



# *Department of Defense Non-Lethal Weapons Program*



## *Memorandum of Agreement*

*10 May 2002*

# MEMORANDUM OF AGREEMENT

AMONG

CHIEF OF STAFF OF THE ARMY  
WASHINGTON, D.C.

COMMANDANT OF THE MARINE CORPS  
WASHINGTON, D.C.

CHIEF OF NAVAL OPERATIONS  
WASHINGTON, D.C.

CHIEF OF STAFF OF THE AIR FORCE  
WASHINGTON, D.C.

COMMANDANT OF THE COAST GUARD  
WASHINGTON, D.C.

COMMANDER IN CHIEF  
UNITED STATES SPECIAL OPERATIONS COMMAND  
TAMPA, FL

SUBJECT: DoD Non-Lethal Weapons (NLW) Program

Supersession: DoD Non-Lethal Weapons (NLW) Program Memorandum of Agreement dated 23 June 1999.

References:

1. National Defense Authorization Act for Fiscal Year 1996 (Public Law 104-106), Section 219 - Non-Lethal Weapons Study.
2. Under Secretary of Defense for Acquisition and Technology Memo of 22 March 1996 - "Non-Lethal Weapons (NLW) Program Implementation."
3. Department of Defense Directive 5000.1, "Defense Acquisition," 23 October 2000.
4. Department of Defense Regulation 5000.2-R, "Mandatory Procedures for Major Defense Acquisition Programs and Major Automated Information Systems," 1996.
5. Department of Defense Directive 3000.3, "Policy for Non-Lethal Weapons," 9 July 1996.
6. Department of Transportation Regulation M4200.18B, "Department of Transportation Acquisition Manual (TAM)."
7. Memorandum for the Record, "USCG and USMC JNLWP," 6 August 2001.



Annexes:

- A. Joint NLW Integrated Product Team Charter
- B. Joint NLW Joint Coordination and Integration Group Charter
- C. Joint NLW Directorate Charter

## 1.0 PURPOSE AND OBJECTIVE

1.1. Pursuant to the instructions and guidelines described in the references, the purpose of this Agreement is to implement procedures prescribed in Public Law 104-106, Section 219 - Non-Lethal Weapons (NLWs) Study. The law states, "...the Secretary of Defense shall assign centralized responsibility for development (and any other functional responsibility the Secretary considers appropriate) of NLW technology to an existing office within the Office of the Secretary of Defense or to a military service as the executive agent." Additionally, this Agreement implements the Under Secretary of Defense for Acquisition and Technology (USD (A&T)) direction to the Commandant of the Marine Corps to serve as the NLW Program Executive Agent (EA).

1.2. The objective of this Agreement is to develop and recommend to the USD for Acquisition, Technology, and Logistics (AT&L), a fully integrated and coordinated NLW program to include, as appropriate, classified NLW programs within the Department of Defense (DoD) and Department of Transportation that meet the intent of Congress and provide the best NLW technologies and equipment to support our operating forces.

1.3. As stated in reference (5), NLWs are "Weapons that are explicitly designed and primarily employed so as to incapacitate personnel or materiel, while minimizing fatalities, permanent injury to personnel, and undesired damage to property and the environment."

## 2.0 APPLICATION AND SCOPE

2.1. The provisions of this Agreement apply to:

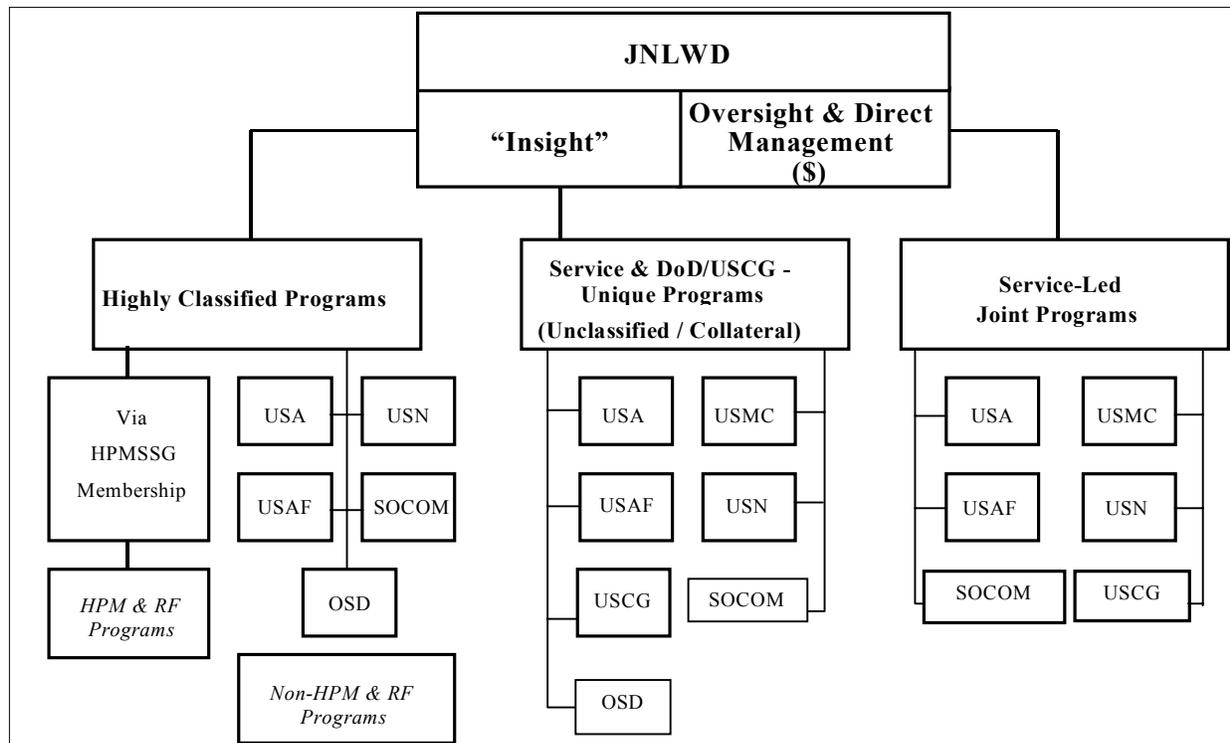
- 2.1.1. The DoD components responsible for establishing military requirements;
- 2.1.2. The DoD components responsible for planning, programming, budgeting, funding and executing NLW research, development, and acquisition;
- 2.1.3. The DoD components responsible for testing and evaluating NLW programs;
- 2.1.4. The DoD components responsible for NLW training and doctrine;
- 2.1.5. The United States Coast Guard (USCG) components responsible for non-lethal program interaction with the DoD components.

2.2. This Agreement establishes DoD and USCG policies and provides a mechanism for program recommendations and to stimulate and coordinate DoD/USCG NLW requirements.

2.3. The word "Services" throughout this document and its annexes include the Army, Navy, Air Force, Marine Corps, Coast Guard and USSOCOM.

### 3.0 POLICY

3.1. The Services agree to coordinate and integrate the development of all NLW programs and activities through the DoD NLW EA. As such, the Joint Non-Lethal Weapons Directorate (JNLWD) will serve as the DoD focal point for matters pertaining to NLWs. Present efforts to enhance the tactical, operational, and strategic applications through the current development of NLW acquisition programs remain the focus of the program. Further, the Services agree to support a JNLWP committed to leveraging developmental and emerging technologies (directed energy, lasers, etc.) that have application at multiple levels of war throughout the force continuum. For service-unique systems across the spectrum of conflict, the Directorate will maintain insight, not financial oversight, as shown in the diagram below. The objective is to field fully-supported and integrated systems designed to give the U.S. military forces options for achieving their mission without having to resort to the use of lethal force.



3.2. The Services will manage acquisition in accordance with applicable instructions and regulations.

3.3. The Under Secretary of Defense for Acquisitions and Technology has designated the Commandant of the Marine Corps the DoD Executive Agent (EA) for the DoD NLW program. As EA, the Commandant of the Marine Corps will, in consultation with the other Services,

Commanders in Chief (CINCs), DoD agencies, and USCG, coordinate, integrate, review, and recommend the JNLW program to the USD (AT&L). Individual joint NLW research, development, test and evaluation (RDT&E) programs, as approved by the EA, will be managed by the lead Service in accordance with the policies and procedures contained in references (3), (4) and (6).

3.4. At a minimum, the EA will also:

- 3.4.1. Serve as the primary DoD/USCG point of contact for NLWs;
- 3.4.2. Develop and maintain an EA organization;
- 3.4.3. Coordinate NLW requirements of the CINCs;
- 3.4.4. Ensure an operational focus for NLW development;
- 3.4.5. Propose recommendations on appropriate policy matters to USD (AT&L) pertaining to the development, deployment, and employment of NLWs and capabilities;
- 3.4.6. Promote the coordination of NLW development within U. S. government agencies and international customers;
- 3.4.7. Expand operational NLW demonstrations within appropriate Advanced Concept Technology Demonstrations (ACTD) and Concept Experiments, e.g., Joint Forces Command (JFCOM) Joint Experimentation;
- 3.4.8. Recommend appropriate funding levels based on requirements for DoD/USCG NLW programs;
- 3.4.9. Approve the consolidated Joint NLW RDT&E POM request;
- 3.4.10. Approve lead-Service designation for the individual joint NLW projects based on a recommendation of the Integrated Product Team (IPT);
- 3.4.11. Ensure coordination between the Service acquisition and requirements communities to avoid duplication;
- 3.4.12. Ensure coordination of Service testing and evaluation;
- 3.4.13. Approve the Joint NLW Master Plan.

3.5. To accomplish the DoD EA review responsibilities for the Commandant of the Marine Corps, the Marine Corps Deputy Chief of Staff for Plans, Policies and Operations (DC/S PP&O) or his designated representative will chair a Joint NLWs IPT to advise the EA on all NLW activities. The Army Deputy Chief of Staff, G-3 (or his designated representative) will serve as vice-chair of the IPT.

3.5.1. The IPT, described at Annex A, will:



3.5.1.1. Recommend approval of the consolidated Joint NLW RDT&E POM for inclusion into the Marine Corps POM;

3.5.1.2. Provide oversight to and review recommendations of the Joint Coordination and Integration Group (JCIG);

3.5.1.3. Review and resolve security, environmental, health, and safety issues that may arise in the development of NLW programs, and as appropriate provide policy and legal recommendations;

3.5.1.4. Review Joint and Service-unique programs, and as appropriate, recommend adjustments to DoD NLW program funding and provide input to individual Service NLW program plans.

3.5.2 Membership on the IPT will include the Chair of the JCIG, Service flag level voting principals, and representatives from OSD, the Joint Staff, and CINCs. The Departments of State, Energy (NNSA), and Justice are invited to participate in the IPT.

3.5.3. Service principals are the voting members and will have a single vote. Service principals must be present to vote. A simple majority, of those present, will carry the vote. In the event of a tie vote, the IPT Chair will have the deciding vote. Dissenting votes and rationale will be forwarded to the EA for review. Non-Service members of the IPT do not vote.

3.5.4. To support the IPT, a JCIG will be established. The JCIG, described at Annex B, will:

3.5.4.1. Review Mission Needs Statements (MNSs) and Operational Requirements Documents (ORDs) for potential Joint NLW applicability;

3.5.4.2. Develop and recommend to the IPT the DoD Requirements List and Joint Programs;

3.5.4.3. Make recommendations to the IPT on program priorities for development and funding;

3.5.4.4. Recommend to the IPT lead-Service designations for the Joint programs;

3.5.4.5. Review and approve the execution of Joint NLW RDT&E programs;

3.5.4.6. Coordinate with the USCG to establish and publish procedures that solicit and record the recommendations of the other JCIG members with regard to priorities for RDT&E efforts;

3.5.4.7. Review Joint NLW RDT&E input to the POM;

3.5.4.8. Review and endorse the Joint Non-Lethal Weapons Master Plan, Joint Concept for Non-Lethal Weapons and other joint documents as required (e.g., training, doctrine);

3.5.4.9. Recommend to the IPT training and capabilities set efficiencies for multi-Service or Joint development and funding.

3.5.5. The EA will establish a Joint NLW Directorate (JNLWD), described at Annex C. The JNLWD will:

3.5.5.1. Perform day-to-day management activities;

3.5.5.2. Manage joint funding lines;

3.5.5.3. Maintain liaison with Services, CINCs, Joint Staff, OSD, Defense Agencies, Laboratories, other government agencies, and foreign government NLW program staffs as appropriate;

3.5.5.4. Draft, staff, publish, and maintain a Joint Non-Lethal Weapons Master Plan to include a RDT&E strategy;

3.5.5.5. Assist IPT/JCIG in POM development;

3.5.5.6. Monitor status of Service-unique programs through annual status briefings from the responsible Service;

3.5.5.7. Promote and facilitate NLW exchange among Services and other government agencies;

3.5.5.8. Monitor foreign programs and equipment, NLW initiatives (to include countermeasures), and establish foreign information exchange agreements as directed by the IPT;

3.5.5.9. Facilitate lead-Service designations for multi-Service or joint programs;

3.5.5.10. Update and maintain the Joint Concept for Non-Lethal Weapons;

3.5.5.11. Ensure the coordination of Joint NLW RDT&E & Acquisition activities of the Services, OSD, and as appropriate, other government agencies;

3.5.5.12. Assist the Services in the development and staffing of NLW operational requirements documentation;

3.5.5.13. Conduct technology assessments in support of the JCIG and IPT decision-making process;

3.5.6. Legal support will be provided by the Office of Counsel for the Commandant of the Marine Corps, the Staff Judge Advocate to the Commandant of the Marine Corps, and the Judge Advocate General of the Navy, depending on the nature of the issue raised.

3.6. The Services will have the responsibility for:

3.6.1. Developing Service-unique NLW operational requirements and system performance characteristics;

3.6.2. Presenting NLW operational needs and requirements to the JCIG for review for joint applicability;

3.6.3. Conducting research, development, testing and evaluation when designated the lead-Service for acquisition, in accordance with references (3), (4), (6) and other applicable documents;

3.6.4. Developing Service-unique NLW doctrine, training, and logistics requirements in coordination with the lead-Service;

3.6.5. Presenting annual Service-unique NLW programs to the Director, JNLWD for information purposes;

3.6.6. Providing membership to the IPT and JCIG as set forth herein;

3.6.7. Staffing designated Service billets at the JNLWD;

3.6.8. Managing allocated funding for assigned lead-Service NLW projects;

3.6.9. Submitting and coordinating inputs into Service POMs for procurement of JNLWP capabilities and to support Service-unique NLW RDT&E;

3.6.10. Incorporating NLW capabilities into the planning process for Service unique and joint exercises;

3.6.11. Reviewing current and emerging Service operational and strategic concepts and modifying, as appropriate, to include NLW capabilities;

3.6.12. Applying JNLWP IPT approved resources in support of JNLWP approved efforts;

3.6.13. Incorporating NLW programs, as appropriate, into Service-unique Master Plan(s);

3.6.14. Coordinating with their Service Components within the Combatant CINCs for inclusion of non-lethal capabilities and requirements on the Combatant CINCs Integrated Priority List (IPL).

#### 4.0 IMPLEMENTATION AND REVISIONS

4.1. This Agreement becomes effective upon signatures of the Operations Deputies of the respective Services and USSOCOM, and the Chief of Staff of the USCG.

4.2. This Agreement will be reviewed biennially by the IPT and the individual Services, and will be revised as required.

SUBJECT: DoD Non-Lethal Weapons (NLW) Program



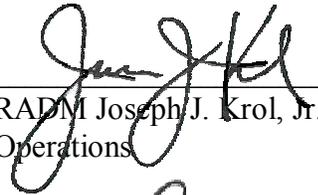
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LtGen E. R. Bedard, USMC, Marine Corps Deputy Chief of Staff for Plans, Policies and Operations



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LTG David D. McKiernan , USA, Army Deputy Chief of Staff, G-3



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RADM Joseph J. Krol, Jr. USN, Acting Deputy Chief of Naval Operations, Plans, Policy and Operations



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Lt Gen Charles F. Wald, USAF, Air Force Deputy Chief of Staff, Air and Space Operations



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RADM Terry M. Cross, USCG, Assistant Commandant for Operations



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MG Eldon A. Bargewell, USA, USSOCOM Director, Center for Operations, Plans and Policy

## Annex A

### JOINT NLW INTEGRATED PRODUCT TEAM CHARTER

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#### 1.0 EXECUTIVE SUMMARY

1.1. This Charter, for the execution of the Department of Defense (DoD) Non-Lethal Weapons (NLW) Program, establishes the organizational design for the Joint NLW Integrated Product Team (IPT), assigns functions and responsibilities as outlined in the Memorandum of Agreement (MOA) and presents the management processes by which the IPT will operate. The principal role of the IPT is to serve as the joint Service representative in establishing and directing DoD NLW Programs for joint doctrine, professional training, materiel requirements, and research and development and acquisition-related activities. The IPT will be comprised of representatives from the Army, Navy, Air Force, Marine Corps, Coast Guard, and USSOCOM as voting members. It will be chaired by the Deputy Chief of Staff, Plans, Policies and Operations (PP&O), Headquarters Marine Corps. The Army Deputy Chief of Staff for Operations and Plans (DAMO-ZA) (or his designated service representative) will serve as vice-chair of the IPT. The IPT will coordinate and integrate the NLW Program activities into a joint management system to achieve standardization, interoperability and optimized resources.

1.2. The IPT Chairman reviews and approves the Joint Concept for Non-Lethal Weapons and all future revisions for the Executive Agent (EA) after appropriate Service review and comment. The foundation of this concept will be National Policy, Defense Planning Guidance, CINC mission requirements, and other operational and exercise experience in the emerging operational environment.

1.3. The IPT coordinates and integrates joint requirements and priorities, reviews NLW training initiatives, and participates in doctrine and joint policy development.

1.4. The IPT will review and comment on all NLW research, development and acquisition (RDT&E) activities, to include the formulation of annual R&D budgets and POM submissions.



## 2.0 INTRODUCTION

2.1. Background. The Under Secretary of Defense for Acquisition and Technology (USD (A&T)) assigned responsibility to the Commandant of the Marine Corps, as the NLW Program EA, for reducing duplication of effort through Service cooperation and coordination. The NLW IPT performs the EA review function and approves consolidated NLW plans and programs.

2.2. Purpose. This Charter implements NLW policy and defines operational procedures of the IPT.

2.3. Objective. The objective of this plan is to fulfill the intent of USD (A&T) and to comply with the MOA, thereby enhancing the readiness of all U.S. forces.

2.4. Mission. The IPT will:

2.4.1. Maintain and update the Joint Concept for Non-Lethal Weapons;

2.4.2. Evaluate MNSs and ORDs for joint NLW applicability and recommend joint programs;

2.4.3. Review and recommend approval of the DoD Requirements List in support of POM development;

2.4.4. Review and recommend approval of the Joint Non-Lethal Weapons Master Plan;

2.4.5. Review Service NLW programs;

2.4.6. Review and recommend approval of new starts or termination of unsuccessful or unrewarding efforts.

## 3.0 ORGANIZATION

3.1. Membership. The DC/S, PP&O, HQMC or his designated representative will chair the IPT. The DCSOPS, HQDA will serve as vice-chair of the IPT. The Services will be represented on the IPT at flag level and will have a single vote. Voting members will be designated by the respective Service. (Reference to Service, throughout this document, includes USCG and USSOCOM.) In case of a tie, the DC/S PP&O, HQMC or acting "Chair" will cast the deciding vote.

3.2. Meetings. The IPT will meet as required (not less than semiannually) at the Chair's discretion. The purpose of these meetings is to review the NLW Program and any actions proposed/recommended by the JCIG.

3.3. Administrative Reporting. The IPT will report to the DoD EA on the status of materiel requirements, materiel development, training, doctrine initiatives, and other issues as required.

3.4. Supporting Structure. The IPT will be directly supported by the Joint Coordination and Integration Group (JCIG) and will receive technical and analytical support from the Joint NLW Directorate. Additional assistance may be provided through short-term, ad-hoc augmentation. The IPT may also utilize points of contact throughout DoD/USCG and other government agencies to collect and review doctrine, training, program and planning information, and may establish advisory working groups or process action teams to investigate special issues as required. Figure 1 identifies products/tasks for which the IPT has responsibility.

- Recommend approval of the consolidated Joint NLW RDT&E POM for inclusion into the Marine Corps' POM;
- Provide oversight to and review recommendations of the Joint Coordination and Integration Group (JCIG);
- Review and resolve security, environmental, health, and safety issues that may arise in the development of NLW programs, and as appropriate provide policy and legal recommendations;
- Review Joint and Service-unique programs, and as appropriate, recommend adjustments to DoD NLW program funding and provide input to individual Service NLW programs;

### **Figure 1. Integrated Product Team Tasks**

3.4.1. The JCIG, comprised of representatives from all Services, developed the 1997 Joint Concept for NLW. This document will continue to serve as the guide and foundation for decisions impacting joint capability development, a point of departure for experimentation and development, and the common framework for the development of relevant doctrine, including tactics, techniques, and procedures (TTPs).

3.4.2. The JCIG will also be primarily responsible for the coordination of Service MNSs and ORDs having potential NLW application with supporting joint interest. These will be reviewed for joint applicability and recommendations will be forwarded for assignment of “lead-Service.”

3.4.3. The Technology Division, which functions within the Joint Non-Lethal Weapons Directorate, will serve as a technical advisor to the Directorate and the IPT. Deliverables provided will include, but are not limited to, independent technology assessments to guide JNLWP funding decisions.

4.0 FUNCTIONS AND RESPONSIBILITIES. The IPT is the EA's senior advisory group in establishing and directing multi-Service joint programs within the NLW Program. Primary areas of responsibility are concept definition and development, materiel requirements and professional NLW training and doctrine. The Directorate, in conjunction with the appropriate working groups, develops recommendations (with the exception of JCIG-developed DoD Requirements Lists (page B-2 ( 2.4.3)) for the NLW IPT. The JCIG principals will review and endorse the recommendations prior to presentation to the NLW IPT.

4.1. General Areas. The IPT will, through the Directorate, review and maintain a Joint Concept for Non-Lethal Weapons and a Joint Non-Lethal Weapons Master Plan. These documents will provide DoD with a long-range vision as to how the Armed Forces incorporate NLW in a joint environment and how modernization efforts support this Plan. The IPT will facilitate and integrate NLW requirements, review training initiatives, and participate in doctrine development.

4.2. Doctrine. The IPT will, through the Directorate, oversee the development of joint non-lethal doctrine/tactics, techniques and procedures initiatives. The IPT will utilize existing organizations, e.g., Joint Warfighting Center, Service Doctrine Commands, and existing processes such as that described in Joint Pub 1-01, "Joint Doctrine Development System" to assist in the development.

4.3. Professional Training. The IPT will, through the Directorate, survey joint NLW professional training and review NLW training initiatives.

4.4 Modeling, Simulation and Wargaming. The IPT will, through the Directorate, coordinate and integrate the development of joint NLW models, simulations and war games. The IPT will coordinate and foster the Services' various modeling efforts towards commonality among the simulation efforts to maximize resources. The development of NLW modeling, simulation and wargaming initiatives can be incorporated into Joint and Service modeling and simulation efforts. The IPT will utilize existing organizations, e.g., Joint Warfighting Center, and existing processes such as described in DoD Directive 5000.59, "DoD Modeling and Simulation (M&S) Management," and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 8510.01 Joint Modeling and Simulation Management to coordinate NLW modeling, simulation and wargaming initiatives. The IPT will facilitate prioritization of efforts to improve the value of Joint NLW Modeling and Simulation efforts.

4.5 Science and Technology. The IPT will, through the Directorate, approve the development of a coordinated, Joint Warfighting Science and Technology Plan (JWSTP) that leverages each of the Service's S&T NLW initiatives as well as facilitates integration of the plan into the Joint Staff Joint Warfighting Capabilities Objectives. The EA fully supports Service-unique NL S&T efforts to assure maximum leverage of those initiatives for the Joint community.

#### 4.6. Operational Deficiencies and Materiel Requirements

4.6.1. The IPT will, through the Directorate, develop and maintain the DoD Joint Concept for NLWs.

4.6.2. The IPT, through the Directorate, developed a consolidated Joint Non-Lethal Weapons Master Plan that was forwarded to the DoD EA (or his designated representative). The Master Plan will be updated biennially and will include an overarching framework for research, development, acquisition, modeling and simulation, and experimentation plans.

4.6.3. The IPT will, through the Directorate, review Service-specific and joint materiel/science & technology (S&T) requirements. Candidates will be identified/prioritized for ACTD integration. Service-specific requirements will be examined for possible joint interest/participation by other Services.

4.6.4. In the event that a Service-unique requirement does exist, the IPT will assist the sponsoring Service in leveraging similar programs to assist in saving resources. In all cases, Service representatives are responsible for staffing the document within their parent Service. The IPT will develop and maintain a Service-unique and Joint Program listing and Joint Program priorities list.

5.0 IMPLEMENTATION AND REVISIONS. This Charter is effective upon implementation of the MOA. It will be reviewed biennially and revised as necessary.

## Annex B

### JOINT NLW JOINT COORDINATION AND INTEGRATION GROUP CHARTER

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#### 1.0 EXECUTIVE SUMMARY

This Charter, for the execution of the Department of Defense (DoD) Non-Lethal Weapons (NLW) Program, establishes the organizational design for the Joint Coordination and Integration Group (JCIG), assigns functions and responsibilities as outlined in the Memorandum of Agreement (MOA) and presents the management processes by which the JCIG will operate. The principal role of the JCIG is to advise on and assist in the harmonizing of all facets of NLW system acquisition from science and technology efforts through production. The JCIG will be comprised of representatives from the Army, Navy, Air Force, Marine Corps, Coast Guard, and U.S. Special Operations Command (USSOCOM) as voting members. The Director, Joint Non-Lethal Weapons Directorate (JNLWD), serves as the JCIG Chair and votes only in the case of a tie.

#### 2.0 INTRODUCTION

2.1. Background. The Under Secretary of Defense for Acquisition and Technology (USD (A&T)) assigned responsibility to the Commandant of the Marine Corps, as the NLW Program Executive Agent (EA), for reducing duplication of effort through Joint Service cooperation and coordination. The NLW Integrated Product Team (IPT) performs the EA review function and approves consolidated NLW plans and programs

2.2. Purpose. This Charter implements NLW policy and defines operational procedures of the JCIG.

2.3. Objective. The objective of this Charter is to fulfill the intent of USD (A&T) and to comply with the MOA, thereby enhancing the readiness of all U.S. forces.

2.4. Mission. The JCIG will:



- 2.4.1. Review MNSs and ORDs for potential Joint NLW applicability;
- 2.4.2. Develop and recommend to the IPT the DoD Requirements List and Joint Programs;
- 2.4.3. Make recommendations to the IPT on Program priorities for development and funding;
- 2.4.4. Recommend to the IPT lead-Service designation for the Joint Programs;
- 2.4.5. Review and approve the execution of Joint NLW RDT&E programs;
- 2.4.6. Coordinate with the USCG to establish and publish procedures that solicit and record the recommendations of the other JCIG members with regard to priorities for RDT&E efforts;
- 2.4.7. Review Joint NLW RDT&E input to the POM;
- 2.4.8. Review and endorse the Joint Non-Lethal Weapons Master Plan, Joint Concept for Non-Lethal Weapons and other joint documents as required e.g., training, doctrine;
- 2.4.9. Recommend to the IPT training and capabilities set efficiencies for multi-Service or Joint development and funding;

2.5. Authority. The JCIG supports the NLW IPT as outlined in the MOA.

### 3.0 ORGANIZATION

3.1. Membership. The Director, JNLWD will chair the JCIG. The Army, Navy, Air Force, Marine Corps, Coast Guard, and USSOCOM will provide one voting representative to the JCIG.

3.2. Meetings. The JCIG will meet as required, but not less than semiannually. The JCIG Chair will host periodic joint meetings of the JCIG principals, including all the voting and non-voting members. The purpose of these meetings is to review the NLW program and any actions going before the NLW IPT.

3.3. Supporting Structure. The JCIG will be directly supported by subgroups, working groups, or process action teams as appropriate to accomplish specific objectives requested by the Director or IPT.

3.4. Other Support. The Technology Division, which functions within the JNLWD, will serve as a technical advisor to the Directorate and the JCIG/IPT. Deliverables provided will include, but are not limited to, independent technology assessments to guide JNLWP funding decisions.

3.5. Administrative Reporting. The JCIG will report to the NLW IPT on the status of materiel requirements, training, doctrine initiatives, RDT&E activities, program status and other issues as required.

4.0 FUNCTIONS AND RESPONSIBILITIES. The JCIG will act in an oversight capacity in connection with reviewing and recommending approval to the IPT for new starts or the termination of unsuccessful or unrewarding efforts. The JCIG will coordinate and integrate the Services' NLW Programs. It will, in coordination with the JNLWD, catalog and track progress of independent and Joint NLW Programs to include science and technology based activities, logistics sustainment, and logistics requirements planning, in an effort to reduce duplication and expedite fielding of NLW equipment.

4.1. Technology Base. The JCIG will be responsible for coordinating and integrating the planning and execution of all NLW efforts. The Services' Science and Technology (S&T) programs will be reviewed to ensure consistency with the Joint Non-Lethal Weapons Master Plan. The JCIG will arbitrate S&T issues and advocate S&T efforts within the Planning, Programming, and Budgeting System (PPBS). Outside efforts in related areas will be reviewed for potential NLW program application.

4.2. RDT&E Strategy. The JCIG will develop, review and monitor, with the Directorate's assistance, the execution of the Joint NLW RDT&E strategy to include both developmental programs and science and technology objectives.

4.3. Logistics. The JCIG will ensure that the appropriate integrated logistics support planning and execution is being accomplished by the Program Managers to ensure the efficient transition from RDT&E activities to the sustainment of fielded NLW equipment. The JCIG will further maintain asset visibility, through the Directorate, of key NLW material and munitions throughout DoD.

4.4. Modeling, Simulation and Wargaming. The JCIG will work together with the Joint Warfighting Center and Service labs to develop modeling, simulation and wargaming initiatives that can be incorporated into joint and Service modeling and simulation efforts.

4.5. JCIG Cooperative Efforts. The JCIG will work with the Directorate to develop the Joint NLW Master Plan, and will maintain a comprehensive list of all NLW materiel/S&T requirements and programs of all Services. This serves as a basic tracking tool for program funding and for other products, such as the Joint Non-Lethal Weapons Master Plan. The JCIG will work with the individual Services to develop and use the NLW Program priorities list necessary to assist in the formulation of the Program Objective Memorandum (POM).

5.0 IMPLEMENTATION AND REVISIONS. This Charter is effective upon implementation of the MOA. It will be reviewed biennially and revised as necessary.

## Annex C

### JOINT NON-LETHAL WEAPONS (NLW) DIRECTORATE CHARTER

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#### 1.0 INTRODUCTION

1.1. Purpose. This Charter, for the execution of the Department of Defense (DoD) Non-Lethal Weapons (NLW) Program, assigns functions and responsibilities for a Directorate as outlined in the Memorandum of Agreement (MOA), presents the management processes by which the Directorate will operate, and establishes the organizational structure. The principal function of the Directorate is to manage the day-to-day activities of the joint NLW program and support the Integrated Product Team (IPT).

1.2. Objective. The objective of this Charter is to fulfill the intent of the Under Secretary of Defense (Acquisition and Technology) (USD (A&T)) and to comply with the MOA, thereby enhancing the development and implementation of the Joint NLW Program.

1.3. Mission. The Directorate will:

1.3.1. Perform the day-to-day management activities;

1.3.2. Manage joint funding lines;

1.3.3. Maintain liaison with services, CINCs, Joint Staff, OSD, Defense Agencies, Laboratories, other government agencies, and foreign government NLW program staffs as appropriate;

1.3.4. Draft, staff, publish, and maintain a Joint Non-Lethal Weapons Master Plan to include a RDT&E strategy;

1.3.5. Assist IPT/JCIG in POM development;

1.3.6. Monitor status of Service-unique programs through annual status briefings from the responsible Service;

1.3.7. Promote and facilitate NLW exchange among Services and other government agencies;



1.3.8. Monitor foreign programs and equipment, NLW initiatives (to include countermeasures), and establish foreign information exchange agreements as directed by the IPT;

1.3.9. Facilitate lead-Service designations for multi-Service joint programs;

1.3.10. Update and maintain the Joint Non-Lethal Weapons Concept;

1.3.11. Ensure the coordination of Joint NLW RDT&E & Acquisition activities of the Services, OSD, and as appropriate, other government agencies;

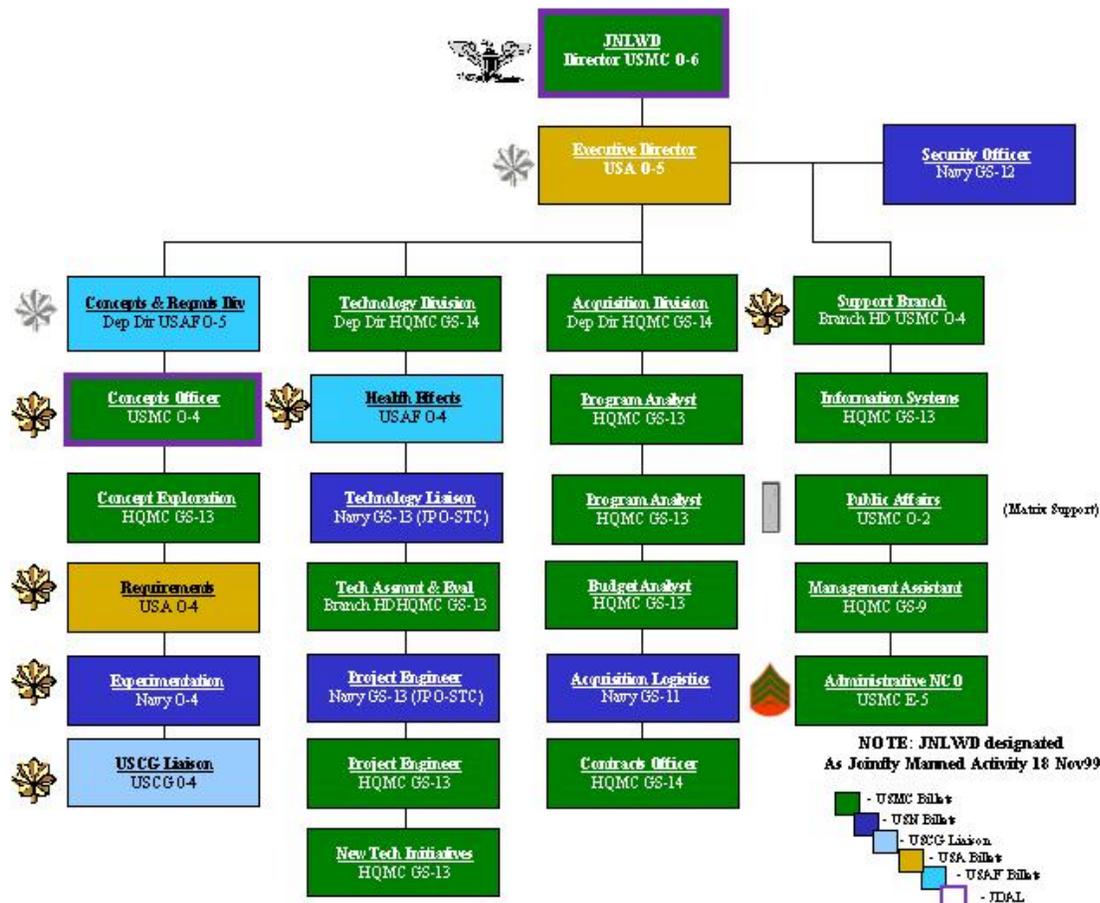
1.3.12. Assist the Services in the development and staffing of NLW operational requirements documentation;

1.3.13. Conduct technology assessments in support of the JCIG and IPT decision-making process.

1.4. Authority. The Joint NLW Directorate supports the DoD NLW IPT as outlined in the MOA. The authority of the Director to act on behalf of the Executive Agent (EA) and the IPT will be in accordance with that approved by the Chair of the IPT in the Directorate Management Plan.

## 2.0 ORGANIZATION

2.1. Membership. The Joint NLW Directorate (JNLWD) will be comprised of a Director, Executive Director (supported by a Programs Support Branch), and three Divisions (Concepts & Requirements, Technology, and Acquisition). The organizational structure is depicted in Figure 1.



**Figure 1. Directorate Organization**

## 2.2. Grade Structure

2.2.1. Director: US Marine Corps Colonel/O-6. Responsible to the JNLW IPT Chairman for integrating the efforts of the joint Services, the JCIG, and their associated working groups. Additional responsibilities include planning, programming, and budgeting JNLW RDT&E multi-Service funding and providing technical and analytical support to the JCIG and IPT; and conducting liaison with industry laboratories and other government agencies.

2.2.2. Executive Director: US Army Lieutenant Colonel/O-5. Responsible for coordinating all Directorate activities and serving as the Acting Director in his absence. Will identify and propose improvements, as necessary, in such areas as joint NLW processes and programmatic. Will ensure funding efficiencies are employed as identified and that approaches among the divisions are coordinated and consistency is maintained. Will often represent the Director throughout a wide range of venues and audiences to include CINC staffs, Joint Staff, joint Service, inter-agency, academia, commercial vendors, and highly positioned government and political officials.

2.2.2.1. Security Officer: GS-12. Responsible for JNLWD facility and document control security procedures. Provides overall security recommendations to the Director, JNLWD.

2.2.2.2. Directorate Support Branch. Headed by a Major and includes a First Lieutenant as the Public Affairs Officer and a GS-12 working information systems. Administrative support to the JNLWD is provided by a GS-9 and a Sergeant.

2.2.2.2.1. Branch Head: US Marine Corps Major/O-4. This officer is responsible for the integration of support functions to the JNLWD in support of the joint program. Oversight and management responsibilities span from fiscal matters (PPBS and O&M) to joint, multi-Service, and international correspondence. This officer will often interact with the highest levels of the military and of the government.

2.2.2.2.2. Information Systems: GS-13. Responsible for all computer systems and the local area network within the JNLW Directorate. Billet includes ensuring all software conforms with legal licensing agreements, virus software is most current, and procedures are in place to ensure network security. Moreover, responsibilities include managing web-based information to allow access for other government and academic institutions.

2.2.2.2.3. Public Affairs Officer: US Marine Corps First Lieutenant/O-2. As a matrix billet, responsible for all interaction of the DoD NLW program with the media. Includes procedures to ensure joint effort of the program. Must maintain liaison with the military services Public Affairs offices and that of the Joint Staff and OSD.

2.2.2.2.4. Administrative NCO: US Marine Corps Sergeant/E-5. Responsible for the preparation of interservice, interagency, and international correspondence. Must establish and maintain electronic file system of a vast number of widely varied documents and reports to facilitate immediate access. Responsible for the initial acquisition and follow-on maintenance of Service-unique, multi-Service, and joint publications.

2.2.2.2.5. Management Assistant: GS-9. Responsible for preparing high-level personal correspondence for the Directorate, preparing and maintaining the calendar of events for the Director, and providing the necessary coordination and liaison with agencies outside the JNLW Directorate.

2.2.3. Concepts and Requirements Division: US Air Force Lieutenant Colonel/O-5 as Deputy Director, Concepts & Requirements. One Maj/LCDR each in Concepts, Experimentation, and Requirements billets. Concept Exploration is supported by a GS-13 with acquisition experience. USCG Liaison Officer will represent USCG interests.

2.2.3.1. Deputy Director, Concepts & Requirements: US Air Force Lieutenant Colonel/O-5. Serves as the principal advisor to the Director on joint NLW concepts and requirements. Facilitates generation of land, air, and sea force requirements as they pertain to NLWs. Responsible for maintaining the Concepts-Based Requirements System for the joint NLW program. Manages the development of Joint NLW concepts and doctrine, in coordination



with existing joint and Service-unique principles and concepts.

2.2.3.2. Concepts Officer: US Marine Corps Major/O-4. Responsible for ensuring NLWs are integrated, where applicable, in related joint and Service concepts. Also facilitates the development of joint PME and training as it relates to NLW operational availability.

2.2.3.3. Concept Exploration: GS-13. Responsible for supporting the development of joint NLW Concept Exploration Program plans. Facilitates the preparation of the Milestone A Acquisition Decision Memorandum package for submission to the Joint Milestone Decision Authority (MDA). Assists the lead Service/agency throughout the program, ensuring thorough coordination with other planned and ongoing joint experimentation and joint requirements assessment determination activities throughout the joint Services and JFCOM.

2.2.3.4. Experimentation Officer: US Navy Lieutenant Commander/O-4. Responsible for the coordination and integration of NLW experimentation through the joint and multi-Service community. Maintains liaison between the JNLWP and chartered experimentation organizations within DoD. This officer will also maintain liaison with government agencies to integrate relevant non-lethal experimentation with Service and joint experimentations. This officer will interface with the Office for Joint Experimentation and DARPA.

2.2.3.5. Requirements Officer: US Army Major/O-4. Responsible for facilitating the determination, quantification, and documentation of joint operational needs and requirements via the joint approval processes. This officer will maintain liaison with the requirements determination offices of the Services and the joint staff and interface with other government agencies to coordinate joint and interagency deficiency quantifications. Also reviews underway acquisition programs, supporting the lead Service to ensure stated joint performance mandates are maintained as program objectives.

2.2.3.6. NLW Liaison Officer: US Coast Guard LCDR/04. Responsible for assisting in the determination, quantification, and documentation of joint operational needs and requirements in coordination with existing USCG land, sea, and air operational needs and requirements. Supports the development of JNLW Concept Exploration Programs (CEPs) by coordination through USCG requirement and assessment activities and the CEP lead Service.

2.2.4. Technology Division: GS-14 as Deputy Director, Technology Division and includes a Major supporting health effects analysis, an engineer/scientist, GS-13, conducting technology liaison within DoD and with other government agencies, and a Technology Assessment and Evaluation Branch, headed by a GS-13 with three project engineer/scientists, GS-13, conducting technical assessments and oversight of technology investment and pre-milestone A programs.

2.2.4.1. Deputy Director, Technology: GS-14. The Deputy Director, Technology Division serves as the Director's principal technical advisor on all aspects of NLW technology development and assists the Director in overall program planning for developing a fully integrated and coordinated NLW program across the DoD.



2.2.4.2. Health Effects Officer: US Air Force Major/O-4. The Health Effects Officer is an active duty military officer serving as the principal advisor for health effects issues, assists in all health effects program planning, and coordinates health effects issues with the joint services as they relate to the fielding and employment of non-lethal technologies.

2.2.4.3. Technology Liaison Scientist/Engineer: GS-13. The Technology Liaison is responsible for the coordination and cooperation with other government agencies such as the Departments of Justice and Energy. The Technology Liaison is responsible for ensuring technology efforts are leveraged, where appropriate, within the DoD and with other government agencies.

2.2.4.4. Technology Assessment and Evaluation Branch Head: GS-13. The Technology Assessment and Evaluation Branch Head is responsible for all work accomplished within the Technology Assessment and Evaluation Branch, including personnel duties. The Branch Head plays an integral role in technology assessment by laying out project success criteria. Additionally, the Branch Head assists the Technology Deputy Director with program planning for technology initiatives and technology development.

2.2.4.4.1. Project Engineer (Acoustic, Kinetic, Chemical, Blunt Impact and Mechanical Technologies): GS-13. The Project Engineer is responsible for oversight of all pre-milestone A programs that involve his/her area of technology expertise. This includes the evaluation of technologies as they approach and meet milestones, and conducting or commissioning independent technology assessments as warranted.

2.2.4.4.2. Project Engineer (Directed Energy Technologies): GS-13. The Project Engineer is responsible for oversight of all pre-milestone A programs, which involve his/her area of technology expertise. This includes the evaluation of technologies as they approach and meet milestones, and conducting or commissioning independent technology assessments as warranted.

2.2.4.4.3. New Technology Initiatives Engineer: GS-13. The New Technology Initiatives Scientist/Engineer is responsible for all programs within the Technology Investment Program. The New Technology Scientist/Engineer is also responsible for the writing of solicitations and any requests for proposals under the Technology Investment Program. Additionally, the New Technology Engineer is responsible for the staffing of all unsolicited proposals received by the Directorate and maintaining a proposals database.

2.2.5. Acquisition Division: GS-14 as Deputy Director and serves with two GS-13 Program Analysts. Also includes a GS-13 Budget Analyst, GS-11 Acquisition Logistician, and a GS-14 Contracts Specialist.

2.2.5.1. Deputy Director, Acquisition: GS-14. Maintains joint acquisition program oversight, identifies and recommends programmatic efficiencies where applicable. Oversees the disbursement of all funds to include contracting actions with commercial vendors and disbursement of funds with government agencies and the military services. Monitors the



expenditures of funds in accordance with approved contracts and R&D Obligation/Expenditure Phasing Plans (RDOEPP). Supervises the performance of the Support Branch.

2.2.5.2. Program Analysts (2): GS-13. Responsible for evaluation of Service acquisition programs to ensure jointness is maintained. Responsible for preparation of Director's reviews and maintaining milestone decision documentation library. Maintains and tracks program action item database.

2.2.5.3. Acquisition Logistics: GS-11. Responsible for analyzing coordinating, and planning joint field sustainment requirements of NLW concepts. Evaluates service acquisition programs to ensure jointness is preserved. Develops and coordinates initial Life-Cycle Cost Estimates (LCCE).

2.2.5.4. Budget Analyst: GS-13. Responsible for the financial management of the joint NLW program. Billet includes disbursement of resources to support current programs under development as well as exploratory programs under contract to other Services, laboratories, and universities.

2.2.5.5. Contracts Officer: GS-14. Executes and administers all JNLW contracts. Coordinates changes in scope and content, and negotiates contract costs. Coordinates contract documentation through business clearance chain.

### 2.3. Directorate Staffing

2.3.1. Director: Staffed by the Marine Corps

2.3.2. Executive Director: Staffed by the Army  
Security Officer: Navy Office of Special Projects  
Program Support Branch:  
Branch Head: Marine Corps  
Information Systems: Marine Corps  
Public Affairs Officer: Matrix support from Marine Corps  
Admin NCO: Marine Corps  
Management Assistant: Marine Corps

2.3.4. Concepts and Requirements Division  
Deputy Director: Air Force  
Concepts: Marine Corps  
Concept Exploration: Marine Corps  
Requirements: Army  
Experimentation: Navy  
NLW Liaison Officer: Coast Guard

2.3.5. Technology Division  
Deputy Director: Marine Corps  
Health Effects: Air Force



Technology Liaison: Navy  
Tech Assessment and Evaluation Branch  
Branch Head: Marine Corps  
Project Engineer: Navy  
Project Engineer: Marine Corps  
New Technology Initiatives: Marine Corps

2.3.6. Acquisition Division

Deputy Director: Marine Corps  
Program Analyst (2): Marine Corps  
Acquisition Logistician: Navy Office of Special Projects  
Budget Analyst: Marine Corps  
Contracts Officer: Marine Corps

2.4. Joint Service Credit. The JNLWD was designated a Jointly Manned Activity on 18 November 1999. Joint Service designation (assignment to the Joint Duty Assignment List) for military billets will be requested on the advice of each of the Services for each respective Service billet. Accordingly, each Service shall support the request for Joint Duty Specialty Officer credit to their respective Service personnel assigned to the JNLWD.

2.5. Directorate Location. The JNLWD will be located at Marine Corps Base, Quantico, VA.

### 3.0 FUNCTIONS AND RESPONSIBILITIES

3.1. Administration. The Directorate is responsible for the day-to-day management of the DoD NLW program. Responsibilities include supporting the IPT as well as maintaining close liaison with both the Joint Coordination and Integration Group (JCIG) and the Service points of contact.

3.2. Financial Management. The Directorate manages the EA Program Elements, prepares appropriate funding documents to allocate EA NLW funding in accordance with IPT direction, and analyzes and records all NLW fiscal transactions.

3.3. NLW Database. The Directorate maintains a database of current/projected NLW technologies, Service assets, Mission Needs Statements (MNSs), and Operational Requirements Documents (ORDs) as well as NLW related studies, papers, and analyses.

3.4. Program Evaluation and Integration. The Directorate evaluates and coordinates NLW programs for executability and supportability and assists the IPT in the integration of concepts and requirements with identified research, development, testing and evaluation plans into the DoD NLW Master Plan.

3.5. POM Development. The Directorate supports the joint NLW POM formulation efforts with analytical and programmatic review and validation. The POM formulation and submission will be processed through the Marine Corps POM core.



3.6. Program Execution. The Directorate manages the NLW program, recommends program alterations to the IPT as required, and prepares appropriate documents to reflect NLW obligation status for DoD.

3.7. Liaison Activities

3.7.1. Maintains close liaison with the appropriate Service requirements and acquisition agencies to ensure program development and execution;

3.7.2. Ensures NLW applications are planned, documented, and that the NLW applications meet stated objectives in ACTDs;

3.7.3. Maintains close contact with DoD, government, and industry laboratories on emerging NLW technologies to ensure adherence to the Joint Non-Lethal Weapons Master Plan and to monitor new technologies that may have NLW applicability;

3.7.4. Monitors foreign programs, foreign equipment, and foreign NLW initiatives, to include countermeasures. This activity also includes establishing information/data exchange agreements with select foreign governments as per guidance from the IPT;

3.7.5. Monitors and documents health, safety, environmental and legal aspects of NLW research, development, acquisition, and employment.

4.0 IMPLEMENTATION AND REVISIONS. This Charter is effective upon implementation of the MOA. It will be reviewed biennially and revised as necessary.

5.0 RESOURCES. Funding to support Directorate activities will come from the Management and Support Program Element line assigned to the EA. Contract support will be utilized for specific tasks.





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