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Description of document: **Minutes from United States Marine Corps (USMC) Non-Lethal Weapons Joint Concepts and Requirements/Joint Acquisition Working Group (NLW JCRAG) Meeting-GS, 01-August-1997**

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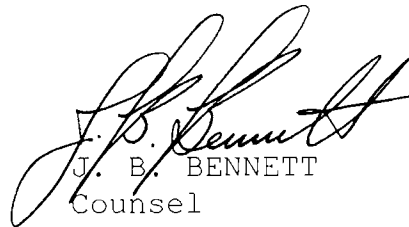
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This responds to your Freedom of Information Act (FOIA) request dated October 6, 2007, for a copy of "Minutes from NLW JCRG/NLW JCAG on 1 Aug 97."

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.


J. B. BENNETT
Counsel



UNITED STATES MARINE CORPS
 JOINT NON-LETHAL WEAPONS DIRECTORATE
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5000
 NLWD 97-22
 15 Aug 97

MEMORANDUM FOR THE RECORD

Subj: MINUTES FROM THE NON-LETHAL WEAPONS JOINT CONCEPTS AND REQUIREMENTS/JOINT ACQUISITION WORKING GROUP (NLW JCRAG) MEETING ON 1 AUGUST 1997

Encl: (1) List of Attendees
 (2) Agenda
 (3) Briefings Slides
 (4) FY98 & FY99 RDT&E Program List
 (5) Initial POM-00 Initiatives
 (6) Summary of Taskings

1. Working Group members from the Non-Lethal Weapons Joint Concept and Requirements Group (NLW JCRG) and the Joint Acquisition Group (JAG) met at the Crossroads Inn, Marine Corps Base, Quantico, Virginia, on 1 Aug 1997 in a combined working group meeting. Col A. F. Mazzara, Director, Joint Non-Lethal Weapons hosted the meeting. Enclosure (1) is a list of attendees.

2. The purpose of the meeting was:

- a. to review the status of various efforts since the last JCRG and JAG meetings,
- b. to gain concurrence on assignments of lead Services and organizations for the development phase of the approved Joint NLW programs, and
- c. to provide initial guidance for preparing the Joint NLW POM.

3. The agenda for the meeting is attached at Enclosure (2) and briefing slides are attached at Enclosure (3). The following summarizes the highlights of those briefings:

a. "*NLW Directorate Update*" by Col Mazzara

1) Col Mazzara reported on the progress in staffing the Joint NLW Director's office. Capt Rieve indicated he thought the NLW Coordination Cell was to return to NSWC Dahlgren once the Director and his staff arrived. Ms. Susan LeVine informed the working group that the Coordination Cell was a permanent part of the NLW Directorate.

2) Col Mazzara focused his remarks along three main talking points:

a) Streamlining the Process. Col Mazzara indicated that during his initial discussions with personnel involved with the Joint NLW program, he had sensed a feeling that we may need to relook at the Charter and the organization of management oversight. He told the working group that he had discussed this with LtGen Steele, Chairman of the NLW IPT, and indicated that he would work with members of the NLW community to look for ways to streamline the process and report back within six months. Members of the working group were receptive to support his review of the management process. Col Mazzara also mentioned that guidance on foreign interactions is forthcoming from the Directorate.

b) Foreign and Service Interaction. Col Mazzara highlighted his responsibilities for knowing about our allies and other Service-unique NLW programs and in ensuring that those efforts were coordinated into the overall Joint NLW program. All Service representatives acknowledged his need to know and agreed to support this requirement.

c) Quick Response. Col Mazzara indicated a need to maintain an ability to rapidly respond to contingencies and indicated we needed to look at ensuring that individual Service efforts used to conditionally release items for field use could be used by all Services in order to streamline the rapid procurement process. Mr. Larry Willard alerted the working group members to a "Quick Response Charter" of another OSD organization. Maj Taylor, ACOM, indicated that although certain items of equipment are now in place at contingency sites, a pre-deployment training concept with appropriate items of equipment for training is lacking. Both issues were acknowledged for follow-up efforts.

3) Col Mazzara passed out a copy of a draft "Management Plan" and explained that the document defines how the Joint NLW Directorate will operate. He asked for Service input by 15 August 1997.

b. ***"Technology Investment Update"*** by Ms. Susan LeVine

1) Ms. LeVine informed the working group that 63 proposals have been received and that they are being evaluated by a Technical Merit Panel. This panel will present their evaluation results to a Joint Service Review Panel on 14 August to select those proposals that will receive FY98/FY99 funding.

2) Ms. LeVine indicated that the next call for Technology Investment proposals will be in the fall of 1998 (1QFY99) and will include solicitation from industry and academia as well as government laboratories for funding in FY00.

c. ***"JCRG Documentation Update"*** by Mr. Larry Willard

1) Mr. Willard briefed the working group on the status of the Joint NLW Concept and the Joint NLW Master Plan. Mr. Willard explained that over 90% of the Service's staffing comments were incorporated.

2) Mr. Willard explained that two Navy Reservists and personnel from Booz Allen Corporation have finalized an initial draft of the Joint NL Master Plan which will go out for staffing in October. The Master Plan will be published later this calendar year. Copies of the draft plan were provided to each Service for working level input.

3) There was no mention of the status of the Tactics, Techniques, and Procedures (TTP) documentation.

d. **"JCRG ORD Development Updates"** by Maj Budway, Mr. Schiro, and Capt Rieve

1) Maj. Budway identified himself as the point of contact for the Foam, Active Denial Technology, and Ground Vehicle Stoppers ORDs. He reported that a Joint Users meeting was held at ERDEC (1-2 May 1997) where they determined that the ORD would be written to support a requirement for slippery and rigid foams and that a Limited Object Experiment (LOE) will be held at Camp Lejeune in October. He also reported that an Active Denial Technology Integrated Product Team has been formed at Phillips Labs and that ORD development for the Ground Vehicle Stoppers will begin at the Army Research Lab, Adelphi, MD, in September 1997. He explained that the FY98 plan is to determine the susceptibility of various vehicles to direct energy injection and that he intends to develop prototype systems for outdoor field testing in FY99.

2) Mr. Schiro identified himself as the point of contact for the NL Crowd Dispersal Round, the MCCM, Speed Bump, 66mm munitions, Bounding NL Munitions, CLADs, and the UBTPDS ORDs and that sponsors for each ORD have been identified within the appropriate Army organizations (e.g. Military Police, Engineer, and Infantry Schools).

3) Capt Rieve identified himself as the point of contact for the Maritime Stoppers and the UAV NL Payloads ORDs. He indicated that both have been drafted and are ready to be staffed

4) During the above briefings, several individuals indicated that the concept of staffing these ORDs for Joint Service concurrence or adoption was not clearly understood. Mr. Walt Strieter indicated that the problem was wider than just the NLW effort and that work was already in progress at TRADOC to clarify the process. Col Mazzara indicated that he would take this issue for action. He also indicated that publication of these ORDs was critical to the successful execution of the funded development programs and that we needed to set firm goals for publishing the Joint ORDs.

e. **"JAG Lead Service for Acquisition Discussions/Recommendations"** by Ms. LeVine

1) Ms. LeVine began the discussion with an explanation that the JCRG had identified Service leads for drafting and staffing the Joint Service ORDs but that the assignment of Service lead for the development of the systems had not been done. She then led a discussion on which Service should have the lead on each of the 14 approved programs. She also sought to identify the Milestone Decision Authority and the overall program manager for each program.

This resulted in the working group's consensus on assignments as shown on the chart at Enclosure (4). (Note, this chart also reflects information gathered at the 6-8 August Director's Reviews.)

2) The working group's recommendations will be presented to the JAG for final approval.

f. "*POM-00 Discussions on Process & Responsibilities*" by Ms. LeVine

1) Ms. LeVine began the discussion by explaining that the Director intended to submit the Joint NLW POM-00 to the Chairman of the NLW IPT and the Marine Corps' Deputy Chief of Staff for Programs and Resources (DCS P&R) by 19 September 1997 in order to establish the Joint NLW Program within the Marine Corps' "Core Program". This "Core" does not compete against other Marine Corps initiatives. She explained that, in order to be included in the "Core", we would have to have Service input by 18 August 1997. She provided a schedule showing the Director's plans to convene a NLW POM Working Group (PWG) on 21-22 August 1997 to review Service inputs. His plan is to provide a copy of the Draft NLW POM to the Services for their review before briefing it to the JCRG, JAG, and NLW IPT in early September. A schedule for the briefings is included in the briefing slides at Enclosure (3).


2) Ms. LeVine identified the need to ensure that a lead Service and responsible individual were identified before leaving the meeting. That individual would be expected to prepare the individual POM proposal. Using a list of the current efforts, Ms. LeVine led a discussion resulting in identifying the Service leads and responsible individuals as shown on the list at Enclosure (5). She also informed the attendees that the Services/SOCOM could submit additional initiatives for the outyears of the POM. In keeping with the joint mission, she requested that the Service reps identify a second Service with interest in their proposal before the 21-22 August meeting.

3) All Services concurred with the assignment of responsibilities for developing POM-00 initiatives as shown at Enclosure (5) and indicated they could provide the required information by 18 August 1997. The NLW POM-00 Working Group will meet on 21-22 August 1997 at Quantico, VA.

4. Taskings. Enclosure (6) is a summary of taskings that were assigned during this meeting.

5. Other topics. Col Mazzara called for other discussion items. There were none.

6. The meeting was adjourned.


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

JCRG and JAG WG
1 August 97
Crossroads Inn, Quantico, VA

	Topic	Presenter
0900	Welcome & Meeting Objectives	Colonel Mazzara
0915	NLW Directorate Update	Colonel Mazzara
0930	NLW Management Plan	Colonel Mazzara
0945	Technology Investment Update	Ms. LeVine
1000	JCRG Documentation Update	Maj Budway
1015	JCRG ORD Development Update	
	USMC Lead Programs: Ground Stoppers, ADT	Maj Budway
	USA Lead Programs: NL Crowd Dispersal MCCM, Speed Bump, 66mm Munitions, Bounding NL Munition, CLADs, UBTPB	Army Rep
	USN Lead Programs: Maritime Stoppers, UAV NL Payloads	Navy Rep
1100	Break	
1115	JAG Lead Service for Acquisition Discussion & Recommendations	Ms. LeVine
1215	Lunch Break	
1330	POM-00 Discussion Process & Responsibilities	Ms. LeVine
1400	POM-00 Discussion (cont.) Intial Service Inputs	Service Reps
1600	Wrap-up and Action Items	Col Mazzara

SUMMARY OF TASKINGS

	Task	Name	Date
1	Staff the Joint Non-Lethal weapons Master Plan to the Services for their final approval	JNLWD	1 October 1997
2	Provide working level comments/input on the Joint Non-Lethal Master Plan to Mr. Willard	All Services	31 August 1997
3	Provide services comments/concurrence on the Joint Non-Lethal Weapons Management Plan to the NLW Director	All Services	15 August 1997
4	Prepare POM initiatives for Joint Program Enclosure (4). Additional POM initiatives (with Minimum of two Services interested)	All Services	18 August 1997
5	Review Enclosure (4) for accuracy and identify any discrepancies to JNLWD	All Services	25 August 1997
6	Follow-up on: <ul style="list-style-type: none"> * Establishing better coordination between the Service Battle Labs * Establishing better coordination between the various modeling and simulation efforts * Establishing a clearer understanding of the staffing/approval process for the Joint ORDs 	Col Mazzara	ASAP

LIST OF ATTENDEES

Name/Rank	Command	Phone and Fax Number
Capt. Robert Rieve	CNO (OPNAV N851)	Phone: 703 695-1444 Fax: 695-1776
LtCol Tom W. McGowan	USSOCOM SOAC-SP	Phone: 813 828-5582 Fax: 828-5588 (u)
Samuel Schiro	USAIC-CDS	Phone: 706 545-5039 Fax: 545-2517 DSN: 835
Larry Willard, GS-15	MCCDC Science Advisor	Phone: 703 784-6174 Fax: 784-2532 DSN: 278
Lt (JG) John Reed	USCG Headquarters (G-OPD)	Phone: 202 267-1505 Fax: 267-4278
Maj Chris Bailey	HQ, TRADOC (Combat Dev Dir) ATCD-MM	Phone: 757 727-2980 Fax: 727-4124
Maj Bernd Pielmeier	DBBL, USAIC&S	DSN: 835-6196 Fax: 835-3096
Walt Strieter	HQ, TRADOC	DSN: 680-4280 Fax: 680-4124
Cdr Travis Craig	MCCDC & ONR Sci & Tech 822	Phone: 703 784-6187
Cdr Bradley Homes	MCCDC & ONR Sci & Tech 822	Phone: 425 356-6409 Fax:
Keith Wotherspoon	Booz Allen & Hamilton	Phone: 703 784-1115 Fax: DSN: 278
Capt Antonio R. Dominguez	T&E, MCCDC	Phone: 703 784-3745 Fax: 784-2334 DSN: 278
MSgt John Fedrigo	HQ USAF/SFX	Phone: 703 588-0023 Fax: 588-0029 DSN: 425
Maj Kevin Taylor	USACOM J35	Phone: 757 322-6547 Fax: 322-5235 DSN: 836
Joe Cook	Booz Allen & Hamilton	Phone: 703 784-4760 Fax: DSN: 278
Kelly Donegon	CNO (OPNAV N851T)	Phone: 703 695-1444 Fax:
Mike Abaie	NSWCDD- Dahlgren (J06)	Phone: 540 653-2719 Fax: 653-4779

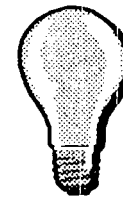
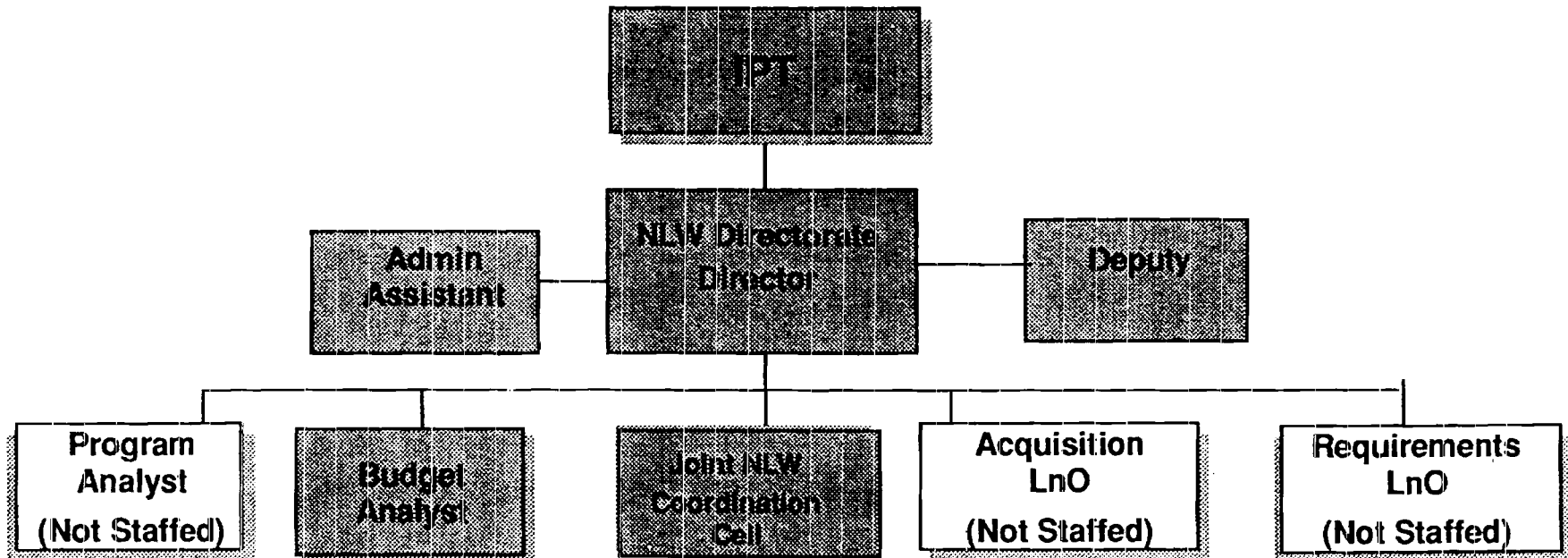
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Susan LeVine	NLWD	Phone: 703 784-5715 Fax: 784-3178 DSN: 278
Maj Buzz Sawyer	HQ USAF/XORBP	Phone: 703 614-0760 Fax: 695-1624 DSN: 224
Capt Wes Marchesseault	SAF/AQPS	Phone: 703 695-1699 Fax: DSN: 225
Maj Jim Budway	MCCDC	Phone: 703 784-6213 Fax: 784-2532 DSN: 278
John Cline	ARDEC NLW Team	Phone: 201 724-6053 Fax: 201 724 7068



Joint Non-Lethal Weapons Program Update

August 1997

Staffing



Ideas !!

Responsibilities



- # **Perform day-to-day management activities**
- # **Manage joint funding lines**
- # **Maintain liaison with all NLW activities**
- # **Publish Master Plan and RD&A Plan**
- # **Assist JCRG/JAG in POM development**
- # **Monitor execution of DOD NLW Program**
- # **Monitor status of Service-unique programs**
- # **Promote NLW exchange among Services**
- # **Monitor foreign programs**
- # **Assist to ID lead service for joint programs**

Current Activities



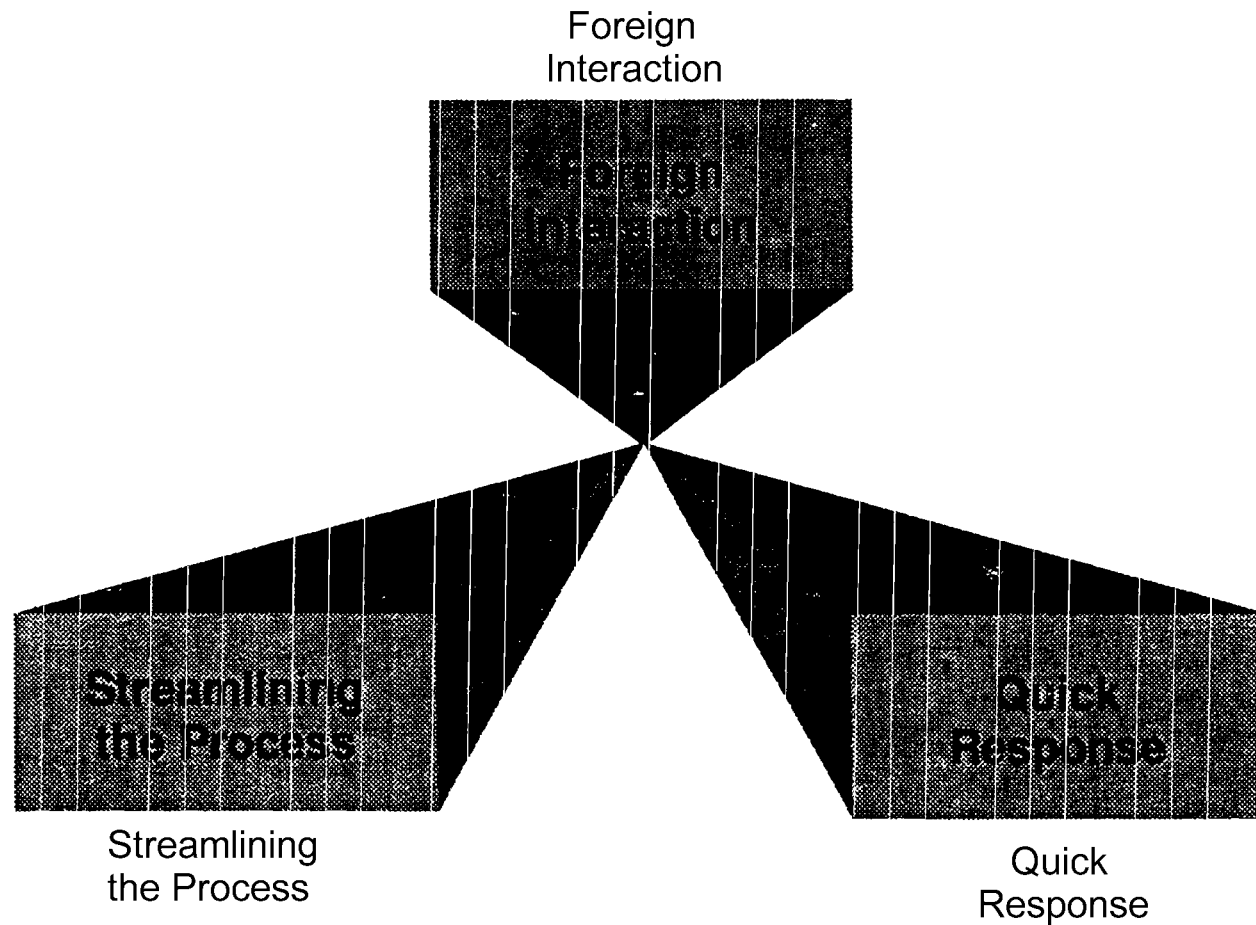
- ★ Preparation of POM-00 Submit
- ★ Development of a Management Plan
- ★ Final staffing of the Joint NLW Concept
- ★ Preparation of the Joint NLW Master Plan
- ★ Technology Investment Review Panel
- ★ Preparation of FY98 Funding Documents
- ★ Database and Website Development
- ★ Acoustics and Microwave Technical Assessments
- ★ U.K. Data Exchange Agreement

Upcoming Events



- **Service RDT&E Program Reviews**
 - ▶ **06 - 08 August**
- **Joint NLW POM "Core" General Officer Presentation**
 - ▶ **12 August**
- **JCRG (3 Sept), JAG (5 Sept), and IPT 97-4 (16 Sept)**
 - ▶ **Overall Program Update**
 - ▶ **Technology Investment Funding Recommendations**
 - ▶ **POM-00 Submit**
- **Joint NLW POM-00 Submit to P&R (19 Sept Target Date)**

Talking Points





Lead Service Designation for Joint NLW RDT&E Programs

1 August 97

Background



- Joint Service MOA says:
 - ▶ JCRG will ... *"recommend assignment of a lead service"*
 - ▶ JAG will ... *"Coordinate with the JCRG to assist in determination of lead service"*
- 14 Service RDT&E Programs:
 - ▶ Lead service for JORD development has been designated for 11 programs; co-lead identified for 1 program
 - ▶ Similar, formal lead service designation needs to be made for the Service RDT&E programs

Director, Non-Lethal Weapons

FY98 & FY99 RDT&E Program JORD Responsibilities



JCRG Priority	Program Title	Lead Service	Supporting Services
1	NLCrowd Dispersal	USA	USN, USMC, USAF, USSOCOM
2	Acoustic Bio-Effects	N/A	N/A
3	MCCM	USA	USMC, USAF
4	Stoppers		
	a. Ground	USMC	USA, USN
	b. Maritime	USN	USA, USMC
5	Speed Bump (Net)	USA	USMC, USAF
6	ActiveDenial Technology	USMC	USA, USN, USAF, USSOCOM
7	66mm Vehicle Launched Payloads	USA	USMC, USAF
8	UAV NL Payloads	USN	USA, USMC
9	Bounding NL Munition	USA	USMC, USAF
10	CLADs	USA	USMC, USAF
11	Foam Application	USA/USMC	USAF
12	Acoustic Generators	N/A	N/A
13	Vortex Ring Gun	N/A	N/A
14	Under Barrel Tactical Payload Delivery System	USA	USN

Director, Non-Lethal Weapons

FY98 & FY99 RDT&E Program List



JCRG Priority	Program Title	Lead Service (ORD)	Lead Service (Development)	Operating Agency	Primary Developer
1	NLCrowd Dispersal	USA			ARDEC
2	Acoustic Bio-Effects	N/A			ARDEC (with Armstrong Lab)
3	MCCM	USA			ARDEC
4	Stoppers				
	a. Ground	USMC			ARDEC (with ARL)
	b. Maritime	USN			NSWCDD
5	Speed Bump (Net)	USA			ARDEC
6	ActiveDenial Technology	USMC			Phillips Lab
7	66mm Vehicle Launched Payloads	USA			ARDEC (with ERDEC)
8	UAV NL Payloads	USN			NSWCDD
9	Bounding NL Munition	USA			ARDEC
10	CLADs	USA			ARDEC
11	Foam Application	USA/USMC			ARDEC (with ERDEC)
12	Acoustic Generators	N/A			ARDEC
13	Vortex Ring Gun	USA			ARDEC (with ARL)
14	Under Barrel Tactical Payload Delivery System	USA			ARDEC

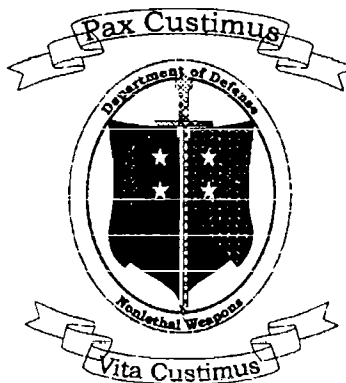
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Talking Points



- Lead Service Designations for Development are needed now:
 - ▶ This working group should make initial recommendations for presentation to 03 Sep JCRG and 05 Sep JAG
 - ▶ Working group recommended leads should take on POM-00 initiatives

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POM-00 Discussion: Process & Responsibilities 1 August 97

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
- The USMC POM has "Core" programs
 - ▶ "Core" programs are higher priority programs that do not have to compete within the USMC POM
 - ▶ In order to have the Joint NLW P.E. designated as a "Core" program, an Initial POM-00 profile must be submitted by 19 Sep 97 to USMC (P&R)

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POM-00 Timeline



- 25 Jul POM Serial 01 issued
- 1 Aug Kick-off briefing presented to JCRG/JAG Working Group
- 1 Aug POM Serial 02 (POM Submission Format) published
- 1-15 Aug Services prepare initial cost/schedule estimates for initiatives
- 18 Aug Service input due
- 21-22 Aug NLW-PWG convenes and conducts Initiatives Review
- 25 Aug "DRAFT NLW POM-00" published as wrap-up of Initiatives Review
- 2 Sep Services provide concurrences on "DRAFT NLW POM-00"
- 3/5 Sep JCRG and JAG are pre-briefed on "DRAFT NLW POM-00"
- 16 Sep(tent.) 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

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Initial POM-00 Initiatives



INITIATIVE NUMBER	PROGRAM NAME	ACTION ORGANIZATION
01	Executive Agent/Admin Support	Joint NLW Directorate
02	Modeling & Simulation	Joint NLW Directorate
03	Experimentation/Demonstration Support	USAIC/DBBL & MCWL
04	Technology Investment	Joint NLW Directorate
05	Joint Testing/Certification Support	MARCORSYSCOM
06	Advanced Kinetics (Tech Base)	ARDEC
07	NL Crowd Dispersal (M203)	ARDEC
08	Bio-Effects (Tech Base)	Armstrong
09	Modular Crowd Control Munition	ARDEC
10	Ground (EM) Vehicle Stoppers (Tech Base)	MARCORSYSCOM
11	Maritime Vehicle Stopper (Tech Base)	NSWCDD
12	Speed Bump	ARDEC
13	Active Denial Technology (Tech Base)	MARCORSYSCOM
14	66mm Systems	ERDEC
15	UAV NL Payload Delivery	NSWCDD
16	Bounding NL Munition	ARDEC
17	Canister Launched Area Denial System	ARDEC
18	Foam Applications	ERDEC
19	Acoustic Generators (Tech Base)	ARDEC
20	Vortex Ring Gun (Tech Base)	ARL
21	Under Barrel Tactical Payload System	ARDEC
22	Classified Program #1	USSOCOM
23	Classified Program #2	USSOCOM
24	Countermeasures	JPO-STC

Director, Non-Lethal Weapons

Joint NLW RDT&E Funding Profile



	FY00	FY01	FY02	FY03	FY04	FY05
P.E. 63851M	24681	25289	25896	26503	27139	27790

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

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Talking Points



- Service Procurement Tails

Director, Non-Lethal Weapons

FY98 & FY99 RDT&E Program List



JCRG Priority	Program Title	Lead Service (ORD only)	Lead Service Component	Operating Agency	Primary Developer
1	NLCrowd Dispersal	USA	Army Material Command	ARDEC-PM Small Arms	ARDEC
2	Acoustic Bio-Effects	N/A	Army Material Command	ARDEC-NL Team	Armstrong Lab
3	MCCM	USA	Army Material Command	ARDEC-PM MCD	ARDEC
4	Stoppers				
	a. Ground	USMC	Army Material Command	ARDEC-NL Team	Army Research Lab
	b. Maritime	USN	Navy TBD	NSWCDD	NSWCDD
5	Speed Bump (Net)	USA	Army Material Command	ARDEC-PM MCD	ARDEC
6	ActiveDenial Technology	USMC	Air Force Material Command	Phillips Lab	Phillips Lab
7	66mm Vehicle Launched Payloads	USA	Army Material Command	ERDEC	ERDEC
8	UAV NL Payloads	USN	Navy TBD	NSWCDD	NSWCDD
9	Bounding NL Munition	USA	Army Material Command	ARDEC-PM MCD	ARDEC
10	CLADs	USA	Army Material Command	ARDEC-PM MCD	ARDEC
11	Foam Application	USA/USMC	Army Material Command	ERDEC	ERDEC
12	Acoustic Generators	N/A	Army Material Command	ARDEC-NL Team	ARDEC
13	Vortex Ring Gun	USA	Army Material Command	ARDEC-NL Team	Army Research Lab
14	Under Barrel Tactical Payload Delivery System	USA	Army Material Command	ARDEC-PM Small Arms	ARDEC

Director, Non-Lethal Weapons



Initial POM-00 Initiatives

INITIATIVE NUMBER	PROGRAM NAME	ACTION ORGANIZATION
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02	Modeling & Simulation	Joint NLW Directorate
03	Experimentation/Demonstration Support	USAIC/DBBL& MCWL
04	Technology Investment	Joint NLW Directorate
05	Joint Testing/Certification Support	Joint NLW Directorate
06	Advanced Tech Base	Joint NLW Directorate
07	NL Crowd Dispersal (M203)	ARDEC
08	Bio-Effects (Tech Base)	Air Force AQR
09	Modular Crowd Control Munition	ARDEC
10	Ground (EM) Vehicle Stoppers (Tech Base)	ARDEC (w ARL)
11	Maritime Vehicle Stopper (Tech Base)	NSWCDD
12	Speed Bump	ARDEC
13	Active Denial Technology (Tech Base)	Air Force
14	66mm Systems	ERDEC
15	UAV NL Payload Delivery	NSWCDD
16	Bounding NL Munition	ARDEC
17	Canister Launched Area Denial System	ARDEC
18	Foam Applications	ERDEC
19	Acoustic Generators (Tech Base)	ARDEC
20	Vortex Ring Gun (Tech Base)	ARL
21	Under Barrel Tactical Payload System	ARDEC
22	Classified Program #1	USSOCOM
23	Classified Program #2	USSOCOM
24	Countermeasures	JPO-STC

Director, Non-Lethal Weapons

SUMMARY OF TASKINGS

	Task	Name	Date
1	Staff the Joint Non-Lethal weapons Master Plan to the Services for their final approval	JNLWD	1 October 1997
2	Provide working level comments/input on the Joint Non-Lethal Master Plan to Mr. Willard	All Services	31 August 1997
3	Provide services comments/concurrence on the Joint Non-Lethal Weapons Management Plan to the NLW Director	All Services	15 August 1997
4	Prepare POM initiatives for Joint Program Enclosure (4). Additional POM initiatives (with Minimum of two Services interested)	All Services	18 August 1997
5	Review Enclosure (4) for accuracy and identify any discrepancies to JNLWD	All Services	25 August 1997
6	Follow-up on: <ul style="list-style-type: none"> * Establishing better coordination between the Service Battle Labs * Establishing better coordination between the various modeling and simulation efforts * Establishing a clearer understanding of the staffing/approval process for the Joint ORDs 	Col Mazzara	ASAP