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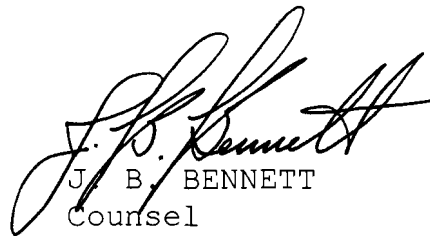
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This responds to your Freedom of Information Act (FOIA) request dated October 6, 2007, for a copy of "Minutes from Joint Concept and Req Group 3/98."

The requested document is enclosed.

Fees will be assessed upon completion of the last document processed under your October 6, 2007 request.

Any questions concerning this matter should be directed to Mrs. Bobbie Cave at (703) 432-3934 or [bobbie.cave@usmc.mil](mailto:bobbie.cave@usmc.mil).

  
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Counsel

3000  
JNLWD 98-105  
31 Mar 98

From: Director, Joint Non-Lethal Weapons Directorate  
To: Distribution List

Subj: MINUTES FROM THE JOINT CONCEPT AND REQUIREMENTS  
GROUP MEETING ON 25 MARCH 1998

Encl: (1) Agenda  
(2) List of Attendees  
(3) Action Items  
(4) Brief Package

1. The Joint Concepts and Requirements Group met at Quantico, VA, on 25 March 1998. Major General Howard presided as the chairman. The agenda is at Enclosure (1) and a list of attendees is at Enclosure (2). Action items are provided in enclosure (3) and a reference copy of the brief package at enclosure (4).

2. The purpose of the meeting was to update the JCRG on the progress of the FY98 Joint NLW Program, discuss current issues, and to reach consensus on the program profiles of the Vortex Ring Gun (VRG), the Under Barrel Tactical Payload System (UBTPS), program prioritization, and service leads for requirements, acquisition and technology.

3. MajGen Howard began the meeting by welcoming all and commenting on how much progress had been made in the NLW Program.

4. Col Mazzara reviewed Action Items from the previous (5 Sept 98) JCRG meeting. The primary action item was continue to work the JOINT ORD process. Col Mazzara stated that this had been completed and that Mr. Foley would brief the process later in the meeting. Col Mazzara then presented the Joint NLW Program Update. The following summarizes his comments:

a. Training. There is now a NLW "Train the Trainers" package developed in a collaborative effort between the Marine Detachment at Fort McClellan's Military Police School and the MCCDC Training and Education Branch. This package is being utilized by the Marine Corps' Special Operations Training Groups (SOTG). There is an effort underway to share this training package with TRADOC either as a resident course or as a Mobile Training Team (MTT) product. This training package will also serve to aid in the expansion of the NLW Multi-Service Tactics, Techniques, and Procedures (MTTPs).

b. Director's Reviews Results. The intent of the semi-annual Director's Reviews is to ascertain the programmatic and technological "health" of the programs. The recently completed reviews were very productive. The Directorate did note an apparent lack of experience in two areas: transitioning technology based efforts to formal acquisition programs and managing joint programs. There are a number of programs that are not in an official acquisition phase. Many need to identify the Milestone Decision Authority (MDA) in order to establish the effort as a formal program.

c. Requirements Definition. Selection of special NL payloads by users for the various programs (e.g. Banding NL munition) is an ongoing effort. These efforts will "scrub down" the possible payloads in the very near future so as not to cause the labs/material developers to change gears unnecessarily or late in the acquisition cycle. The Director's Reviews were used to identify opportunities for compressing timelines, even if it may necessitate additional program funding. Col Mazzara stressed he has to constantly examine the question as to why these relatively low-tech programs take so long to develop and field. The JNLWD is seeking more funding to aid in expediting the fielding of the systems. This additional funding may be sourced from Congressional plus-ups or from other programs having difficulty in executing their funds. Funds may also be freed up by changes in the profiles of other programs. For example, the Vortex Ring Gun (VRG) and Under Barrel Tactical Payload System (UBTPS) have lost Joint Support. Finally, the Directorate is working with the PMs/System Managers, material developers, and the joint NLW requirements community to ensure that the specificity of the requirement documents matches the maturity of the acquisition programs.

d. Navy Managed Projects. Col Mazzara mentioned that he has been working closely with the two Navy-managed projects, the Maritime Vehicle Stopper (MVS) and the UAV NL Payload Dispensing System, to provide added form and substance to their programs. For the MVS, target sets need to be defined and the UAV Dispensing System needs closer coordination with the UAV Joint Program Office. Colonel Mazzara did note that progress has been made, however.

e. POM 00. Col Mazzara indicated that POM 00 production wedges are of a concern. The Navy has no POM 00 funds programmed. The Air Force has a wedge only for the 40mm crowd dispersal round. The Army does have two wedges submitted, one is for the 40mm NL munitions and the other is for the NLW Capability Sets. The latter is to be used as the funding line for the produced systems from the other NL programs that the Army is

jointly supporting. As the POM 00 development continues, we may see different funding profiles.

f. Modeling and Simulation (M&S). The M&S effort has been a continuing struggle. Col Mazzara stressed that the effort in this regard is to ensure the JCATS and the JTS have NL capabilities. The JNLWD will work through the Joint Warfighting Center (JWFC) regarding the M&S efforts. The Crowd Behavior Model is seen as duplication of effort and has been dropped. MajGen Howard questioned whether this effort should also have a goal of putting NLW into JSIMS.

g. Experimentation. Col Mazzara indicated the Labs are working hard at spending joint money. The UAV programs are a good example of this with both the Marine Corps Warfighting Lab (MCWL) and the Dismounted Battlespace Battle Lab (DBBL) conducting experiments with differing vehicles and payloads. The VRG and the UBTPS technologies are promising experimentation programs even though they lost their joint support as acquisition programs. The concept for each could remain in place and be tested and evaluated by putting them into the experimentation line at the DBBL and the MCWL.

h. JNLWD Ongoing Activities Review. Col Mazzara concluded his presentation by outlining the various efforts and initiatives such as the DOD NLW Web site, the DOD NLW Database, the Annual Report, and the Human Effects Advisory Panel (HEAP) where a contract is to be awarded with Penn State University within the next few days. Finally, Col Mazzara commented on the challenges of the JNLWP. These include "program balance", program timelines, and CINC involvement in NLW with OPlans and wargames.

5. Mr Butch Foley, JNLWD Acting JCRG Liaison Officer, then presented and discussed the Joint Operational Requirements Document (JORD) process. He stated we will not have JORDs, but will have ORDs signed by more than one service. Mr. Foley reviewed the process in detail. He emphasized that, prior to the ORD to JORD process being initiated, an analysis process of operational needs and current capabilities is mandated by the IPT-adopted Concept-Based Requirements System. Mr. Foley stated that, though an approved joint concept is in place that has provided some analysis framework, what may be missing in all of this is a "NLW Vision". He made reference to recounts of field commanders and others asking, "Where are we going with NLW"? The Army has established a NLW Integrated Concept Team (ICT) and the Marine Corps has just initiated an ICT of their own. Mr. Foley opined that since there is no joint reference nor even a loose architecture for the services to reference, synergy of the service concepts will likely be lost and the answer to the field

commanders' question will be service-unique and will lack producible evidence. Mr. Foley went on to say that there is a master plan effort underway in the JNLWD and it should be out for staffing by the middle of April.

a. ORD Status. Limited trade off analyses (TOA) were conducted with material developers, current and future program managers last week for five of the acquisition programs. Mr. Foley stated that with the completion of three more program-specific TOAs at the end of March, the eight ORDs to be signed by 30 April will be as mature as the programs. The question was asked by MajGen Howard that if two services sign an ORD, does that make it a JORD? Mr. Foley said that when two services sign an ORD it is not joint, rather it means they have identified the same operational deficiency.

b. Gap Analysis. Mr. Foley presented the results of an analysis conducted by the JCRG Working Group. This "Gap Analysis" depicted the level of application each acquisition program and concept exploration program had towards the six functional areas of the Joint Concept for Non-Lethal Weapons. These results are to be used in focusing the efforts for the NLW Program - prioritizing the requirements and assisting in the ranking of the acquisition program urgency. Mr. Foley stated that the Tech Base efforts should not be in the Gap Analysis since their contribution to fulfillment of operational deficiencies could not be forecasted with any assurance. Mr Resnick stated that he agreed. Mr Pruitt had a question about the capability sets used in the Gap Analysis, wondering if it was prudent to use something that is undefined. Mr. Foley explained that the capability set used for the analysis was the sum tactical effectiveness of the components included in the USMC Capability Sets and those listed in the preliminary POM submit for the Army Capability set.

c. Recommended Prioritization. Mr. Foley presented the recommended program priority list as determined by the JCRG Working Group.

d. Program Leads. Mr. Foley commented on the fact that the services have indicated a desire for something definitive about who has the lead for the programs. He then presented the JCRG Working Group's recommended service leads for requirements, acquisition, and technology.

6. Capt Wright, USN presented the Non-Lethal Maritime Notebook. His briefing centered on a request forwarded by COMUSNAVCENT to examine non-lethal technologies in stopping maritime vessels. Options were explored and potential solutions fell into three categories based upon forecasted availability: less than 10

weeks, less than six months, and greater than 6 months. According to Capt Wright, there were some possible solutions available almost immediately. Other possible solutions would take longer, while the determination of feasibility would extend the more technically challenging options even longer. They are awaiting the NavCent response to their efforts. Captain Wright declared a number of lessons were learned from this - not the least of which being that real world urgencies can overcome normal process inertia. Early operator involvement also proved once again to be extremely advantageous. Capt Wright concluded that though maritime oriented, each service could use the technologies that emerge from this effort. Similar scenarios in the future may not have a US naval force within reaction time and redundant joint capabilities would be advantageous, if not critical.

7. Mr Foley then resumed his presentation soliciting service positions on the previous issues he presented earlier.

a. VRG Program Profile. Mr. Foley stated that since the VRG lost its one supporting service, it no longer meets the basic requirements for joint NLW funding as a separate program. Director, JNLWD has proposed moving, the program into the Army Experimentation line. With Army (DBBL) lead, the technology feasibility analysis and operational practicality of projecting vortices could continue. Col Mazzara commented that at the last Joint Acquisition Group Working Group (JAG-WG) the Army indicated that there is VRG work going on at Phillips Lab. He asked the Air Force voting principal if there was any support for this effort. Col Miner (USAF) stated that the efforts at Phillips Lab are for a studies, not for any sort of experimentation or material/prototype development. JCRG consensus was received deleting VRG from the Joint Service program list.

b. UBTPS Program Profile. Mr. Foley stated that this program, like the VRG, lost its multi-service support. Director, JNLWD has proposed that it continue to receive support under the Army Experimentation line. Mr Resnick said that the Army understands and accepts the new profile. The Army will continue with the Program as an ACT II, but Mr. Resnick did ask that Joint funding be made available to help support field "experimentation". JCRG consensus was received for deleting UBTPS from the Joint Service program list.

c. Prioritization. Mr. Foley presented the JCRG WG's recommended rankings, stating that the prioritization is only slightly different than the existing prioritization. When queried as to the use of the rankings, Mr. Foley stated that it serves as a tool to aid in determining such things as funding allocation.

Colonel Mazzara verbally supported this. Consensus was received on the program prioritization as presented.

d. Lead Service

(1) The JCRG agreed with the Working Group's recommended Lead Service for Requirements. Capt Wright asked that the Requirements lead for the UAV Payload Dispensing Project be held in abeyance. This was to be discussed at a later time with Col Mazzara. With the UAV NL Payload Dispensing System held in abeyance, consensus was received for Requirements Lead services.

(2) The JCRG agreed to recommend to the Joint Acquisition Group (JAG) the acquisition leads for the programs as it was briefed.

(3) The JCRG agreed with the acquisition leads as briefed.

8. Concluding remarks. Col Mazzara concluded by making the following points:

a. The next JCRG will probably be in the August/September time frame.

b. Air Force Initiatives. The Air Force has service-specific NLW initiatives underway at the USAF Force Protection Battle Lab and Air Force Research Lab. Included are a directed energy vessel stopper effort and other directed energy initiatives. Colonel Mazzara asked the USAF to review these for joint applicability and asked the other service representatives to review these initiatives for joint interest.

c. "Jointness". There is some reluctance in the labs to share information among each other regarding NLW efforts. All need to help relieve any tension among these labs.

d. Program Balance. The Army does the bulk of the effort regarding NLW technologies, with some Marine Corps involvement. The Navy and the Air Force are continuing to further define their role and how they fit into the Joint NLW Program. Clearly this needs to be addressed and resolved.

e. Program Analysis. There is a certain amount of vision that is lacking regarding NLWs. We need to think about where are we/need to be in the next 20-25 years. How does non-lethal fit in with lethal on the battlefield? The identification of this short-coming may have impacts on the overall funding profile of the Directorate and the NLW Program in general. There was



consensus among the JCRG members that additional analysis was needed.

f. Revised Joint Services MOA. This revision removes the restriction from the tactical efforts and addresses the strategic issues of NLW. It also abolishes the JCRG and JAG, replacing them with an 0-6 level advisory panel. In short, Col Mazzara says the NLW needs to grow up. The revised Joint Services MOA is a necessary step to pull all NLW into a single manager. Some services will likely be resistant to this. The topic will be addressed at the IPT in May.

9. MajGen Howard concluded the JCRG by stating that the hard work and team efforts are clearly visible and that progress in the development of the JNLW Program is distinctly noted. He also asked the voting principals to take the message back to their respective services regarding the "jointness" issue mentioned above by Col Mazzara in Section 8.c.

A. F. Mazzara  
Colonel, U.S. Marine Corps

Distribution:  
All Attendees  
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Phillips Laboratory  
Armstrong Laboratory

25 March 98  
JCRG Voting Principals Meeting  
MCCDC Headquarters, Quantico, VA

1400-1410	<b>WELCOME</b>	MajGen Howard
1410-1445	<b>PROGRAM UPDATE</b>	Col Mazzara
1445-1505	<b>WORKING GROUP RESULTS</b>	Mr. Foley
1505-1515	<b>BREAK</b>	
1515-1530	<b>NL MARITIME CONCEPTS NOTEBOOK</b>	Capt Wright (USN)
1530-1600	<b>DISCUSSIONS/VOTING</b>	Mr. Foley
1600-1615	<b>ISSUES`</b>	Col Mazzara
1615-1630	<b>FINAL DISCUSSIONS/ADJOURN</b>	Voting Principals

Enclosure (1)

**JCRG ATTENDEES**

**25 March 1998**

US ARMY            Mr. Allan M. Resnick, Acting Deputy C/S for  
                    Combat Development (permanent billet: D C/S for  
                    Combat Development (RQMTS)  
                    LTC Bryan Berg, TRADOC-ATCD  
                    Mr. Chris Pruitt, Ass't to Mr. Resnick

US NAVY            Capt Jon Wright, N-851  
                    Mr. John Tanke, N-851

USAF                Col Dennis Miner, HQ AF/XORB  
                    LtCol Mike Hogan, HQ AF/SFX

USMC                Col O'Donnell, Director, Requirements, MCCDC  
                    Maj Wilhoite, NLW Requirements Officer, MCCDC  
                    Maj Chris Ajinga, (HQMC POS)

SOCCOM            Col Bill Saier, (J7R)  
                    Maj Taylor Beattie

JNLWD              Col Mazzara, Director  
                    Susan Levine, Deputy Director, Technology  
                    Terry Wright, Deputy Director, Programs  
                    Kevin Swenson, Program Analyst

Enclosure (2)

25 March 98  
JCRG Voting Principals Meeting

- Action Items -

- |   | <u>Action</u>                  |
|---|--------------------------------|
| (1) Resolve UAV NL Payload Dispensing Project requirements lead   | N851 & JNLWD<br>(joint action) |
| (2) Relay to service labs the need for cross-service cooperation and information exchange, particularly on directed energy programs | JCRG Voting<br>Principals      |

Enclosure (3)