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

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.

Respectfully submitted,

[Signatures]

* 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

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

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

Dear Mr. Skelton:

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
William R. Graham

Ronald R. Fogleman
JaM. Garner
David E. Jeremiah

Charles A. Horner
Douglas H. Necessary
Glenn K. Otis

Thomas S. Moorman, Jr.

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

January 11, 2001

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

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.

Respectfully submitted,

Duane P. Andrews
Robert V. Davis
Howell M. Estes, III

Ronald R. Fogleman
Jay M. Garner
William R. Graham

Charles A. Horner
William H. Wehrmeyer

douglas H. necessary

David E. Jeremiah
Thomas S. Moorman, Jr.

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

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

The Honorable John Warner
Ranking Minority Member
Committee on Armed Services of the U.S. Senate
Washington, DC 20510-6050

Dear Senator Warner:

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
William R. Graham

Ronald R. Fogleman
Jay M. Garner
Howard W. T. Johnson

Charles A. Horner
David E. Jeremiah
Glenn K. Otis

Douglas H. Necessary

* 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

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

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.

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

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

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

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. 106-55), 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

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

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,

Duane P. Andrews
Robert V. Davis
Howell M. Estes, III
William R. Graham

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

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

January 11, 2001

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

Dear Senator Lott:

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. Nescary
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.
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.

Respectfully submitted,

Duane P. Andrews
Robert V. Davis
Howell M. Estes, III
Ronald R. Fogelman
Jay M. Garner
William R. Graham
Charles A. Horner
David E. Jeremiah
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.)
Mr. Douglas H. Necessary
General Glenn K. Otis, U.S. Army (Ret.)
The Honorable Donald H. Rumsfeld
Senator Malcolm Wallop (ret.)

* 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.