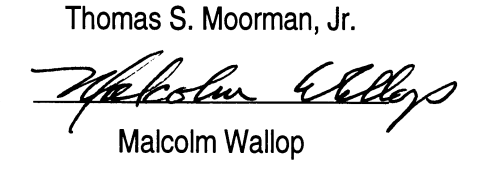
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The Honorable John Warner
Ranking Minority Member
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Dear Senator Warner:

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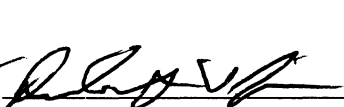
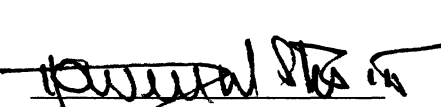
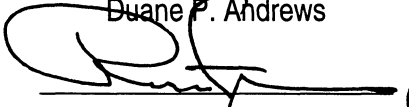
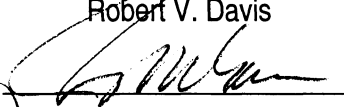
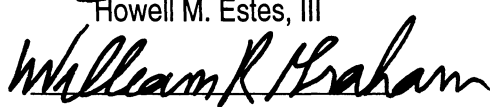
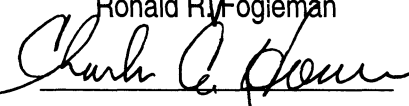
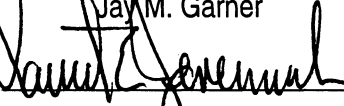
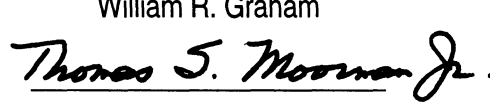
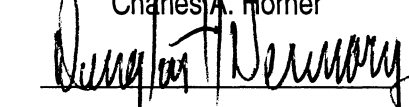
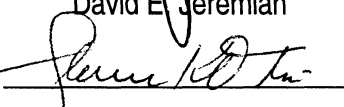
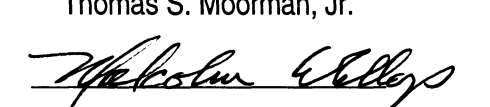
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The Honorable J. Dennis Hastert
Speaker of the United States House of Representatives
Washington, DC 20515

Dear Mr. Speaker:

In accordance with section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65), we hereby submit the report of the Commission to Assess United States National Security Space Management and Organization. The Commission's report is unanimous. It has been an honor to serve.

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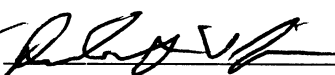
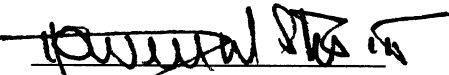
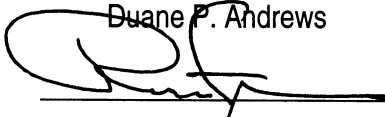
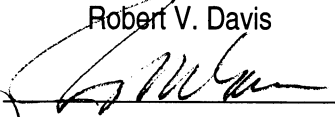
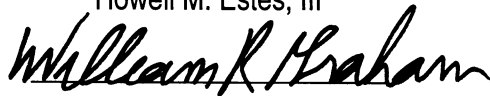
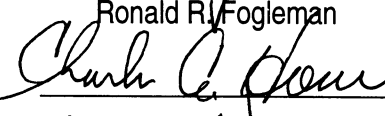
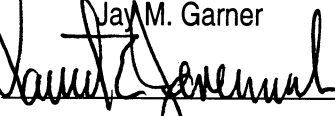
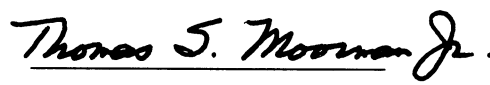
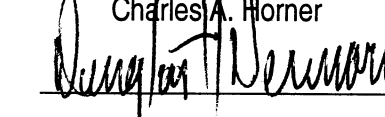
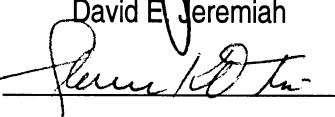

January 11, 2001

The Honorable Richard A. Gephardt
Minority Leader
United States House of Representatives
Washington, DC 20515

Dear Mr. Gephardt:

In accordance with section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65), we hereby submit the report of the Commission to Assess United States National Security Space Management and Organization. The Commission's report is unanimous. It has been an honor to serve.

Respectfully submitted,

| | | |
|---|--|--|
|  Duane P. Andrews |  Robert V. Davis |  Howell M. Estes, III |
|  Ronald R. Fogleman |  Jay M. Garner |  William R. Graham |
|  Charles A. Horner |  David E. Jeremiah |  Thomas S. Moorman, Jr. |
|  Douglas H. Necessary |  Glenn K. Otis |  Malcolm Wallop |

* The Honorable Donald H. Rumsfeld served as a member and chairman of the Commission from its inception until December 28, 2000, when he was nominated for the position of Secretary of Defense by President-elect George W. Bush.

Commission to Assess United States National Security Space Management and Organization

PO BOX 33633
WASHINGTON DC 20033-0633

Hon. Donald H. Rumsfeld *
Chairman

Hon. Duane P. Andrews
Mr. Robert V. Davis
Gen. Howell M. Estes, III, USAF (Ret.)
Gen. Ronald R. Fogleman, USAF (Ret.)
LTG Jay M. Garner, USA (Ret.)
Hon. William R. Graham

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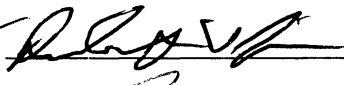
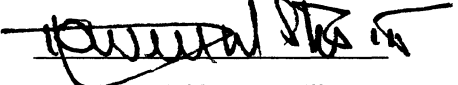

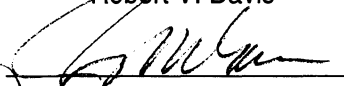
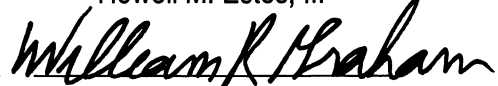
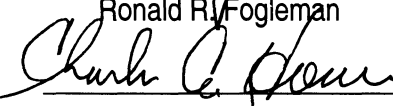
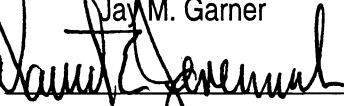
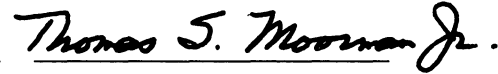
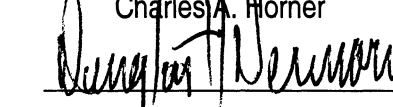
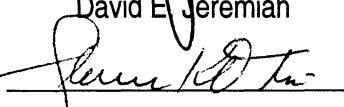
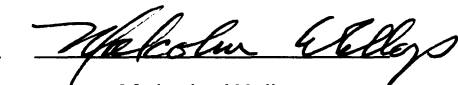
January 11, 2001

The Honorable Tom Daschle
Majority Leader
United States Senate
Washington, DC 20515

Dear Senator Daschle:

In accordance with section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65), we hereby submit the report of the Commission to Assess United States National Security Space Management and Organization. The Commission's report is unanimous. It has been an honor to serve.

Respectfully submitted,

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Commission to Assess United States National Security Space Management and Organization

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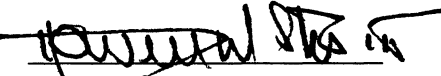

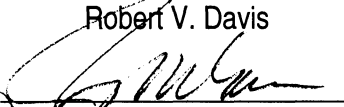
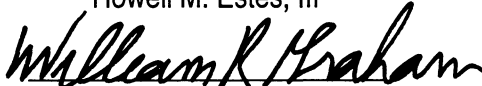
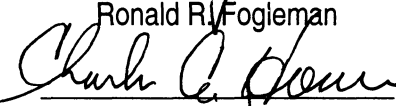
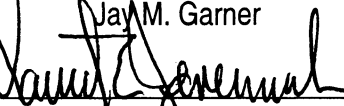
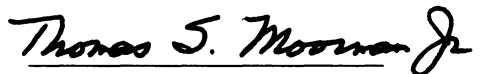
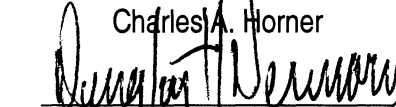
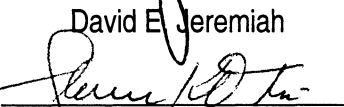
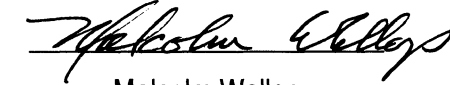
January 11, 2001

The Honorable Trent Lott
Minority Leader
United States Senate
Washington, DC 20515

Dear Senator Lott:

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Commission to Assess United States National Security Space Management and Organization

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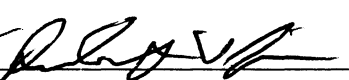
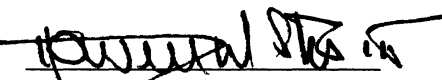
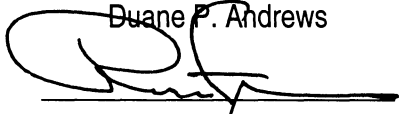
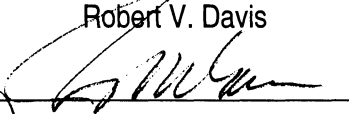
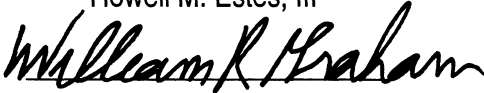
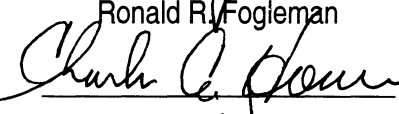
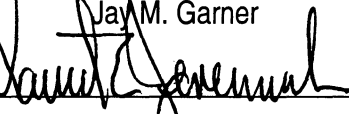
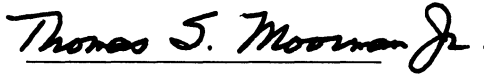
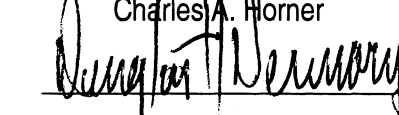
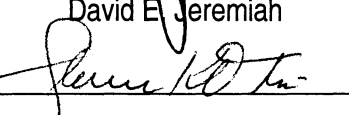

January 11, 2001

The Honorable William S. Cohen
Secretary of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Mr. Secretary:

In accordance with section 1623 of the National Defense Authorization Act for Fiscal Year 2000 (P.L. 106-65), we hereby submit the report of the Commission to Assess United States National Security Space Management and Organization. The Commission's report is unanimous. It has been an honor to serve.

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|  Douglas H. Necessary |  Glenn K. Otis |  Malcolm Wallop |

* The Honorable Donald H. Rumsfeld served as a member and chairman of the Commission from its inception until December 28, 2000, when he was nominated for the position of Secretary of Defense by President-elect George W. Bush.

**Members of the Commission to Assess United States National Security Space
Management and Organization**

**were appointed
by the**

**Chairman of the Committee on Armed Services of the
United States House of Representatives**

**Chairman of the Committee on Armed Services of the
United States Senate**

**Ranking Minority Members of the
Committee on Armed Services of the United States House of Representatives
and the Committee on Armed Services of the United States Senate**

**Secretary of Defense, in consultation with the
Director of Central Intelligence**

The Honorable Duane P. Andrews
Mr. Robert V. Davis
General Howell M. Estes, III, USAF (Ret.)
General Ronald R. Fogleman, USAF (Ret.)
Lieutenant General Jay M. Garner, U.S. Army (Ret.)
The Honorable William R. Graham
General Charles A. Horner, USAF (Ret.)
Admiral David E. Jeremiah, USN (Ret.)
General Thomas S. Moorman, Jr., USAF (Ret.)
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The Honorable Donald H. Rumsfeld*
Senator Malcolm Wallop (ret.)

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