
From: Taylor, David M SES OSD (USA)
Sent: Thursday, June 24, 2021 7:15 PM
To: Moultrie, Ronald S HON (USA)
Cc: (b)(6)

Subject: Re: 6/24 End of Day Report

Sir good copy. We are synchronized with PAO Kirby and keeping him informed on ours and DNIs rollout.
Vr Dave

From: "Moultrie, Ronald S HON (USA)" (b)(6)

Date: Thursday, June 24, 2021 at 7:07:48 PM

To: "Taylor, David M SES OSD (USA)" (b)(6)

(b)(6)

Subject: Re: 6/24 End of Day Report

Dave,

Good evening. Great report by the team and superb leadership by you and the front-office.

-FYI, Kirby (PAO) is gearing up for the imminent UAP report release. You might want to sync with him.

Preparing for arrival at our second stop. Please thank the team in advance for beginning to think through the 30-day update.

Enjoy your evening and your Friday.

Thanks for the comprehensive update.

Sincerest best,

v/r,
Ron

From: "Taylor, David M SES OSD (USA)" (b)(6)

Date: Thursday, June 24, 2021 at 11:32:50 AM

To: "Moultrie, Ronald S HON (USA)" (b)(6)

(b)(6)

Subject: FW: 6/24 End of Day Report

Sir, by now you should be close or at your first waypoint on your journey. Hope all smooth so far. This is the first of a daily (Mon-Fri, unless emerging issues require weekend) SITREP. The intent is brevity on the issues just to give you SA on

activities. If you desire additional data/information please tell me which item by number and we will send your detailed response at the appropriate classifications. If you want a different format please let me know.

Highlights from yesterday and today:

UAP update w/DSD: Deputy comfortable with our proposal and directed us to draft an unclassified memo for her signature that directs I&S to develop a plan to formalize activities & establish procedures to enhance and structure analysis of the problem set. We are rapidly coordinating the memo in tandem with the UAP report to ensure it can be released simultaneously with the DNI report, which is currently set for release at 1100, Friday, 25 June.

Counter-Extremism Working Group: Tara Jones briefed the Deputy on two I&S-lead LOEs, strengthening Insider Threat programs and enhancing social media screening capabilities. Deputy satisfied and supportive of recommendations.

Fence: Successful DoD/DNI meeting w/ SAC-D and approval to lift funding fence, Kevin Sherman attended for I&S.

4-star board: The joint study team gave the board an in-progress review on the DSD/DNI directed 90 study. Great discussion around the table and the leadership made some recommendation to add to the draft report which will hopefully mitigate problems during coordination. I agreed to make adjustments. We are on track to meet the end of July suspense.

SWR visit: I attended the SWR visit with the Deputy and DNI, successful visit. Discussions on an unrelated topic are worth a back brief when you return.

OSD Management: Director Administration and Management, Mike Donnelly, is leading effort to determine ownership of former CMO oversight functions. Consensus to keep Intel Oversight as a direct report to DSD and add civil liberties function. No consensus on oversight of Defense Wide Agencies. I&S and other USD reps articulated need to keep direction and control with the PSAs. There will be a meeting to discuss w/ the DSD over the next two weeks. Neil Tipton attended for I&S.

IMS Vetting: Garry Reid, in collaboration with Policy, signed a 30 day extension to delay NATO implementation of new vetting standards for International Military Students. CLS and Policy are in final stages of presenting USDP and USDI&S with a joint staff package for SecDef approval of IMS vetting procedures and directed by the NDAA. The package is pending final OGC coordination.

Media/Congressional interest in firearms accountability: I&S was tasked to prepare a response to a letter from Sen Blumenthal expressing the Senator's concerns over the recent Associated Press article on loss of Arms, Ammunition, and Explosives. I&S has a draft memo for USDI&S to task components with additional inventory control and reporting requirements; memo is pending OGC coordination. CLS is partnered with the Joint Staff - which was directed by the CJCS - to ensure the Mildeps conduct a 100% inventory of all AA&E.

All meetings internal for I&S leadership tomorrow. Focus of effort is work on the 30 day state of the USD I&S and some of the organizational things you and I have discussed.

Aloha and Vr Dave

David M. Taylor
Performing the Duties of the
Deputy Under Secretary of Defense for
Intelligence & Security

From: Taylor, David M SES OSD (USA)
Sent: Friday, June 25, 2021 1:31 PM
To: Moultrie, Ronald S HON (USA)
Cc: (b)(6) Prupas, Aaron
M Maj Gen USAF NORAD-USNC J2 (USA); (b)(6)
(b)(6)
Subject: FW: 6/25 End of Day Report
Attachments: Scan_06252021 - UAP Memo.pdf

Sir, hope all is going well so far. Relatively quiet day here, with all internal meetings. I know the team is helping Todd on some transportation while you are in Japan. Let us know what else we can do for you.

1. **UAP:** We wrapped up rapid coordination and obtained SD concurrence on the DNI classified and unclassified reports this morning. We expect the reports to be released to Congress and the unclassified report to be released on DNI.gov this afternoon. Most importantly, the DSD approved plan moving forward and signed the attached memo. Neill and team are working through the next steps and will be ready with a proposal upon your return.
2. **State of I&S:** I initiated 1v1s today with the DDIs and DRs on alignment to strategy and prioritization. Common threads seem to be stovepipes, lack of strategic goals, mechanisms to track progress, and the need for executive development/management. We will complete the 1v1s early next week and finalize conclusions/recommendations for an improved organizational structure.
3. **36-Star memo:** I will attend the final IPR with the DNI on Tuesday, at which the working group plans to close out its work and propose a governance structure w/in I&S moving forward.
4. **Space Policy:** ISPR is working several space policy issues heading into DC next week, we are generally aligned with Policy's recommendations.
5. **Topics for Monday's SD/Under meeting:** I plan to brief the following topics on Monday, (1) UAP way ahead; (2) 36-Star Memo; (3) International Military Student (IMS) Vetting. If you would like me to bring anything else up please let me know

Vr Dave

David M. Taylor
Performing the Duties of the
Deputy Under Secretary of Defense for
Intelligence & Security

From: Orland, Uriah L Lt Col USAF AFELM OSD (USA)
Sent: Wednesday, December 1, 2021 5:39 PM
To: Moultrie, Ronald S HON (USA)
Cc: (b)(6)
Subject: APPROVE// MIT Podcast and AOIMSG

Sir,

Lex Fridman asked if you'd like to participate in one of his podcasts. The episode would run approximately 2 hours and would be "a relaxed conversation" covering your whole career, from Russian linguistics role (Lex is Russian) to CIA, NSA, USD(I&S), and the new AOIMSG. This would include high-level topics about the nature of security, privacy, intelligence, and how our government works. He said he would only keep content that you like and are proud of in order to highlight positive, inspiring ideas in your work. The podcast would be recorded in Austin, TX, or here in Washington DC. Timing would be based on your schedule. If you wanted to go to Austin we could potentially stop at Goodfellow AFB and meet with the Intel schoolhouse.

In addition to the podcast request he also offered his assistance in the AOIMSG. He wrote: "Research & public-facing communication for AOIMSG: I'd like to ask if I can help in the early stages of forming the AOIMSG in my official role as research scientist at MIT. My work is in AI, robotics, machine learning, and computer vision, so perhaps I can assist on that side of the effort. I can write up an official proposal from MIT if needed. I'm not interested in finances, just to help out on an exciting effort, either in research or in communication. DARPA & DoD has funded many efforts of my research group." If this is of interest I can link him with the AOIMSG team.

Standing by for your guidance.

v/r

Uriah

Uriah L. Orland, Lt Col, USAF
DoD Spokesman

(b)(6)

From: Taylor, David M SES OSD (USA)
Sent: Friday, June 25, 2021 5:03 PM
To: (b)(6) Moultrie, Ronald S HON (USA); OSD
(b)(6) Tipton, Neill T SES OSD OUSD INTEL & SEC (USA);
(b)(6) Matthew C (Matt) SES OSD OUSD INTEL (USA); (b)(6)
(b)(6)
Cc: Schugar, Carolyn K SES OSD OUSD INTEL (USA); Elliott, Mark R SES OSD OUSD INTEL & SEC (USA)
Kozik, David A SES OSD OUSD INTEL & SEC (USA); (b)(6)
(b)(6)
Subject: Re: Congressional Notification - Unidentified Aerial Phenomenon (UAP) Report

(b)(6) and team thanks for the great work getting this over the finish line...for now. Have a great weekend

From: (b)(6)
(b)(6)
Date: Friday, June 25, 2021 at 4:31:28 PM
To: "Moultrie, Ronald S HON (USA)" (b)(6) "Taylor, David M SES OSD (USA)"
(b)(6)
(b)(6) "Tipton, Neill T SES OSD OUSD INTEL & SEC
(USA)" (b)(6)
"Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA)" (b)(6)
(b)(6)
(b)(6)
(b)(6) "Schugar, Carolyn K SES OSD OUSD INTEL (USA)" (b)(6)
"Elliott, Mark R SES OSD OUSD INTEL & SEC (USA)" (b)(6)
Cc: "Kozik, David A SES OSD OUSD INTEL & SEC (USA)" (b)(6)
(b)(6)
Subject: Congressional Notification - Unidentified Aerial Phenomenon (UAP) Report

Sir,

Good afternoon. Earlier this afternoon, ODNI delivered the classified and unclassified versions of the UAP Report to the Congressional Defense and Intelligence Committees via CAPNET.

For your awareness, OUSD(I&S)/CA followed suit by sending the following (with attachments)...

"This afternoon, the ODNI provided Congress with its unclassified and classified reports on Unexplained Aerial Phenomena (UAP), as requested by the Senate Select Committee on Intelligence in its report accompanying the FY 2021 Intelligence Authorization Act.

The Department takes UAP seriously, and is committed to improving its observation and reporting of UAP.

To that end, Deputy Secretary of Defense Hicks issued the attached memorandum directing the Under Secretary of Defense for Intelligence & Security to provide her with a plan to formalize the mission currently performed by the Navy's UAP Task Force. FYI, OSD Public Affairs will be sharing the attached statement with the media later this afternoon.

After the Deputy receives and approves this plan, the Department will notify Congress of her decision. In the meantime, Department representatives are available to brief you on DoD equities in the ODNI's UAP report upon your request."

V/r,

(b)(6)

(b)(6)



From: Taylor, David M SES OSD (USA)
Sent: Tuesday, July 13, 2021 7:31 PM
To: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA); Moultrie, Ronald S HON (USA); Kozik, David A SES OSD OUSD INTEL & SEC (USA)
Cc: (b)(6)
Subject: Re: FYSA: SSCI/SASC UAP Brief - First Reflections

Neill many thanks for the update. This should also go into the DSD weekly. Thanks

From: "Tipton, Neill T SES OSD OUSD INTEL & SEC (USA)" (b)(6)
Date: Tuesday, July 13, 2021 at 6:37:39 PM
To: "Moultrie, Ronald S HON (USA)" (b)(6) "Kozik, David A SES OSD OUSD INTEL & SEC (USA)" (b)(6) "Taylor, David M SES OSD (USA)" (b)(6)
Cc: (b)(6)
(b)(6)
Subject: RE: FYSA: SSCI/SASC UAP Brief - First Reflections

Sir,

Couple of additional data points in case you want to mention at the Unders' meeting in the morning.

28 members, from across both SSCI and SASC is nearly unprecedented for an engagement like this. The team was me, plus General Officer reps from ODNI, USN, USAF, and NORAD.

In addition to 28 members participating, the session went 45 minutes longer than scheduled.

What this indicates (and was very clear from the Q&A from the Members) is continued very high interest from the Senate in understanding what this UAP issue really is.

The Q&A covered the gamut from very tactical to very strategic in nature. The members are looking forward to future engagements (e.g., 90-day update from DNI on collection strategies and the 'technology roadmap' that was offered in the DNI's report), and the DoD's way ahead on formalizing the UAP TF. I did mention that we are working to develop options to respond to the DepSecDef's tasker to us, and look forward to updating them on what DSD ultimately decides.

In terms of atmospherics, the opening comments were fairly pointed ('why have you not done anything yet'), but over the course of the Q&A I think the team successfully grounded them in the where we are and that we have made real progress (standardization of reporting, direction to pilots on what to do in these events, etc.). More to come, it's not unlikely that they will use the FY22 NDAA and approps bills to give us additional direction, and we will begin to see that over the next couple of months.

Thanks
Neill

From: Moultrie, Ronald S HON (USA) (b)(6)
Sent: Tuesday, July 13, 2021 6:26 PM
To: Kozik, David A SES OSD OUSD INTEL & SEC (USA) (b)(6) Taylor, David M SES OSD (USA) (b)(6) Tipton, Neill T SES OSD OUSD INTEL & SEC (USA)
(b)(6)
Cc: (b)(6)
(b)(6)
Subject: Re: FYSA: SSCI/SASC UAP Brief - First Reflections

Dave,

Copy. Our sincerest thanks to Neil, et. al., for the engagement. Will await the EXSUM.

Best, v/r, Ron

From: "Kozik, David A SES OSD OUSD INTEL & SEC (USA)"
(b)(6)
Date: Tuesday, July 13, 2021 at 6:08:36 PM
To: "Moultrie, Ronald S HON (USA)" (b)(6) "Taylor, David M SES OSD (USA)" (b)(6) "Tipton, Neill T SES OSD OUSD INTEL & SEC (USA)" (b)(6)
Cc: (b)(6)
(b)(6)

(b)(6)

Subject: FYSA: SSCI/SASC UAP Brief - First Reflections

Sirs—

First look at today's briefing to members on UAP, which went well. Official detailed EXSUM to follow.

FO staff— please let me know if you need anything more to prep the Boss for SD discussions, otherwise I'll resume below suffices.

V/R,
DK

David A. Kozik

Director, OUSD(I&S) Congressional Activities / Chief, ASD/LA Intel Team

(b)(6)

From: (b)(6)

Sent: Tuesday, July 13, 2021 5:52 PM

To: (b)(6)

(b)(6)

Cc: Kozik, David A SES OSD OUSD INTEL & SEC (USA) (b)(6) Lauter, Louis I SES
OSD OASD LA (USA) (b)(6) Williams, Matthew R SES OSD OASD LA (USA)

(b)(6)

Subject: UAP Brief - First Reflections

Erik,

We just got back from the SSCI/SASC UAP brief. Briefing went well with no issues.

Will provide an official EXSUM in the coming days, but captured no major due outs for the Department.

Interest was high with 13 SSCI members and 15 SASC Members. Briefing team did a great job in keeping the Q&A portion grounded to the facts, and did not sensationalize the issue as in open source reporting/TV shows.

Committees will await Department's briefing on the COA for way ahead directed by the DepSecDef this fall.

(b)(6)



From: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA)
Sent: Tuesday, November 23, 2021 10:56 AM
To: Moultrie, Ronald S HON (USA); Taylor, David M SES OSD (USA)
Cc: (b)(6)
(b)(6) Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA); (b)(6)
(b)(6) Elliott, Mark R SES OSD OUSD INTEL & SEC (USA);
Kozik, David A SES OSD OUSD INTEL & SEC (USA); (b)(6)
(b)(6)
Subject: FW: HOT! Edits welcome DRAFT CN email for AOIMSG
Attachments: OSD071597-21 ESTABLISHMENT OF THE AOIMSG updated copy.pdf

Sir,
In case you're not tracking – DSD signed the AOIMSG stand up memo last night.

DK is working the congressional notification, and we've engaged PA for the public facing part of this.

Team is already working implementation direction for you to approve and we're landing a senior level meeting for me next week to get this moving.

Thanks
Neill

From: Taylor, David M SES OSD (USA)
Sent: Monday, December 13, 2021 10:35 AM
To: Moultrie, Ronald S HON (USA)
Cc: (b)(6)

Subject: (b)(5)

Yes Sir. Agree. Vr Dave

From: "Moultrie, Ronald S HON (USA)" (b)(6)
Date: Monday, December 13, 2021 at 9:10:03 AM
To: "Taylor, David M SES OSD (USA)" (b)(6)
Cc: (b)(6)
(b)(6)
Subject: (b)(5)

Dave,

We need a process that is not dependent on a single individual. This is not a reflection on you as much as it is a need to practice good government.

I'm not looking for an action officer...I'm looking for a process that can "hold information and requests" until we can establish and instantiate a mechanism to help us work through issues.

Let's discuss.

v/r,

Ron

From: Taylor, David M SES OSD (USA) (b)(6)
Sent: Monday, December 13, 2021 7:47 AM
To: Moultrie, Ronald S HON (USA) (b)(6)
Cc: (b)(6)
(b)(6)
Subject: (b)(5)

Sir for now that should me. I'll take care of this. Vr Dave

From: "Moultrie, Ronald S HON (USA)" (b)(6)

Date: Sunday, December 12, 2021 at 3:11:43 PM

To: "Taylor, David M SES OSD (USA)" (b)(6)

Cc: (b)(6)

(b)(6)

Subject: (b)(5)

Dave,

We need a POC to whom we can forward AOIMSG-related items. Please explore. Thx.

v/r,
Ron

-----Original Message-----

From: (b)(6)

(b)(6)

Sent: Thursday, December 9, 2021 7:37 AM

To: Moultrie, Ronald S HON (USA) (b)(6)

Subject: (b)(5)

CLASSIFICATION: UNCLASSIFIED

CLASSIFICATION: UNCLASSIFIED

Greetings Secretary Moultrie,

(b)(6)

(b)(6)



CLASSIFICATION: UNCLASSIFIED

CLASSIFICATION: UNCLASSIFIED

From: Taylor, David M SES OSD (USA)
Sent: Wednesday, February 2, 2022 4:16 PM
To: Moultrie, Ronald S HON (USA); Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA)
Cc: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA); (b)(6)
(b)(6)
Subject: RE: Possible UAP Director Candidate

Concur Boss, we will build that and get your approval prior to engagement. Vr Dave

From: Moultrie, Ronald S HON (USA) (b)(6)
Sent: Wednesday, February 2, 2022 4:09 PM
To: Taylor, David M SES OSD (USA) (b)(6); Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA) (b)(6)
Cc: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA) (b)(6)
Subject: RE: Possible UAP Director Candidate

Dave,

Thanks. It would be helpful to have agreed upon criteria for the position that we can review/discuss.

v/r,
Ron

From: Taylor, David M SES OSD (USA) (b)(6)
Sent: Wednesday, February 2, 2022 12:10 PM
To: Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA) (b)(6); Moultrie, Ronald S HON (USA) (b)(6)
Cc: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA) (b)(6)
Subject: RE: Possible UAP Director Candidate

Boss, I have several irons in the fire and working options for a director. I hope to have several more options to review along with this very strong resume in the near future. We need to work on an orchestrated way to step through a nomination and selection process. Vr Dave.

From: Cummings, Matthew C (Matt) SES OSD OUSD INTEL (USA) (b)(6)
Sent: Wednesday, February 2, 2022 12:05 PM
To: Moultrie, Ronald S HON (USA) (b)(6)
Cc: Taylor, David M SES OSD (USA) (b)(6); Tipton, Neill T SES OSD OUSD INTEL & SEC (USA) (b)(6)
Subject: Possible UAP Director Candidate

Sir,

I have attached a resume for a possible UAP director candidate for you. (b)(6)

(b)(6)

(b)(6)



Thanks!

Matt

MATTHEW C. CUMMINGS, DISL
Deputy Director, Technical Collection (C&SP/TC)
Office of the Under Secretary of Defense for Intelligence

(b)(6)



From: Taylor, David M SES OSD (USA)
Sent: Wednesday, July 14, 2021 5:52 PM
To: Moultrie, Ronald S HON (USA)
Subject: UAP issue

Sir I spoke with (b)(6). We are in a good place. (b)(6) has it for action. (b)(6) also was not surprised. Had (b)(6) known that it was with Senators (b)(6) would have stopped him from going. Apparently this is not the first issue with the Hill they've had. Hope you have a good evening. Vr Dave

David M. Taylor
Performing the Duties of the
Deputy Under Secretary of Defense for
Intelligence & Security

From: (b)(6)
Sent: Thursday, September 30, 2021 5:57 PM
To: Moultrie, Ronald S HON (USA)
Subject: FW: UAP notes for DSD

Sir,

Mr. Taylor is aware that the DSD would like to solidify the Department's approach on UAP by next week. He sent a coordination request to the MILDEPs, JS, and Unders requesting their support NLT 4 Oct.

v/r (b)(6)

From: Taylor, David M SES OSD (USA) (b)(6)
Sent: Thursday, September 30, 2021 3:24 PM
To: (b)(6)
Cc: (b)(6)
(b)(6)
Subject: FW: UAP notes for DSD

Deitra can you please add this to the bosses TPs for his DSD 1v1 tomorrow. Thanks r Dave

From: Tipton, Neill T SES OSD OUSD INTEL & SEC (USA) (b)(6)
Sent: Thursday, September 30, 2021 3:21 PM
To: Taylor, David M SES OSD (USA) (b)(6)
Cc: (b)(6);
(b)(6);
(b)(6) Cummings, Matthew C (Matt)
SES OSD OUSD INTEL (USA) (b)(6)
Subject: UAP notes for DSD

Dave,

Here are the notes/TP you requested to inform Mr. Moultrie's engagement with DSD tomorrow. The last one is just a placeholder—I haven't held the meeting yet, but will be able to provide a read-out in the morning.

Thanks

Neill

- The Establishment Memo and Terms of Reference for the Airborne Object Identification and Management Synchronization Group (AIMSG) are out for Principal Coordination, and I expect to have a document for your review and decision next week.
- There will clearly need to be a transition timeline as we establish the AIMSG. The Executive Committee (I&S, DJS and PDDNI) will appoint an interim Director and Deputy for the AIMSG, and the current UAPTF mission and activities will move under the AIMSG until it can be fully staffed.
- I am working to identify the appropriate funding for the AIMSG, but ask for your support in looking across the Department for help to properly resource this mission.

(b)(5)

- We have also developed the framework for a holistic DoD Collection and Analysis Strategy and a Technical Roadmap, complemented by an IC Collection Strategy, but our priority is on putting the right organizational pieces in place first. I feel we have an adequate approach to these problems, without formalizing it to the point that it boxes in the future organization.
- Neill Tipton (DDI C&SP) hosted an ASD-level meeting this morning (1 Oct) to discuss the way-forward and identified [xxxxxxxxxx]

From: Christ, Gregory M SES OSD OUSD INTEL (USA)
Sent: Monday, January 17, 2022 9:04 PM
To: Moultrie, Ronald S HON (USA)
Cc: Taylor, David M SES OSD (USA)
Subject: USDI&S due out from Dec 28 meeting with Jesus

HON Moultrie,

Sir, at our meeting in December, you asked me to provide a series of questions that I would ask (much like an accident investigation board from your EP-3 experience) as a point of departure for a portion of our work that would pertain to “field investigations”. This list is a “work in progress”, and I have not had the opportunity, due to being here at Harvard), to view any of the classified footage which I imagine will add to the list. As I review all the material that (b)(6) (b)(6) is putting together for me, as well as the classified material, and I visit MIT as we discussed, I will refine this list. I did want to get you some preliminary thoughts in time to meet your suspense of mid-January.

These questions are separate from the findings and recommendations of the Preliminary UAP Report signed out by the DNI June 25, 2021, as well as the actions, responsibilities, roles and structure being put forth in the draft AOIMSG Interim Guidance and the work that (b)(6) is doing that Mr. Taylor is overseeing currently out for coordination.

I am scheduled to engage with the team doing work at MIT (Project Galileo and the Airborne Sensors Group) the last week in January/first week in February and will report back on thoughts from that engagement.

Possible questions (no specificity in order) for aircrew following an engagement:

(b)(5)



(b)(5)



Much more to follow.

Very Respectfully,

Jesus

Greg Christ

OUSDI&S
Harvard Kennedy School
National Security Fellow