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This responds to your Freedom of Information Act (FOIA) request dated October 6, 2007, for a copy of “Minutes from NLW JAG 97-02 Mtg on 5 Sept 1997.”

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.

[Signature]

J. B. BENNETT
Counsel
From: Joint Non-Lethal Weapons Directorate  
To: Distribution List  

Subj: MINUTES FROM NON-LETHAL WEAPONS JOINT ACQUISITIONS GROUP (NLW JAG) 97-02 MEETING ON 5 SEPTEMBER 1997  

Encl: (1) List of Attendees  
(2) JAG Briefing Slides  
(3) Summary of Taskings  

1. The principals from the Non-Lethal Weapons Joint Acquisitions Group (NLW JAG) met at the Headquarters Building, Marine Corps Systems Command, Quantico, Virginia, on 5 September 1997. Mr. Larry Kreitzer, Executive Director, MARCORSYSCOM (representing MajGen Williams) served as Chairman of the JAG. A list of attendees is at Enclosure (1). 

2. The purpose of the meeting was to review the status of the Joint NLW efforts since the last JAG meeting and to gain the JAG principal's concurrence with: 

   a. the funding plan for the FY98/FY99 Technology Investment Program (TIP) and  
   
   b. the Joint NLW POM Working Group's (PWG's) recommendation for POM-00. 

   This JAG meeting followed a similar meeting with the Joint Concept and Requirements Group (JCRG) held on 3 September 1997 and was a prelude to the Joint NLW Integrated Product Team (IPT) meeting to be held on 16 September 1997. 

3. Ms Susan LeVine presented a briefing on the status of Joint NLW program, the results of the Joint Technology-Investment Proposal Review Panel, and the results of the Joint NLW PWG. The following summarizes her remarks: 

   a. The Joint NLW Program has made significant progress since the last JAG meeting: 

   * The Joint NLW Directorate has been established  
   * The Joint NLW Concept is ready for the NLW Executive Agent's signature  
   * The Joint NLW Master Plan is in "working-level" staffing  
   * Progress is being made on Joint ORDs (and in line with the Concept-Based Requirements System (CBRS))  
   * The Joint TIP Review Panel and the Joint NLW PWG met and prepared recommendations
b. Her briefing slides are Enclosure (2).

4. Ms. LeVine then presented the results of the Joint NLW TIP Review Panel and the Joint NLW PWG for the JAG's approval. Those briefing slides are also included as part of Enclosure (2). The following summarizes her remarks:

   a. **FY98 Technology Investment Program.** "Technology Investment" is one of the five major funding categories for the Joint NLW Program. While the TIP is intended to solicit input from government laboratories, civilian industry, and academia, because of time constraints for FY98 funding, the call for proposals for FY98 funding was limited to government laboratories only. Note: the NLW IPT previously approved spending $750,000 on the TIP for FY98 and $1,500,000 for FY99.

   1) The proposals were reviewed by a panel of Integrated Product Team service representatives and chaired by the Joint NLWD. Of the 63 proposals submitted, three were selected for FY98 and FY99 funding.

<table>
<thead>
<tr>
<th>Proposal</th>
<th>FY98</th>
<th>FY99</th>
<th>Developer</th>
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<td>Spider Fiber Entangler</td>
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   2) Mr. Kreitzer asked for more clarification on the deliverables from the selected programs. Ms. LeVine used three additional slides from the TIP Integrated Product Team's reviews to provide the requested information. After a short discussion on each of the programs, the JAG members concurred with the selection of the three proposals. The JAG also concurred with the JCRG's recommendation to apply $50,000 of the remaining funding to draft a Broad Area Announcement (BAA) to industry for additional TIP proposals.

   3) Ms. LeVine expressed the NLW Director's concern over obligation and expenditure of the remaining $290,000 if it were held until later in the fiscal year to fund an effort as a result of the BAA proposals. She provided three options for spending the remaining funds (shown on the briefing slides). Mr. Wattenbarger expressed an opinion that $290,000 was a very small portion of the annual budget and that holding the funds until later in the fiscal year would not have an adverse impact on achieving DON obligation goals. Capt. McGrath expressed a concern that there may be a perception that the NLW Director was funding efforts that did not have JCRG support. Based on the concurrence of the JAG members, Mr. Kreitzer directed that the NLW Director hold the remaining $290,000 and work with the Services to "put some flesh" on the three options for future discussions.
4) Ms LeVine also commented that DDRE believes the current Joint NLW program may be "too requirements" oriented and that the selection of the three technology investment areas may help alleviate some of their concerns.

5) **Decisions.** To summarize, the following decisions were made by the JAG on the Technology Investment Program:

   a) Approve funding for the three proposals selected by the TIP.

   b) Approve funding $50,000 to draft BAA to industry.

   c) Hold the remaining $290,000 until results of BAA are evaluated. NLW Director is to "put flesh" on the three options for the remaining funds.

b. **Joint NLW POM-00.** Ms LeVine informed the JAG principals that the Joint NLW PWG developed the Joint NLW POM-00 based on the annual funding levels contained in PBD 719 (escalated by 2.4% inflation for FY04 and FY05) built around seven areas:

   * EA/Directorate Support
   * Service Project Management Support
   * Modeling & Simulation
   * Experimentation
   * Technology Investment
   * Service Tech Base & Acquisition Programs (12 programs)
   * New Initiatives (5 programs)

1) A detailed funding breakout by program/by fiscal year was presented to the JAG principals. In addition, Ms LeVine provided two pie charts showing the relative percentages of funding to each of the seven general areas and the breakout of programs within the Technology Base area. See briefing charts at Enclosure (2).

   a) Capt Marchesseault asked if the NLW POM-00 was "at risk" within the Marine Corps if the Services POMs did not contain NLW procurements. Mr Kreitzer indicated that the NLW POM would not be at risk within the Marine Corps but would likely be at risk at OSD.

   b) Mr Haywood asked if the "Program Management" line would be based on pro-rata share for each Service. Ms LeVine indicated that the Director did not have a plan for those funds yet, but that he envisions that each Service will receive a share of those funds. Mr Haywood indicated that the USMC NLW POM-00 submission contained their request for $50,000 per year for the Marine Corps. He also requested confirmation that the Marine Corps' request for funding for participating in 10 of the 14 programs was included in the proposed NLW POM-00 lines. Ms LeVine indicated that it was.
c) Mr Haywood asked if it was possible to "fence $300,000 - $400,000" of the experimentation and technology investment lines for long range NLW applications and the study of layered defense for force protection areas. He acknowledged that the concept-based requirements process should play the leading role in these areas. Although the JAG members agreed not to "fence" funds for these areas, there was agreement that the Joint NLW effort should probably mature in that direction.

d) Capt McGrath expressed concern over proceeding with an acoustics R&D program while we were still working on the bio-effects study. Ms LeVine stated that a decision had been made to continue with some level of effort for acoustics source development while the bio-effects study was underway. Mr Wattenbarger expressed a strong desire to get the bio-effects questions answered. This led to a general discussion on the process to ensure that each program had well-defined deliverables and were managed to well-defined plans. Capt McGrath expressed concern over the "continuity of certain programs". He explained that he sees some programs where the "stake in the ground" for exiting R&D is lifting a little (e.g. believes these programs should be transitioning to production earlier than shown in the POM-00 proposal). Three action items were generated from these discussions:

1) In order to track the schedules for transitioning from tech base into DEMVAL/EMD and to ensure that the "stakes remain in the ground", it is necessary to implement some form of a system for tracking commitments (to the Joint NLW leadership) made by the operating or performing activities and to record the decisions and guidance from the NLW leadership committees to the performing agencies.

2) Specific interest was shown in the Vortex Ring Gun, Foam Applications, and Acoustics. Mr Kreitzer directed that the Joint NLW Director work with the Army's Program Manager to define exit criteria for each of these programs in their current phase of acquisition.

3) The JAG members need to receive detailed briefings on the specific programs in order to provide appropriate oversight and guidance (estimated to take an entire day). Mr Kreitzer requested that these briefing be made available during the month of October 1997.

e) Capt Marchesseault called attention to the slide showing the funding for the POM years in a 6.3 line and asked if the NLW POM-00 submission would include other funding lines. Ms LeVine indicated that it would cover the range of 6.2 through 6.5.

f) Ms LeVine described the NLW PWGs interest in furthering the Joint NLW program by including five new initiatives. She described each in general terms.

1) Mr Haywood asked if the Advanced Kinetics line would include all caliber. Ms LeVine indicated that the program was not defined at this point, but it would be open to Joint Service interests in all caliber.
2) Mr Haywood expressed a Marine Corps interest in becoming the Service-lead organization for the Capability Sets and asked if other JAG members had any objections. All members expressed support for the Marine Corps lead.

3) Mr Kreitzer indicated a desire to combine the UGV Payload Integration and the UAV Hovering funding lines into one line and renaming it "Advance Vehicle NLW Applications". He explained that this was not to eliminate either program, but to strengthen both programs by allowing better definition and flexibility. All members of the JAG concurred.

f) After looking at the breakout of tech base efforts, Mr Kreitzer questioned the portion of funding allocated to acoustics. His concern was over possibly loosing a major portion of the tech base funding - if the bio-effects studies does not support continuing the acoustics efforts. Capt McGrath expressed a similar concern over still working on the same tech base efforts (Vortex Ring Gun/Foams) throughout the POM years. Members of the JAG agreed that we need to look for new areas of tech base work. This generated a discussion on the process for selecting technology investment areas in the TIP. The consensus was that requirements people might not have the best backgrounds for selecting technology investment areas. Mr Levengood indicated the Army has an excellent process that could be used as a model for balancing the proper backgrounds in selecting the science and technology investment areas. Mr Kreitzer suggested that the Joint NLWD look into this model.

2) Decisions

a) All Services concurred with the proposed Joint NLW POM-00.

b) The UGV Payload Integration and the UAV Hovering lines will be combined into one line titled "Advanced Vehicle NLW Applications".

6. Taskings. See Enclosure (3).

7. Other topics. Mr Kreitzer asked for other discussion items. Ms Price identified three items:

a. She indicated her desire that all funding for Army-led programs be sent through a single program office (to be defined). The NLWD staff agreed to work with the MARCORSYSCOM Comptroller on this issue.

b. She expressed concern over the Joint NLW Technology Assessment efforts. She suggested that the credentials of any NLW technology assessment panel should be presented to the JAG for approval before NLW technology assessments begin. Ms LeVine pointed out that the Director's program was not an assessment of ongoing NLW programs but was a broader assessment of the backgrounds and merits of certain technologies.
c. She expressed an interest in reviewing the various Joint NLW oversight committees, their composition, and their functions, as set forth in the Joint Service Memorandum of Agreement. Ms LeVine indicated the Director's interest in doing this and that the Joint Service MOA contained the tasking to review the MOA on an annual basis. Ms. LeVine indicated that the Director would likely bring this topic up at the next IPT meeting. Ms Price indicated that she wanted the effort to begin. All members of the JAG concurred.

d. There were no other topics to discuss, so the meeting was adjourned.

Susan LeVine
Director, Non-Lethal Coordination Cell

Distribution List:
All Attendees
OSD (A&T) Office of Munitions
OSD (Policy) SO/LIC
HQDA DAMO-FD
ARDEC
NSWCDD
Phillips Laboratory
Armstrong Laboratory
LIST OF ATTENDEES

**Marine Corps**

- Mr Larry Kreitzer, Executive Director, MARCORSYSCOM
- Mr Dan Haywood, Program Manager, Infantry Weapons

**Army**

- Ms Renata Price, Army Material Command, Alexandria, VA
- Mr Larry Levengood, Army Material Command, Alexandria, VA

**Navy**

- Capt Tom McGrath USN, Assistant Secretary of the Navy (RDA Expeditionary Forces)
- Mr Kelly Donegon, CNO (OPNAV N851)

**Air Force**

- Col Kevin J. O'Connor, SAF/AOPS
- Capt Wes Marchesseault

**Special Operations Command**

- Mr Frank Wattenbarger, SOAC

**Joint Non-Lethal Weapons Directorate**

- Mr Terry Wright, Deputy Director, Joint NLW Directorate
- Ms Susan LeVine, Head, Joint NLW Program Coordination Cell
- Mr Kevin Stull, Joint NLW Program Coordination Cell

Enclosure (1)
Joint Acquisition Group
Meeting
5 Sept 97

Agenda

- Directorate Update
- Program Update
  - FY 97 Highlights
  - FY 98 Plans
- Documentation Update
  - Master Plan
  - ORDs
- Technology Investment Program Recommendations
- POM-00 Content

Director, Joint Non-Lethal Weapons
Course & Speed

The Joint NLW Directorate
USMC as Executive Agent

Chair, IPT
LtGen Steele

Deputy Chief of Staff
Plans, Policy &
Operations

Director
Plans

Director
Operations

Director
Joint NLW

Director
Strategic
Initiatives Grp

Col Mazzara

USD(A&T)

NLW Senior
Steering
Committee

NLW EA

NLW IPT

Integrated
Product
Team

NLW DIRECTORATE

JOINT CONCEPTS/
REQUIREMENTS
GROUP

JCRG

JAG

NLW Management Structure
Directorate Responsibilities

- Perform day-to-day Activities for EA
- Manage Joint Funding Lines
- Liaison w/DoD, OGAs, and foreign governments
- Publish Master Plan
- Assist in POM Development
- Monitor Execution of DoD NLW Program
- Monitor Service-unique Programs
- Promote Exchange among Services

Director, Joint Non-Lethal Weapons

Enclosure (2)
FY97 Program Highlights

- Directorate Standup
- Kick-off of Technology Investment Program
- User's Conferences
  - Foams
  - Ground Vehicle Stoppers (10-11Sept)
- Service War College Projects
- Website
- POM-00 Development

Director, Joint Non-Lethal Weapons

FY98/99 Program Budget

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## CONCEPT-BASED REQUIREMENTS PROCESS

1. Service MNS
2. Services for Joint Needs
3. Harmonization of Joint Doc
4. Assign Lead Service
5. JORD
6. Execute Program
7. Joint Concept for NLW
8. Joint NLW Master Plan

Enclosure (2)
The Joint NLW Concept

"Guiding Principles"
★ Leverage High Technology
★ Enhance Operations
★ Augment Deadly (Lethal) Force
★ Provide Rheostatic Capability
★ Focus on Tactical Applications
★ Expeditionary
★ Acceptable
★ Reversible Effects

Director, Joint Non-Lethal Weapons

The Joint NLW Concept

"Core Capabilities"

- Counter-Personnel
  - Crowd Control
  - Incapacitate Individuals
  - Deny Access
  - Clear Facilities/Structures
- Counter-Materiel
  - Area Denial (land, sea and/or air space)
  - Disable/Neutralize Equipment or Facilities

Director, Joint Non-Lethal Weapons
Documentation Update

- Joint NLW Concept
- Ready for EA Signature
- Joint NLW Master Plan
- In Working Level Staffing
- Joint Operational Requirement Documents

Director, Joint Non-Lethal Weapons

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JORD Status

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Technology Investment Program

Objective:
- Stimulate government laboratories, industry, and academia in generating new technology solutions to meet current or future nonlethal mission needs and requirements

Approved funding (per IPT 97-3)
- FY98: 750K
- FY99: 1500K

Process:
- Call for Proposals
- Joint Service Review Panel makes recommendations for JCRG/JAG approval

Director, Joint Non-Lethal Weapons

Technology Investment Recommendations

- 63 Proposals Received
- Joint Service Review Panel
  - USMC: Mr. Larry Willard (MCCDC)
  - USN: CAPT Rieve (N851)
  - USAF: Capt Marchessault (SAF/AQPS)
  - USA: Mr. Schiros (DBBL)
  - USSOCOM: Mr. Randy Murphy (SOAC)
- Panel Recommendations
- Fund the following proposals:

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<th>Proposal</th>
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<th>FY99</th>
<th>Developer</th>
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Approval For Funding 3 Technology Investment Proposals:

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Residual Recommendations

- Of $340K remaining:
  - Use $50K of FY98 Funds to thoroughly define and draft BAA requirements for potential FY99 funding
    - NL Layered Defense for Force Protection
    - Long range delivery of NL payloads
- Use remaining $290K of FY98 funds for one of the following proposals:

  Director, Joint Non-Lethal Weapons
Tech Investment Program

Residual Funds

Re-allocation:

- Proposal A - Fund AMC under USMC lead for a specifically focused project to develop a NLW APL Alternative (NAAPL)

- Proposal B - Fund a joint Army/USMC effort to enhance/sustain NLW sets

- Proposal C - Fund experiments at both labs for next two TIP projects

Director, Joint Non-Lethal Weapons

Joint NLW POM-00

Enclosure (2)
Joint NLW POM-00

- USD(A&T) Directed USMC to establish an "M" line for Joint NLW RDT&E Funding
- Accordingly, the Joint NLW RDT&E P.E. must be POMed by the USMC
- Joint NLW POM-00 profile must be submitted by 19 Sep 97 to USMC (P&R) for inclusion in USMC POM-00 Core
- A JCRG/JAG POM working group convened 21-22 August to assemble the Joint NLW POM-00 submit
- Completing the Joint NLW POM-00 submission now will allow the Services ample time to work procurement tails, as applicable

Director, Joint Non-Lethal Weapons

POM-00 Timeline

- 1 Aug
  Kick-off briefing presented to JCRG/JAG Working Group
- 1-15 Aug
  Services prepare initial cost/schedule estimates for initiatives
- 12 Aug
  DC/S P&R Brief on POM-00 Formulation Process
- 18 Aug
  Service input due
- 21-22 Aug
  JCRG/JAG POPM Working Group
- 3 Sep
  JCRG Review
- 5 Sep
  JAG Review
- 16 Sep
  IPT briefed on "DRAFT NLW POM-00"
- 19 Sep
  DC/S PP&O submits "DRAFT NLW POM-00" to DC/S P&R after briefing the NLW EA

Director, Joint Non-Lethal Weapons
Joint NLW RDT&E Funding Profile

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FY00 - 03: Per PBD 719
FY04-05: 2.4% Inflation Rate

PROPOSED JOINT NLW POM-00

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### Joint NLW POM-00

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*Director, Joint Non-Lethal Weapons*
## PROPOSED JOINT NLW POM-00

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## JAG DECISION REQUEST

### CONCURRENCE ON POM-00 SUBMIT:

- **USMC**
  - [ ] Concur
  - [ ] Nonconcur

- **USA**
  - [ ] Concur
  - [ ] Nonconcur

- **USAF**
  - [ ] Concur
  - [ ] Nonconcur

- **USN**
  - [ ] Concur
  - [ ] Nonconcur

- **USSOCOM**
  - [ ] Concur
  - [ ] Nonconcur
FINAL COMMENTS/ISSUES?
SUMMARY OF TASKINGS

1. The NLWD is to draft and publish a BAA to industry for additional proposals for the TIP.

2. The NLWD is to work with the Services to add details to the three options for spending the remaining $240,000 of the FY98 TIP funding and to be prepared to present this information at a future meeting of the JAG.

3. The NLWD is to develop a process for tracking program commitments made to the NLW oversight committees and to monitor the execution of specific guidance and decisions made by the NLW oversight committees.

4. The NLWD is to work with the Services to develop specific exit criteria for each of the NLW technology base efforts.

5. The NLWD is to host a briefing for the JAG members on all current Joint NLW programs (in October 1997).

6. The NLWD is to combine the UGV Payload Integration and UAV Hovering funding lines into a single line prior to presenting the Joint NLW POM-00 to the NLW IPT for approval.

7. The NLWD is to look at the process/model for selecting technology investment efforts (to include but not limited to the Army's process for selecting Science and Technology efforts).

8. The NLWD will meet with the MARCORSYSCOM Comptroller to discuss the Army's interest in a single program office for managing the funding for all Army-lead programs.

Enclosure (3)