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## **NRO's Sapp Prods Unnamed Colleague on Resiliency**

by Mike Gruss — **June 30, 2015**

*[EXCERPT]*

The NRO is “very focused” on resilience and has made “huge investments to that end, huge investments in a tough budget environment so you know it’s a priority for us,” [D/NRO] Sapp said.

*“Five years ago, no NRO program manager would have put a dollar into resilience that could have been put into mission capability.”* Sapp said. “Now my program managers realize that a dollar spent on resilience is a dollar put into mission capability and a mission capability that can survive against space based and ground based threats.”

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## **Delays in U.S. Military Satellite Studies Could Be Limiting**

by Mike Gruss — **May 7, 2015**

*[EXCERPT]*

WASHINGTON — Several highly anticipated U.S. Air Force studies aimed at helping the service plan its next-generation satellite systems are taking months if not years longer than expected, much to the frustration of senior Pentagon officials.

Deborah Lee James, secretary of the Air Force, told the Senate Armed Services strategic forces subcommittee April 29 that the studies, known as analyses of alternatives, or AOAs, have “taken way longer than anticipated” and have been a source of “frustration” for herself and for Bob Work, the deputy secretary of defense.

During a May 5 panel discussion here at the Women in Aerospace conference, representatives from the Defense Department, intelligence community and National Security Council shared James’ assessment, but said the delay is helping the service think through its next-generation satellite architectures.

“They’ve taken too long, but there’s a good reason for that,” said Doug Loverro, deputy assistant secretary of defense for space policy. “When we entered into those AOAs, resiliency was not on the table. It was not part of the lexicon. It was not defined at a department level.”

But with what U.S. government officials say is the emergence of new threats to satellite systems from China and Russia, resiliency has become a top requirement for any new space architecture. The results of an exhaustive Defense Department examination of its space capabilities, known as the Space Portfolio Review, persuaded the Pentagon to insert resiliency as a primary consideration in the AOAs, which up to that time had been largely trading cost versus capability, Loverro said.

Results of that Space Portfolio Review, completed last summer, are not classified but have not yet been released, Loverro said. SpaceNews has formally requested a summary of the report.

Chirag Parikh, director of space policy at the White House National Security Council, described the change in thinking as “a paradigm shift” in space policy.

“There’s been a lot of good progress this past year, but there’s a lot more homework to do,” said James Martin, director of defense intelligence for intelligence strategy, programs and resources in the office of the intelligence undersecretary.

Loverro said several of the analyses are “very close.”

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