



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF DEFENSE FIELD ACTIVITIES

SUBJECT: Implementation of the Next Generation Air Transportation System within the Department of Defense

The future of our nation's ability to move people and goods in a safe, secure, efficient and environmentally responsible manner depends upon the successful implementation of the Next Generation Air Transportation System (NextGen). The Department of Defense (DoD) is a key partner in the NextGen interagency team.

- Public Law 108-176, "Vision 100—Century of Aviation Reauthorization Act," provides that the Secretary of Transportation (SecTrans) establish in the Federal Aviation Administration (FAA) a NextGen Joint Planning and Development Office (JPDO) responsible for coordinating aviation/aeronautics research programs; coordinating goals, priorities, and research activities within the Federal Government; coordinating the development and utilization of new technologies; and facilitating technology transfer among Federal Departments and Agencies and the private sector.
- Section 710 of the Vision 100 Act provides that SecTrans shall establish and chair a NextGen Senior Policy Committee (SPC) that includes the heads of specified Executive Branch entities, including the Secretary of Defense, or their respective representatives. The SPC's functions include advising SecTrans regarding the national goals and strategic objectives for the transformation of the national air



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transportation system; providing policy guidance and ongoing policy review; identifying resource requirements and providing budgetary recommendations for planning, research and development activities; and making legislative recommendations, as appropriate.

- DoD occupies a unique place in the NextGen partnership, in that it operates as a National Airspace System (NAS) user, a service provider (air traffic control and navigational aids), and regulatory authority (the authority to certify aircraft, airmen and airfields). As such, DoD has a vested interest in ensuring and enhancing its ability to operate seamlessly with civil aviation in both national and international airspace. The mutually supportive relationship between DoD and its NextGen partners is built on the premise that civil and military authorities must communicate and collaborate in the development of NextGen. This collaboration will include the design, development and implementation of future Communication/Navigation/ Surveillance & Air Traffic Management (CNS/ATM) services and systems.
- NextGen also addresses unique DoD requirements that directly support Combatant Commanders and the warfighter. These include Homeland Defense policies and programs, special use airspace for training and ranges, employment of unmanned aircraft systems, and surveillance of the air and maritime domains.

DoD must participate in the NextGen interagency partnership in a cohesive, authoritative manner. To ensure the NextGen vision for the future National Airspace System meets DoD's requirements, and that DoD's resources are appropriately focused and managed, the following is effective immediately.

- The United States Air Force is hereby designated Lead Service for NextGen. In executing the responsibilities of Lead Service, the Secretary of the Air Force shall:
  - serve as the DoD representative to the NextGen SPC;
  - serve as DoD signature authority, with appropriate internal DoD coordination, to enter binding agreements such as memoranda of understanding, technology transfer agreements, and other NextGen interagency policy agreements;
  - establish and provide administrative support for a DoD Joint Program Office (JPO) for NextGen. The JPO will be responsible for coordinating DoD activities related to the NextGen effort, facilitating technology transfer for those R&D activities with potential NextGen application, and advocate for DoD interests, requirements and capabilities in NextGen;
  - integrate the needs and requirements of the DoD Components into cohesive plans and policies for inclusion in NextGen joint planning and development;
  - ensure the interests and requirements of DoD Components are represented and preserved in the NextGen plan and architecture;

- coordinate DoD-wide NextGen planning, budgeting and programming guidance in conjunction with the Under Secretary of Defense for Policy (USD(P)) and the Director, Program Analysis and Evaluation (DPA&E), for consideration in formulation of planning and programming guidance documents. DoD Components will coordinate with the Lead Service on NextGen programs they agree to support through inter-Service MOUs and will fund procurement of these programs through the respective Service's annual Program Objective Memorandum (POM) process for inclusion in the President's Budget;
  - develop, document and seek validation of DoD NextGen program requirements using the Joint Capabilities Integration Development Systems (JCIDS) process;
  - act as the DoD lead for supporting development, to include efforts associated with implementation of the National Strategy for Aviation Security, of surveillance, data integration and other capabilities to bridge the gap between existing capabilities and future requirements identified within NextGen;
  - coordinate with the Secretaries of the Military Departments, USD(P), DPA&E, Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), Under Secretary of Defense for Intelligence (USD(I)), Assistant Secretary of Defense for Networks and Information Integration (ASD(NII)), the Chairman of the Joint Chiefs of Staff (CJCS), and the heads of other DoD Components, as necessary, on significant changes to the NAS and/or NextGen that have ramification towards Major Defense Acquisition Program reviews before any such changes are included in a Program Objective Memorandum submission;
  - establish, maintain, and preserve records of the participation, business transactions and activities of the Lead Service in support of NextGen;
  - provide a record of the organization, functions, policies, procedures, decisions, activities and contributions of the DoD Components in support of NextGen;
  - and appoint a DoD representative to the JPDO Board of Directors responsible for assisting in the development and coordination of DoD-wide policies and decisions concerning NextGen.
- To facilitate coordination for NextGen implementation across the Department, the Principal Members of the DoD Policy Board on Federal Aviation (PBFA) shall function as a Senior Advisory Group (SAG) to the Lead Service. The SAG and PBFA staff organization will synchronize DoD-wide policies and decisions concerning NextGen throughout the Department.
  - The Secretaries of the Military Departments, the CJCS, and the Heads of other DoD Components shall support the manning requirements of the DoD Joint Program Office (JPO). The SAG will validate JPO manning requirements.

- The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs (ASD(HD&ASA)) is designated as the Principal Staff Assistant (PSA) for NextGen. The PSA is responsible for:
  - oversight, support and advocacy for the Lead Service with respect to the interagency and JPDO;
  - oversight of the development, coordination and implementation of NextGen policy within DoD, including adjudication of issues in the event the Lead Service is unable to bring forward a consensus DoD policy position;
  - and providing periodic and recurring progress reports on NextGen to the Deputy Secretary of Defense.

Within 90 days, the NextGen Lead Service, in coordination with the SAG, shall provide the PSA with an initial plan defining actions, responsibilities and milestones for DoD participation in the NextGen effort and support to the JPDO, including an implementation plan for the NextGen Joint Program Office. This plan will be updated by the Lead Service, in coordination with the SAG, semiannually.

Within 180 days, the PSA, ASD(NII), and the Director, Administration and Management, in consultation with the NextGen Lead Service, shall submit to me a proposed DoD directive specifying the Department's objectives with respect to NextGen and the continuing roles and responsibilities of the Lead Service and PBFA.

Within 15 days, each addressee is requested to provide a POC to assist the Lead Service and PSA in developing action plans and accomplish initial coordination to Dr. Steve Bucci, DASD(HD), at 703-693-1885 or [steven.bucci@osd.mil](mailto:steven.bucci@osd.mil).

A handwritten signature in black ink that reads "Austin England". The signature is written in a cursive style with a long, sweeping tail on the "l" at the end.